Index

360-degree feedback, 183

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

Behaviourally anchored rating scales (BARS), 180
Belgium, 45
Beliefs, 57, 62
Best fit, 11–13
 vs. best practice, 10–11
Best practice, 10–11, 13–15, 20–21
Bickerstaffe, Rodney, 201
Black and minority ethnic people, employment experience, 117–119
Blatcherism, 223
British Airline Pilots Association (BALPA), 256
British Airways
 religious discrimination, 131
tackling absence, 246
British Hospitality Association (BHA), 18, 200

Café Pasta, 235
‘Cafeteria’ approach, 137, 189
Canada, 155
Caterer and Hotelkeeper, 192, 271
Centricity, impact of, 30–31
Chartered Institute of Personnel and Development (CIPD), 99, 132, 150, 170, 183, 218, 222, 236, 244, 281
China, 46, 233
Club Med, 236
Cold pricklies, 61
Collective approach, 220, 221
Commercial hospitality industry, 5, 199
Commission for Equality and Human Rights (CEHR), 133
Commission for Racial Equality (CRE), 109, 124
Company paternalism, in welfare policy, 243
Competitive advantage, 8
Competitive strategies, 15, 16
Complaint, 263, 282
Conflict, 216, 282
Conflict resolution, 219–222
Content validity, 110
Core and peripheral employees, 81
Corporate architecture, 57
Corporate conscience, in welfare policy, 242
Corporate culture, 32, 33, 54, 55
Corporate identity, 58
Corporate stories, 60
Cost reduction strategy, 11–12
Country-of-operation, 41
Country-of-origin, 37–39
generalizations, 38, 39
Coupland, Douglas, 2, 194
Covey, Stephen, 174
Cultural phenomenon, in organizations, 57
Culture, in IHRM, 41–43
 individualism, 42
 masculinity, 42
 power distance, 41
 uncertainty avoidance, 42
 see also organizational culture
Customer appraisal, 182
Customer surveys, 182–183
Deming, W. Edwards, 174
Dermody, Paul, 192
Designer restaurant, 19
Direct discrimination, 124
Disability Discrimination Act (Amendment) Regulations 2003, 123
Disability Discrimination Act (DDA), 126, 251
Disability Discrimination Act 1995, 123
Disability Discrimination Act 2005, 123
Disability, perception, 120
Disability Rights Commission (DRC), 124, 133
Disabled employees, experience, 119–120
two-ticks scheme, 120
Disciplinary procedures, 284–290
 ACAS code of practice, 284–285
discipline, definition, 281
Dismissal, 287–289
 reasons for, 287–288
 unfair conditions, 288–289
Disney, use of language, 60
Dissatisfaction, 282
Diversity management training initiatives (DMTIs), 135
Diversity oriented organizations, 136–137
Dorchester Hotel, organizing failure in, 225
Downward communication, 229–230
Drinking see alcohol/drug
Drug see alcohol/drug

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

Front-line tourism and hospitality employee, 59, 93–104

Functional flexibility, 81–83

Genuine Occupational Qualification (GOQ), 126

Geocentric approach to internationalization, 28, 29–30, 36

human resource profile, 31

George, Peter, 192

Germany, 43, 144, 145, 203

Glasgow, 95

Global economy, American dominance of, 40

Global hotel industry, orientations in, 32

Grievance procedures, 281–284

ACAS code of practice, 283

conflict, 282

degrees, of discontent, 282

grievance, definition, 280–281

Guest Service Staff (GSS) training, 97–98

Hard HRM, 83–84

vs. soft HRM, 9–10, 169

Health and Safety at Work Act (HASWA) 1974, 267

Health and Safety Executive (HSE), 266, 268–269

Health and Social Care (Scotland) Act, 266

Heroes, 60

Hilton International, Fast-track Elevator programme, 101

Hologram, 8, 20

Hooters, 262

Hotel, Catering and Tourism Sector (HCTS), 3

HRM

best fit, 11–13, 294

best fit vs. best practice, 10–11

best practice, 13–15, 20–21, 295–296

convenient shorthand term, 7

cycle, 16

definitions, 7–9

hard vs. soft, 9–10

airline industry, 10

label, 7

Manipulative device, 8

Map, 8

models and reality, 15–17

pessimistic view, 17–19

personnel problems, 17

HRM quality enhancer hotel, 21

Human resource development (HRD), 142

Human Rights Act 1998, 123, 256

In-company off-the-job training, 160–162

In-company on-the-job training, 160

In-tray exercise, 109

Income Data Services (IDS), 202

Indirect discrimination, 124

Individual performance, measuring

criteria, 181

factors, 181

Induction crisis, 161

Industrial relations, 217–222

Industry level, 152–153

Information and Consultation of Employees (ICE) Regulations 2004, 236–237

Innovation strategy, 11

Institute of Professional Advertisers (IPA), 99

Institutional perspective, 43–44

Intelligence test, 108

Intermediaries, 4

Internal fit, ensuring method, 8

Internal labour market

and flexible labour utilization, 80

functional flexibility, 81–83

numerical flexibility, 83–84

International hotel industry, American dominance of, 40

International human resource management (IHRM), 7, 26

emergence, 27–28

centricity, 30–31

country-of-operation, 41

country-of-origin, 37–39

culture, importance of, 41–43

institutional perspective, 43–44

international managers role in, 33, 35–37

international staffing, 32–33

Perlmutter’s work attempts, 28–30

MNCs and HRM policies and practices, 44–46

International Labour Organization (ILO), 6, 18, 223
International managers, role in IHRM, 33, 35–37
International staffing, 32–33
  host-country nationals (HCNs), 32, 33, 34
  parent-country nationals (PCNs), 32, 33, 34
  third-country nationals (TCNs), 32, 33, 34
Interpersonal skills, 93, 94
Interviewing, 105–111
Investors in People (IiP), 147–150
  principles, 148, 149
Italy, 125, 203, 244, 265

Japan, 38, 144
Job analysis, 90–91
Job description, 91, 150, 180, 191
Job security, 14, 233
Jurys Inns, recruitment and training strategy, 97–98

Kelleher, Herb, 60, 61

Labour market, 71
  external market, 71–72, 80, 96
  national, 72–76
  sectoral, 76–80
  transnational, 72
  internal market, 71–72, 80, 96
  functional flexibility, 81–83
  numerical flexibility, 83–84
Labour supply
  challenges, 71
  in hotel sector, 84
Language, 59
  usage, in Disney, 60
Legalistic-reactive approach, in welfare policy, 242
Legislative response
  anti-discriminatory legislation, 123
  jobs for girls, 125
  physical/mental impairment conditions, 127
  policy responses, for lesbian and gay, 129–130
  religious discrimination, British Airways, 131
  response to disability, 127
  visually impaired employees, responding to the needs, 129
Living wage, 202
Long-term absence, 244–245
Low pay, history, 198
Low Pay Commission (LPC), 200, 201, 203
Low Pay Unit (LPU), 200, 201
Lufthansa, social partnership in, 220
Luxury hotels and employment experience, 78
Mallorca, 199, 249
Managerial Thatcherism, 223
Managing diversity, 133
  definitions, 134
  diversity management training initiatives (DMTIs), 135
  diversity oriented organizations, 136–137
  and equal opportunities, differences, 135
Mandatory retirement, 287
Marginal workers, 6–7, 22, 77
Market-driven approach, 8
Marriott Marble Arch, Discovery cross-training scheme, 82
Mass service, 12–13
Material objects, 57
McDonald’s, 12, 13, 40, 44, 58, 63, 194, 205
McGregor, Douglas, 174
McJob, challenging perceptions, 194
Mentoring, 160
Metaphors, 59, 61, 219
Mission statement, 57–58, 161
Models and reality, 15–17
Modern Apprenticeships see apprenticeships
Morris, Bill, 201
Multinational companies (MNCs), 72
  and HRM policies and practices, 44–46
Multi-rater feedback see 360-degree feedback
Munro Fraser five-fold grading system, 92–93
‘Mystery’ or ‘phantom’ shopper, 183
Myths, 60
  from hospitality entrepreneurs, 62
National labour market, 72–76
National Minimum Wage (NMW), 195, 199–200
  evolution, in UK, 204
  in leisure industry, 193
National Minimum Wage Act, 75, 200
National skill-creation system, 145
National Vocational Qualification (NVQ), 97, 132
National works councils, 234–237
National/Scottish Vocational Qualifications (N/SVQs), 146–147
Needed role behaviours, 11–12
The Netherlands, 45, 265
New Zealand, 207
Norway, 75, 125, 265
Numerical flexibility, 83–84

Off-the-job training
external, 159, 162–163
in-company, 159, 160–162

Older workers, employment experience, 121–122
ability vs. inability, 121

Oliver, Tom, 192

On-the-job training (OJT), in-company, 160

Opportunity Now, 118, 119, 120
Organizational culture, 51
adapting, failure, 64
aspects/elements, 56
competing views, 53
optimists, 53
pessimists, 53–55
realists, 55–56
definition, 51–53
and HRM, 65
contradictions and dilemmas, 66
as Orwellian mechanism, 55
and performance
adaptive culture need, 64
contingent view, 64
reverse relationship, 64
strong culture thesis, 63
phenomenon, 57
at Pizza Hut, 61
recognition, 52
at Regent hotel, 54
Organizational strategies, 14
Organizing failure, in Dorchester Hotel, 225
Orwellian mechanism, 55

Padgett-Thompson, 288
Parental Leave Directive, 74
Part-time employees, regulations on, 75
Pay determination, influences on, 195, 196–197
Pay disparities, 192
Peer appraisal, 182
People 1st, 3, 152
Performance appraisal, 169
definition, 170–171
nature of, 170–172
parameters, 171
in practice see appraisal, in practice
Performance management system (PMS), 169
aims, 169
managing poor performance, 185–186
nature of, 170–172
Perkins, Steve, 235
Perlmutter, Howard, 28–30
work attempts, 28–30
ethnocentric approach, 28–29
gecoentric approach, 28, 29–30
polycentric approach, 28, 29
Person/job interaction, 105
Person specification/competency profile, 91–92
Munro Fraser five-fold grading system, 92
Rodger seven-point plan, 92
shortlisting, 103–104
Personality test, 108–109, 110
Personnel problems, 17
Pessimistic views, of HRM, 17–19
Physical/mental impairment conditions, 127
Pilot Change Agenda, 210
Pizza Hut, 73, 203
metaphor usage in, 61
PizzaExpress, 203, 235
Pluralist perspectives, employee relations, 219–220
Polycentric approach to internationalization, 28, 29, 30, 35
Pontins, 150
Poor performance, management of, 185–186
Predictive validity, 110
Presentation skills, 109
Professional practices set, 8
Professional service, 13
Prosser, Sir Ian, 192
Psychometric test, 21, 101, 106, 108, 109, 111
Quality circles (QCs), 231
Quality enhancement strategy, 11

Race for Opportunity (RfO), 119, 131
Race Relations (Amendment) Act 2000, 123
Race Relations Act (RRA), 121
  affirmative action see positive action
  Genuine Occupational Qualification (GOQ), 126
  positive action, 125
Racial equality, practical steps, 119
Range of surveillance techniques, 183
Realistic recruitment, in cruise industry, 103
Realists, 55–56
Recruitment, 14
  advertising agencies, 98–100
  definition, 90
  front-line tourism and hospitality employee, 93–104
  job analysis, 90–91
  job description, 91
  online recruitment, 100–102
  person specification/competency profile, 91–92
    Munro Fraser five-fold grading system, 92–93
    Rodger seven-point plan, 92
  realistic recruitment, in cruise industry, 103
  shortlisting, 103–104
  skills required, 89
  sources, 102
Regent hotel culture, 54
Rehabilitation of Offenders Act 1974, 123, 132
Remuneration
  basic or base pay, 196–199
  wage regulation, 199–206
Retention, 14
Reward strategies, 189
  benefits, 210–211
  employee–employer views of pay, 189–195
  fiddles and knock-offs, 209
  for quality, 14
  remuneration, 196–206
  tipping practice, 206–209
Robinson, Gerry, 192
Rodger seven-point plan, 92
Russia, 46

Scotland, 73, 95–96, 151, 266
Scotland with Style, 95–96
Scott, Amanda, 150
Sector Skills Council (SSC), 3, 152
Sectoral labour market, 76–80
Selection, 14, 104–111
  assessment centres, 109
  criteria, 105
  definition, 104
  reliability, 109–110
  techniques
    aptitude test, 108
    in-tray exercise, 109
    intelligence test, 108
    interviewing, 105–108
    personality test, 108–109
    presentation skills, 109
    problem-solving, 109
    psychometric testing, 108
    two-way process, 105
    validity, 110
Self-appraisal, 182
Service factory, 12
Service organizations, 58, 59
Service shop, 12
Sex Discrimination (Gender Reassignment) Regulations 1999, 123
Sex Discrimination Act (SDA), 124
  affirmative action see positive action
  Genuine Occupational Qualification (GOQ), 126
  positive action, 125–126
Sexual activity
  in tourism industry, 249
  in workplace, 257–258
Sexual harassment, 256–264
  in airline cabin crew, 261
  breeding ground, 259–263
  developing policy, 263–264
  flirting, 260–261
  Hooters, 262
  of hotel workers, 260
  prevention, reasons for, 258
Shadowing, 160
Short-term absence, 244, 246
Shortlisting, 103–104
Singapore, 44, 45
‘Sitting next to Nellie’, 160
Small- and medium-sized enterprises (SMEs), 171, 224
SMART mnemonic, 173
Smile supervisors, 63
Smoking, 264–266
global curb, 265
Social partnership, in Lufthansa, 220
Social relational grievance, 282
Social skills, 93, 94
Social substantive grievance, 282
Soft HRM, 84
vs. hard HRM, 9–10
Spain, 265
Stories, 60
from hospitality entrepreneurs, 62
Stress, 266–270
control, 268
demands, 268
developing policy, 270
negative effects, 267
organizational change, 269
relationships, 268–269
role, of employees, 269
standard policy, 270
support, 268
Strong culture thesis, 63, 64
Students, 6
Superhost, 153
Swedco, 32
Sweden, 144, 265
Sydmonds, James, 235
Symbols, 58

Talking points, in appraisal, 179
Teamwork, 14
Temporal flexibility, 83
‘Them and us’ attitude, 219, 220, 231
Thomas, David, 192
Tiger Tiger, recruitment process in, 100
Tipping practice, 206–209
in different countries, 207
motives, 208
research reports, 208

Total quality management (TQM), 155, 231–232
Total Rewards System, 196, 210
Tourism sector, sub-sectors, 3–4, 5
TQM see total quality management
Trade union, 220, 221
in Australia, 226
conflict in British Airway, 227
in UK, terminal decline, 222–228
reasons, 224–225
in US, 226
Trade Union and Labour Relations
Consolidation Act 1992, 74
Trade Union Reform and Employment Rights
Act 1993, 74
Training, 141, 153
apprenticeships, 151
benefits, 154–155
conducting, 157, 163
dichotomy, 153–157
evaluating, 164
industry level, 152
instruction methods, selecting, 159–163
external, off-the-job, 162–163
in-company, off-the-job, 160–162
in-company, on-the-job, 160
investors in people, 147–150
cost, 150
levels of analysis, 143
N/SVQs, 146–147
national level responses, 142–146
national skill-creation systems, 145
needs, assessing, 158
objectives, 159
plan, 164
completion, 163
preparation, 158
Pontins training, 150
programme designing, 159
and TQM, in restaurant industry, 155
VET policies and practices, 144
Training and development, 14
Transfer of Undertaking Regulations (TUPE), 287
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