## Index

360-degree feedback, 183	Alcohol/drug
	developing policy, 254-256
Absence	drug abuse, 253, 254
alcohol/drug misuse, 252–254	misuse, 252–256
causes, 245	testing, 256
management, 243–247	Americo, 32
organization policy, 245	ANO hotels, rhetoric and reality of appraisal,
proactive approaches, 247	178
review interview, 246	Anti-discriminatory legislation, 123
Accor Group, 231	Appraisal, in practice, 14, 172–185
Adaptive culture, need for, 64	appraisal form, 184
Adult minimum wage, comparison, 205	appraisal interview, 184–185
Advertising agencies, 98–100	approaches, 182–183
recruitment advertising, judging	individual performance, 181
criteria, 99	practicalities, 177, 183–185
Advisory Conciliation and Arbitration Service	problems, 175–176
(ACAS) code of practice, 281	reasons for, 172–173
on disciplinary procedure, 284–285	rhetoric and reality, in ANO hotels, 178
on grievance procedure, 283	schemes, 177
Aesthetic labour, 93, 95–96	talking points, 179
Aesthetics, 58	views, 174–175
Age-diverse workforce steps, 132	negative, 175
Age Diversity in Employment, 131	positive, 174
AIDS/HIV, 247–252	Apprenticeships, 151
age composition and accommodation, 248	Aptitude test, 108
homosexual males, 248	Artefacts and creations, 57
organizations policies, consideration aspects,	Asia, 40
252	Assessment centres, 101, 109
policy responses, 251–252	easyJet, 110
potential response	Association of British Travel Agents (ABTA), 197
bounded rationality response, 250–251	Assumptions, 57, 62
rational response, 250	Attitude survey, 230
subjective response, 251	Attitudes, 57, 62, 122
public fears, 249	Australia, 44, 226, 265
public misperceptions, 250	
sexual activity, in tourism industry, 249	Bain, George, 200
work nature, 248–249	Bazooms, 262
Air rage, 273	Behaviour, 54, 61–62, 63, 248, 258, 259, 262–263,
proactive response, 274	264

Corporate identity, 58

Behaviourally anchored rating scales (BARS), Corporate stories, 60 Cost reduction strategy, 11-12 Belgium, 45 Country-of-operation, 41 Beliefs, 57, 62 Country-of-origin, 37-39 Best fit, 11-13 generalizations, 38, 39 vs. best practice, 10-11 Coupland, Douglas, 2, 194 Best practice, 10-11, 13-15, 20-21 Covey, Stephen, 174 Bickerstaffe, Rodney, 201 Cultural phenomenon, in organizations, 57 Culture, in IHRM, 41-43 Black and minority ethnic people, employment experience, 117-119 individualism, 42 Blatcherism, 223 masculinity, 42 British Airline Pilots Association (BALPA), 256 power distance, 41 uncertainty avoidance, 42 **British Airways** religious discrimination, 131 see also organizational culture tackling absence, 246 Customer appraisal, 182 British Hospitality Association (BHA), 18, 200 Customer surveys, 182–183 Café Pasta, 235 Deming, W. Edwards, 174 'Cafeteria' approach, 137, 189 Dermody, Paul, 192 Canada, 155 Designer restaurant, 19 Caterer and Hotelkeeper, 192, 271 Direct discrimination, 124 Centricity, impact of, 30-31 Disability Discrimination Act (Amendment) Chartered Institute of Personnel and Regulations 2003, 123 Development (CIPD), 99, 132, 150, 170, Disability Discrimination Act (DDA), 126, 183, 218, 222, 236, 244, 281 251 China, 46, 233 Disability Discrimination Act 1995, 123 Club Med, 236 Disability Discrimination Act 2005, 123 Disability, perception, 120 Cold pricklies, 61 Collective approach, 220, 221 Disability Rights Commission (DRC), 124, Commercial hospitality industry, 5, 199 133 Commission for Equality and Human Rights Disabled employees, experience, 119–120 (CEHR), 133 two-ticks scheme, 120 Commission for Racial Equality (CRE), 109, 124 Disciplinary procedures, 284-290 ACAS code of practice, 284-285 Company paternalism, in welfare policy, 243 Competitive advantage, 8 discipline, definition, 281 Competitive strategies, 15, 16 Dismissal, 287–289 Complaint, 263, 282 reasons for, 287-288 Conflict, 216, 282 unfair conditions, 288-289 Conflict resolution, 219-222 Disney, use of language, 60 Content validity, 110 Dissatisfaction, 282 Diversity management training initiatives Core and peripheral employees, 81 Corporate architecture, 57 (DMTIs), 135 Corporate conscience, in welfare policy, 242 Diversity oriented organizations, 136–137 Corporate culture, 32, 33, 54, 55 Dorchester Hotel, organizing failure in, 225

Downward communication, 229-230

Drinking see alcohol/drug Employment tribunal (ET), 115, 124, 126, 127, Drug see alcohol/drug 289-290 basic award, 290 E-learning, 162 compensatory award, 290 Empowerment, 232, 233 EasyJet, assessment centres, 110 Economics, 17-18 Environmental conflict, 282 Edmonds, John, 192 Equal opportunities, 114, 243 Employee assistance programmes (EAPs), 254, employment experience, 116-122 legislative response, 122 Employee-employer views, of pay managing diversity, 133-137 employee objective Equal Opportunities Commission (EOC), 109, 124, 133 composition, 191 felt to be fair, 190 Equality and diversity purchasing power, 189-190 business aspects, 115 recognition, 191 ethical aspects, 115 relativities, 190-191 key issues, 116 rights, 190 legal aspects, 115 employer objectives Equality Act 2006, 133 change management, 194-195 Ethnocentric approach to internationalization, competition, 193 28-29, 30 control, 193 EU, 40, 71, 72, 73, 74, 131, 236, 244, 253, 275 cost, 194 EU expansion motivation and performance, 193 labour and skill shortages, solutions, 73 prestige, 191-193 EU Social Chapter, 74 Employee involvement, 14, 228–233 European Court of Justice (ECJ), 271–272 Employee participation, 234 European social model vs. Anglo-Saxon Employee relations, 14, 217-222 approach, 73-74 conflict resolution, 219-222 European Works Councils (EWCs), 234-237 frames of reference, 218-219 External fit, ensuring method, 8 Employment Act 2002, 75, 281 External labour market, 96 Employment Equality (Religion or Belief) national, 72-76 Regulations 2003, 123 sectoral, 76-80 Employment Equality (Sex Discrimination) transnational, 72 Regulations 2005, 123 External off-the-job training, 162-163 **Employment Equality (Sexual Orientation)** Regulations 2003, 123 Face validity, 110 Feedback, 110-111, 182-183 Employment experience black and minority ethnic people, 117-119 Feminization, in labour market, 75 disabled employees, 119-120 Fiddles and knock-offs, 209 older workers, 121-122 First Choice Airways, 198, 210 women, 116-117 Flexible firm model, core and peripheral Employment-related legislation, 75 employees, 81 Employment Relations Act 1999, 75, 222, 287 Flirting, 208, 260-261 Employment Relations Act 2004, 222 France, 207, 236, 265 Employment Rights Act 1999, 287 Frenco, 32

Front-line tourism and hospitality employee, 59, pessimistic view, 17-19 personnel problems, 17 Functional flexibility, 81-83 HRM quality enhancer hotel, 21 Human resource development (HRD), 142 Genuine Occupational Qualification (GOQ), 126 Human Rights Act 1998, 123, 256 Geocentric approach to internationalization, 28, 29-30, 36 In-company off-the-job training, 160–162 human resource profile, 31 In-company on-the-job training, 160 George, Peter, 192 In-tray exercise, 109 Income Data Services (IDS), 202 Germany, 43, 144, 145, 203 Glasgow, 95 Indirect discrimination, 124 Global economy, American dominance of, 40 Individual performance, measuring Global hotel industry, orientations in, 32 criteria, 181 factors, 181 Grievance procedures, 281-284 ACAS code of practice, 283 Induction crisis, 161 conflict, 282 Industrial relations, 217-222 degrees, of discontent, 282 Industry level, 152-153 Information and Consultation of Employees grievance, definition, 280-281 Guest Service Staff (GSS) training, 97-98 (ICE) Regulations 2004, 236-237 Innovation strategy, 11 Hard HRM, 83-84 Institute of Professional Advertisers (IPA), 99 vs. soft HRM, 9-10, 169 Institutional perspective, 43-44 Health and Safety at Work Act (HASWA) 1974, Intelligence test, 108 267 Intermediaries, 4 Health and Safety Executive (HSE), 266, 268-269 Internal fit, ensuring method, 8 Health and Social Care (Scotland) Act, 266 Internal labour market Heroes, 60 and flexible labour utilization, 80 Hilton International, Fast-track Elevator functional flexibility, 81-83 programme, 101 numerical flexibility, 83-84 Hologram, 8, 20 International hotel industry, American Hooters, 262 dominance of, 40 Hotel, Catering and Tourism Sector (HCTS), 3 International human resource management HRM (IHRM), 7, 26 best fit, 11-13, 294 emergence, 27-28 best fit vs. best practice, 10-11 centricity, 30-31 best practice, 13-15, 20-21, 295-296 country-of-operation, 41 convenient shorthand term, 7 country-of-origin, 37-39 cycle, 16 culture, importance of, 41-43 definitions, 7-9 institutional perspective, 43-44 hard vs. soft, 9-10 international managers role in, 33, 35-37 international staffing, 32-33 airline industry, 10 Perlmutter's work attempts, 28-30 label, 7 Manipulative device, 8 MNCs and HRM policies and practices, 44-46 Map, 8 International Labour Organization (ILO), 6, 18, models and reality, 15-17 223

International managers, role in IHRM, 33, 35–37 Low pay, history, 198 International staffing, 32-33 Low Pay Commission (LPC), 200, 201, 203 host-country nationals (HCNs), 32, 33, 34 Low Pay Unit (LPU), 200, 201 parent-country nationals (PCNs), 32, 33, 34 Lufthansa, social partnership in, 220 third-country nationals (TCNs), 32, 33, 34 Luxury hotels and employment experience, 78 Interpersonal skills, 93, 94 Interviewing, 105-111 Mallorca, 199, 249 Managerial Thatcherism, 223 Investors in People (IiP), 147–150 principles, 148, 149 Managing diversity, 133 definitions, 134 Italy, 125, 203, 244, 265 diversity management training initiatives (DMTIs), 135 Japan, 38, 144 Job analysis, 90-91 diversity oriented organizations, 136-137 Job description, 91, 150, 180, 191 and equal opportunities, differences, 135 Job security, 14, 233 Mandatory retirement, 287 Jurys Inns, recruitment and training strategy, Marginal workers, 6-7, 22, 77 97-98 Market-driven approach, 8 Marriott Marble Arch, Discovery cross-training Kelleher, Herb, 60, 61 scheme, 82 Mass service, 12-13 Labour market, 71 Material objects, 57 external market, 71-72, 80, 96 McDonald's, 12, 13, 40, 44, 58, 63, 194, 205 McGregor, Douglas, 174 national, 72-76 sectoral, 76-80 McJob, challenging perceptions, 194 transnational, 72 Mentoring, 160 internal market, 71-72, 80, 96 Metaphors, 59, 61, 219 functional flexibility, 81-83 Mission statement, 57-58, 161 numerical flexibility, 83-84 Models and reality, 15-17 Labour supply Modern Apprenticeships see apprenticeships challenges, 71 Morris, Bill, 201 in hotel sector, 84 Multinational companies (MNCs), 72 Language, 59 and HRM policies and practices, 44-46 usage, in Disney, 60 Multi-rater feedback see 360-degree feedback Legalistic-reactive approach, in welfare policy, 242 Munro Fraser five-fold grading system, 92-93 Legislative response 'Mystery' or 'phantom' shopper, 183 anti-discriminatory legislation, 123 Myths, 60 jobs for girls, 125 from hospitality entrepreneurs, 62 physical/mental impairment conditions, 127 National labour market, 72-76 policy responses, for lesbian and gay, 129-130 religious discrimination, British Airways, 131 National Minimum Wage (NMW), 195, 199-200 response to disability, 127 evolution, in UK, 204 visually impaired employees, responding to in leisure industry, 193 the needs, 129 National Minimum Wage Act, 75, 200 Living wage, 202 National skill-creation system, 145 Long-term absence, 244-245 National Vocational Qualification (NVQ), 97, 132

Parental Leave Directive, 74

National works councils, 234-237 Part-time employees, regulations on, 75 National/Scottish Vocational Qualifications Pay determination, influences on, 195, 196-197 (N/SVQs), 146-147 Pay disparities, 192 Needed role behaviours, 11-12 Peer appraisal, 182 The Netherlands, 45, 265 People 1st, 3, 152 New Zealand, 207 Performance appraisal, 169 Norway, 75, 125, 265 definition, 170-171 Numerical flexibility, 83-84 nature of, 170-172 parameters, 171 Off-the-job training in practice see appraisal, in practice external, 159, 162-163 Performance management system (PMS), 169 in-company, 159, 160-162 aims, 169 Older workers, employment experience, managing poor performance, 185-186 nature of, 170-172 121 - 122ability vs. inability, 121 Perkins, Steve, 235 Oliver, Tom, 192 Perlmutter, Howard, 28-30 On-the-job training (OJT), in-company, 160 work attempts, 28-30 Online recruitment, 100-102 ethnocentric approach, 28-29 Opportunity Now, 118, 119, 120 geocentric approach, 28, 29-30 Organizational culture, 51 polycentric approach, 28, 29 adapting, failure, 64 Person/job interaction, 105 aspects/elements, 56 Person specification/competency profile, 91-92 Munro Fraser five-fold grading system, 92 competing views, 53 optimists, 53 Rodger seven-point plan, 92 pessimists, 53–55 shortlisting, 103-104 realists, 55-56 Personality test, 108-109, 110 definition, 51-53 Personnel problems, 17 and HRM, 65 Pessimistic views, of HRM, 17-19 contradictions and dilemmas, 66 Physical/mental impairment conditions, 127 as Orwellian mechanism, 55 Pilot Change Agenda, 210 and performance Pizza Hut, 73, 203 adaptive culture need, 64 metaphor usage in, 61 contingent view, 64 PizzaExpress, 203, 235 Pluralist perspectives, employee relations, reverse relationship, 64 strong culture thesis, 63 phenomenon, 57 Polycentric approach to internationalization, 28, at Pizza Hut, 61 29, 30, 35 recognition, 52 Pontins, 150 at Regent hotel, 54 Poor performance, management of, 185-186 Organizational strategies, 14 Predictive validity, 110 Organizing failure, in Dorchester Hotel, 225 Presentation skills, 109 Orwellian mechanism, 55 Professional practices set, 8 Professional service, 13 Padgett-Thompson, 288 Prosser, Sir Ian, 192

Psychometric test, 21, 101, 106, 108, 109, 111

Quality circles (QCs), 231 Scotland, 73, 95-96, 151, 266 Quality enhancement strategy, 11 Scotland with Style, 95-96 Scott, Amanda, 150 Race for Opportunity (RfO), 119, 131 Sector Skills Council (SSC), 3, 152 Race Relations (Amendment) Act 2000, 123 Sectoral labour market, 76-80 Race Relations Act (RRA), 121 Selection, 14, 104-111 affirmative action see positive action assessment centres, 109 Genuine Occupational Qualification (GOQ), criteria, 105 definition, 104 positive action, 125 reliability, 109-110 Racial equality, practical steps, 119 techniques Range of surveillance techniques, 183 aptitude test, 108 Realistic recruitment, in cruise industry, 103 in-tray exercise, 109 Realists, 55-56 intelligence test, 108 Recruitment, 14 interviewing, 105-108 advertising agencies, 98-100 personality test, 108–109 definition, 90 presentation skills, 109 front-line tourism and hospitality employee, problem-solving, 109 93 - 104psychometric testing, 108 job analysis, 90-91 two-way process, 105 job description, 91 validity, 110 online recruitment, 100-102 Self-appraisal, 182 person specification/competency profile, 91–92 Service factory, 12 Munro Fraser five-fold grading system, 92–93 Service organizations, 58, 59 Rodger seven-point plan, 92 Service shop, 12 realistic recruitment, in cruise industry, 103 Sex Discrimination (Gender Reassignment) Regulations 1999, 123 shortlisting, 103-104 skills required, 89 Sex Discrimination Act (SDA), 124 sources, 102 affirmative action see positive action Regent hotel culture, 54 Genuine Occupational Qualification (GOQ), 126 Rehabilitation of Offenders Act 1974, 123, 132 positive action, 125-126 Remuneration Sexual activity basic or base pay, 196-199 in tourism industry, 249 wage regulation, 199-206 in workplace, 257-258 Retention, 14 Sexual harassment, 256-264 in airline cabin crew, 261 Reward strategies, 189 benefits, 210-211 breeding ground, 259–263 employee-employer views of pay, 189-195 developing policy, 263-264 fiddles and knock-offs, 209 flirting, 260-261 for quality, 14 Hooters, 262 remuneration, 196-206 of hotel workers, 260 tipping practice, 206-209 prevention, reasons for, 258 Robinson, Gerry, 192 Shadowing, 160 Rodger seven-point plan, 92 Short-term absence, 244, 246 Russia, 46 Shortlisting, 103-104

Singapore, 44, 45	Total quality management (TQM), 155,
'Sitting next to Nellie', 160	231–232
Small- and medium-sized enterprises (SMEs),	Total Rewards System, 196, 210
171, 224	Tourism sector, sub-sectors, 3–4, 5
SMART mnemonic, 173	TQM see total quality management
Smile supervisors, 63	Trade union, 220, 221
Smoking, 264–266	in Australia, 226
global curb, 265	conflict in British Airway, 227
Social partnership, in Lufthansa, 220	in UK, terminal decline, 222–228
Social relational grievance, 282	reasons, 224–225
Social skills, 93, 94	in US, 226
Social substantive grievance, 282	Trade Union and Labour Relations
Soft HRM, 84	Consolidation Act 1992, 74
vs. hard HRM, 9–10	Trade Union Reform and Employment Rights
Spain, 265	Act 1993, 74
Stories, 60	Training, 141, 153
from hospitality entrepreneurs, 62	apprenticeships, 151
Stress, 266–270	benefits, 154–155
control, 268	conducting, 157, 163
demands, 268	dichotomy, 153-157
developing policy, 270	evaluating, 164
negative effects, 267	industry level, 152
organizational change, 269	instruction methods, selecting, 159-163
relationships, 268–269	external, off-the-job, 162–163
role, of employees, 269	in-company, off-the-job, 160-162
standard policy, 270	in-company, on-the-job, 160
support, 268	investors in people, 147–150
Strong culture thesis, 63, 64	cost, 150
Students, 6	levels of analysis, 143
Superhost, 153	N/SVQs, 146–147
Swedco, 32	national level responses, 142-146
Sweden, 144, 265	national skill-creation systems, 145
Sydmonds, James, 235	needs, assessing, 158
Symbols, 58	objectives, 159
	plan, 164
Talking points, in appraisal, 179	completion, 163
Teamwork, 14	preparation, 158
Temporal flexibility, 83	Pontins training, 150
'Them and us' attitude, 219, 220, 231	programme designing, 159
Thomas, David, 192	and TQM, in restaurant industry, 155
Tiger Tiger, recruitment process in, 100	VET policies and practices, 144
Tipping practice, 206–209	Training and development, 14
in different countries, 207	Transfer of Undertaking Regulations (TUPE),
motives, 208	287
research reports, 208	Transnational labour market, 72

Travel and Leisure Industry Salary Survey (1997), 192 Troublesome employee, 288 Two-way communication, 230

UK, 5, 6, 38, 73, 74, 76, 95, 106, 121, 122, 125, 131, 143, 144, 145, 146, 203, 220, 238, 244, 252, 257, 266, 270, 271, 272
Unitary perspectives, employee relations, 219
Upward appraisal, 182
Upward problem-solving, 229, 230

US, 38, 39, 40, 62, 73, 74, 131, 135, 144, 145, 206,

207, 226, 248, 253, 265

Validity, of selection procedure content validity, 110 face validity, 110 predictive validity, 110 Values, 41, 57, 62, 64 Virtual psychologist, 101

Visually impaired employees, responding to needs, 129 Vocational education and training (VET), policies and practices, 144–145

Wages Act 1986, 74 Warm fuzzies, 61 Welcome Host, 153 Welfare policies, 242, 243, 254 absence management, 243-247 AIDS/HIV, 247-252 alcohol/drug misuse, 252-256 rationales, 242-243 sexual harassment, 256-264 smoking, 264-266 stress, 266-270 working time, 270-273 workplace violence, 273-274 Wellness management, 245, 247 Women barriers for, 117 employment experience, 116-117 Work, as leisure, 199 Working time, 270-273 of EU, 270 excessive hours, 271 of UK, 270-271 Working Time Regulation (WTR), 271-272 Workplace, 171 air rage, 273, 274 with sexual simmer, 260 violence, 273-274

Workplace Employee Relations Survey data,

172, 224

Works councils, 234–235