

14-58a  
AP- 9/2/14  
Senate Intv: 10/7/14

### Undergraduate Distance Education Review Form

(Required for all courses taught by distance education for more than one-third of teaching contact hours.)

#### Existing and Special Topics Course

Course: HRIM 256 - Human Resources in the Hospitality Industry  
Instructor(s) of Record: Dr. Lisa Dupnock  
Phone: (724) 357-3160 Email: l.m.dupnock@iup.edu

#### Step Two: Departmental/Dean Approval

Recommendation:  Positive (The objectives of this course can be met via distance education)

Negative

[Signature] 8-21-14  
Signature of Department Designee Date

Endorsed: [Signature] 8-24-14  
Signature of College Dean Date

Forward form and supporting materials to Liberal Studies Office for consideration by the University-wide Undergraduate Curriculum Committee. Dual-level courses also require review by the University-wide Graduate Committee for graduate-level section.

#### Step Three: University-wide Undergraduate Curriculum Committee Approval

Recommendation:  Positive (The objectives of this course can be met via distance education)

Negative

[Signature] 9-8-14  
Signature of Committee Co-Chair Date

Forward form and supporting materials to the Provost within 30 calendar days after received by committee.

#### Step Four: Provost Approval

Approved as distance education course  Rejected as distance education course

[Signature] 9/11/14  
Signature of Provost Date

Forward form and supporting materials to Associate Provost. Received



Received  
SEP 8 2014  
Liberal Studies

Received  
AUG 27 2014  
Liberal Studies

## UNDERGRADUATE DISTANCE EDUCATION REVIEW FORM ATTACHMENT

### Step One: Proposer

A. Provide a brief narrative rationale for each of the items, A1-A5.

1. How is/are the instructor(s) qualified in the distance education delivery method as well as the discipline?

Dr. Dupnock has experience developing and teaching courses using distance education methods. She has developed and taught ELR 632- Compensation Administration, and ELR 624 – Comparative Employment and Labor Relations in Desire To Learn (D2L). Dr. Dupnock has taught several courses in the classroom in the Employment and Labor Relations Department including; ELR 631 Human Resources in the Public Sector, ELR 613 Fundamentals of the American Labor Movement, ELR 526 Case Studies in Labor Management Relations, and the proposed course, HRIM 256- Human Resource Management in the Hospitality Industry (during a prior appointment in 2006-08). She uses D2L as a supplemental tool in each of these classes, and has taken several IUP IT Support lead training sessions to advance her skills in using D2L, including D2L Boot Camp in July 2014. Dr. Dupnock has also used the distance education delivery method for over four years through Westmoreland County Community College, developing and instructing a range of online courses including Applied Human Relations, and Principles of Management

Dr. Dupnock is a graduate of the Hospitality Management department, and was temporary faculty in the department from 2006-2008. She also worked in the industry for over 20 years. Her experience in the field in combination with her formal education, and knowledge of online teaching, qualifies her to teach the proposed class.

2. How will each objective in the course be met using distance education technologies?

#### Course Objectives:

1. Describe contemporary theory and practice relating to the management of the human resources within an organization as part of the total management system.
  - a. Current Events- Students will be responsible for four current events, due on the dates outlined in the course outline below. To receive full credit for the assignment, students must provide a summary of the article along with the article or a link to the website where the instructor can obtain the article.
2. Describe the techniques involved in the procurement, development, and maintenance of human resources such as those relating to selection, training, motivation, remuneration, and insurance.

- a. Through assigned weekly readings from the text, interaction with the instructor and other students in threaded discussions, students will develop an understanding of the procurement, development and other HR processes.
  - b. Quizzes- there will be four quizzes throughout the semester. The quiz is meant to evaluate the students' understand of the material throughout the semester. One of the quizzes will focus on the techniques, and current trends in the industry as they relate to selection, training, motivation, remuneration, and insurance.
3. Explain the concept of union-management relations and the processes by which unionization takes place, union agreements are negotiated, and grievances administered.
  - a. Through assigned weekly readings from the text, interaction with the instructor and other students in threaded discussions, students will develop an understanding of union-management relations and the processes within the unionization process.
4. Explain the challenges faced by human resources managers in today's hospitality-healthcare workplace.
  - a. Current Events- Students will be responsible for four current events, due on the dates outlined in the course outline below. To receive full credit for the assignment, students must provide a summary of the article along with the article or a link to the website where the instructor can obtain the article.
5. Discuss the legal issues surrounding the recruitment of human resources.
  - a. Current Events- Students will be responsible for four current events, due on the dates outlined in the course outline below. To receive full credit for the assignment, students must provide a summary of the article along with the article or a link to the website where the instructor can obtain the article.
  - b. Quizzes- there will be four quizzes throughout the semester. The quiz is meant to evaluate the students' understand of the material throughout the semester. One of the quizzes will focus on several legal issues that HR professionals are faced with in the industry.
6. Conduct a job analysis and prepare a job description and a job specification.
  - a. Final project- Students will be required to provide an analysis of a current human resource department and its practices. The students will then be required to provide their suggestions and, and provide improved processes and procedures. Students will be required to conduct a job analysis, job description and a job specification as part of this project.

7. Explain the importance of cultural awareness to effective human resources management practices in the hospitality and healthcare industries.
  - a. Through assigned weekly readings from the text, interaction with the instructor and other students in threaded discussions, students will develop an understanding of the importance of cultural awareness and the effects within the hospitality and healthcare industries.
8. Define an Employee Assistance Program and its' role in employee retention.
  - a. Final project- Students will be required to provide an analysis of a current human resource department and its practices. The students will then be required to provide their suggestions and, and provide improved processes and procedures. Students will be required to analyze and make suggestions on improvements regarding the company's EAP.
9. Describe the relationship between career development/counseling and performance development/counseling between; career development and succession planning; between development reviews and performance appraisals.
  - a. Quizzes- there will be four quizzes throughout the semester. The quiz is meant to evaluate the students' understand of the material throughout the semester. One of the quizzes will focus on the different relationships between career development, succession planning, employee performance reviews and performance appraisals.
10. Describe the characteristics of a good orientation program.
  - a. Quizzes- there will be four quizzes throughout the semester. The quiz is meant to evaluate the students' understand of the material throughout the semester. One of the quizzes will focus on orientation programs, and the components that should be part of an effective program.
  - b. Final project- Students will be required to provide an analysis of a current human resource department and its practices. The students will then be required to provide their suggestions and provide improved processes and procedures regarding the orientation program of the company they are analyzing.
11. Understand the importance and role of literacy initiatives in the workplace.
  - a. Current Events- Students will be responsible for four current events, due on the dates outlined in the course outline below. To receive full credit for the assignment, students must provide a summary of the article along with the article or a link to the website where the instructor can obtain the article.

### 3. How will instructor-student and student-student, if applicable, interaction take place?

Instructor-student interaction will take place by several methods. Instructor will interact with students via the threaded discussion message board. Each week the instructor will post discussion questions on the message board inviting students to respond. Instructor-student interaction will also take place via regular email messages to all students regarding general course issues and individual email messages to students. Interaction will also occur during assignment grading when feedback is provided to students. Finally, the instructor will be available as needed for phone conversations with individual students.

Student-student interaction will take place in several threaded discussion forums. Students will interact in a discussion forum devoted to the chapter topic each week. In addition to responding to the instructor's posts, students will be encouraged to engage each other in thoughtful analysis of issues raised in the thread. Student-student interaction will also occur in a current event assignment in which each student will be assigned to select a current event related to the chapter topic for the week and lead a threaded discussion on the event. In addition to posting discussion questions, the assigned student will be expected to provide opinion and analysis of other students' posts.

### 4. How will student achievement be evaluated?

Each week of the course will deal with a specific topic related to human resource management practices in the hospitality industry. Students will be expected to read the assigned chapter, other selected readings for the chapter topic, such as PowerPoint slides and additional scholarship research. The instructor will post discussion questions taken from the text books and other sources to probe student understanding and application of the topic. Students will be expected to respond to instructor's posts as well as post at least one question for consideration by students in the course. Students will be evaluated based on meeting the minimum requirements for posting as well as the quality of their participation (10 points per week).

During the semester students will be required to locate a current event related to that week's topics. Students will be expected to prepare a summary of the event to share with other students in the course and lead a threaded discussion of the issue.

Four quizzes will be given through D2L during the semester. These quizzes will be 10 questions in a combination of multiple-choice and true/false questions. The quizzes will be timed, and will be worth a total of 100 points.

The final research project assignment (280 points) will require students to write a scholarly report on their analysis of the human resource department within a hospitality company. While there are no minimum or maximum expectations for the paper, a minimally acceptable paper will be 8 pages with a minimum of 8 scholarly references. The paper must be prepared in APA, Sixth Edition format using Times New Roman, 12 font, double spaced, with one inch margins all around. An oral presentation will also be required in BlackBoard Collaborate.

5. How will academic honesty for tests and assignments be addressed?

The following academic integrity policy is contained within the syllabus:

Academic Integrity

IUP students are expected to maintain the highest standards of honesty and integrity.

*This syllabus represents a contract between you and the instructor of this course in which you agree to follow the rules and expectations described therein.* You are responsible for knowing and abiding by the IUP Academic Integrity Policy, (website:

<http://www.iup.edu/teachingexcellence/nfo/acadintegrity.shtm>) including the definitions of cheating, plagiarism, and other violations of academic integrity. Plagiarism involves using the works, facts, or ideas of another person or source as if they were your own. It is illegal and violates both university policy and the principles of scholarship. To avoid plagiarism, you must properly cite other people's words, facts, and ideas that you incorporate into your work. If you paraphrase (put into your own words) or quote (use the author's exact words) from any source (including material from the Internet), the paraphrase or quote must be cited properly. Other violations of academic integrity include *Providing or receiving unauthorized assistance in coursework, including papers, quizzes, and examinations, Using unauthorized materials and resources during quizzes and tests, Possessing course examination materials without the prior knowledge of the instructor, engaging in behaviors that are disruptive or threatening to others, and using computer technology in any way other than for the purposes intended for the course.* Plagiarism, cheating, and other forms of academic dishonesty are grounds for receiving an F for an assignment or exam, an F for a course, and referral to the University Judicial Review and potential sanctions including suspension or expulsion from the university.

In addition, to clearly expressing the above expectations in the syllabus, course evaluative assignments will be designed to minimize the potential for violations of academic integrity. Anti-plagiarism tools such as Turnitin will be used, as necessary, to ensure compliance with academic integrity. Quizzes will be timed, and questions randomly selected per each student.

## **SYLLABUS OF RECORD**

### **I. Catalog Description**

HRIM 256 Human Resources in the Hospitality Industry

3c-01-3cr

Prerequisites: HRIM 150 or Food and Nutrition major

Examines human resources management in the hospitality industry. Topics include cultural diversity, legal requirements, job analysis, recruitment and selection, training and development, performance appraisal, compensation, and benefits administration.

### **II. Course Outcomes:**

The student will be able to:

1. Describe contemporary theory and practice relating to the management of the human resources within an organization as part of the total management system.
2. Describe the techniques involved in the procurement, development, and maintenance of human resources such as those relating to selection, training, motivation, remuneration, and insurance.
3. Explain the concept of union-management relations and the processes by which unionization takes place, union agreements are negotiated, and grievances administered.
4. Explain the challenges faced by human resources managers in today's hospitality-healthcare workplace.
5. Discuss the legal issues surrounding the recruitment of human resources.
6. Conduct a job analysis and prepare a job description and a job specification.
7. Explain the importance of cultural awareness to effective human resources management practices in the hospitality and healthcare industries.
8. Define an Employee Assistance Program and its' role in employee retention.
9. Describe the relationship between career development/counseling and performance development/counseling between; career development and succession planning; between development reviews and performance appraisals.
10. Describe the characteristics of a good orientation program.
11. Understand the importance and role of literacy initiatives in the workplace.

### III. Course Outline

<u>CLASS</u>	<u>CHAPTER- TOPIC</u>	<u>ASSIGNMENTS DUE</u>
8/26	Introduction/Ch. 1	
8/28	Ch. 1- Employment Laws and Application	Read Chapter 1
9/2	Ch. 2 – Job Analysis and Job Design	Read Chapter 2
9/4	Ch. 2- Job Analysis and Job Design	
9/9	Ch. 3- Planning and Recruiting	Read Chapter 3
9/11	<b>Group Selection and Planning Session</b>	<b>Case Study #1 Due Pg. 113 “Mini Case Study”</b>
9/16	Ch. 4- Selection	Read Chapter 4
9/18	Ch. 4- Selection, <b>Quiz #1</b>	
9/23	Ch. 5- Orientation, Socialization, and Culture	Read Chapter 5
9/25	Ch. 5- Orientation, Socialization, and Culture	
9/30	Ch. 6- Training and Development	Read Chapter 6
10/2	Ch. 6- Training and Development	<b>Case Study #2 Due Pg. 213, “Case Study”</b>
10/7	Ch. 7- Evaluating Employee Performance	Read Chapter 7
10/9	Ch. 7- Evaluating Employee Performance, <b>Quiz #2</b>	
10/14	Ch.8- Compensation and Labor Issues	Read Chapter 8
10/16	Ch.8- Compensation and Labor Issues	
10/21	Ch.9 – Incentive and Benefits Administration	Read Chapter 9
10/23	Ch.9- Incentive and Benefits Administration	
10/28	Ch. 10- Labor Union	Read Chapter 10
10/30	Ch. 10- Labor Union	<b>Case Study #3 Due Pg. 348, “Mini Case Study”</b>
11/4	Ch. 11- Negotiation and Collective Bargaining	Read Chapter 11
11/6	Ch. 11- Negotiation and Collective Bargaining, <b>Quiz #3</b>	
11/11	Ch. 12- Health, Safety, and EAP’s	Read Chapter 12



11/13	Ch. 13- Turnover, Discipline, and Exits	Read Chapter 13 <b>Case Study #4 Due Pg. 440, "Case Study"</b>
11/18	Ch. 14- Social Responsibility and Ethics	Read Chapter 14
11/20	<b>Quiz #4, Group Work</b>	
11/25	NO CLASS BREAK	
11/27	HAPPY THANKSGIVING- NO CLASS BREAK	
12/2	<b>Presentations (Team #1, 2, 3; 20 minutes each)</b>	
12/4	<b>Presentations (Team #4, 5, 6; 20 minutes each)</b>	
12/9	FINALS WEEK	

#### **IV. Evaluation Methods**

Class Participation (28 class periods x 10 points)	= 280 points
Case Study Assignments (4 assignments x 25 points each)	= 100 points
Quizzes (4 x 25 points each)	= 100 points
Group Project (Assignments and final presentation)	= 100 points

***Attendance and Class Participation*** - Students will be evaluated for their attendance and participation during the 14 instructional class periods. A student who is not present cannot receive the full participation grade for the missed class session. If a student has to miss class and notifies the instructor prior to the absence, the student may obtain 1/2 of the participation grade for that day by submitting a one page summary report of the topics discussed during the missed class. Class participation will be based on the preparedness of each student, not only with regards to the assigned material, but also participation in new technologies that will be used throughout the semester. At the end of each class, the participation of each student will be evaluated and assigned a point value up to 10 points. Excellent participation will receive 10 points, Good participation 8-9 points, average participation 7 points; etc).

***Case Study Assignments*** – Students will be evaluated on their responses to the assigned case studies throughout the semester. All questions at the end of the case study must be answered thoroughly, and in complete sentences. Completed assignments should be type written, and uploaded into D2L prior to the class in which it is due. Assignments will be evaluated on spelling, grammar, and correctness of the response.

**Quizzes-** Quizzes will be given on dates listed in the Course Outline. No make-up quizzes will be permitted.

**Group Project** - Students will be randomly assigned to an HR team. The HR team will work together to create the policies and procedures of their HR department. The team will be evaluated on meeting all deadlines, preparing documentation, and the oral final presentation. Evaluation of the project will be based on both individual contributions, and the overall performance of the team. More details will be distributed by the instructor.

**V. Grade Scale**

90 – 100%	= A	(480-580 points)
80 – 89%	= B	(380-479 points)
70 – 79%	= C	(280-379 points)
60 - 69%	= D	(180-279 points)
59% and Below	= F	(179 points and below)

The deadline for submitting course requirements is the due date specified on the syllabus. Assignments submitted after the deadline will be accepted but will be penalized one letter grade (10%) except in cases of serious personal illness or injury or other unusual circumstances discussed with the instructor in advance. Except for bona fide emergencies or unusual circumstances requiring arrangements mutually agreed upon between the student and instructor in advance of the due date, no assignment will be accepted for evaluation once evaluated assignments have been returned to the class.

Academic Integrity

IUP students are expected to maintain the highest standards of honesty and integrity. You are responsible for knowing and abiding by the IUP Academic Integrity Policy, (website: <http://www.iup.edu/teachingexcellence/nfo/acadintegrity.shtm>) including the definitions of cheating, plagiarism, and other violations of academic integrity. Plagiarism involves using the works, facts, or ideas of another person or source as if they were your own. It is illegal and violates both university policy and the principles of scholarship. To avoid plagiarism, you must properly cite other people's words, facts, and ideas that you incorporate into your work. If you paraphrase (put into your own words) or quote (use the author's exact words) from any source (including material from the Internet), the paraphrase or quote must be cited properly. Plagiarism, cheating, and other forms of academic dishonesty are grounds for receiving an F for an assignment or exam, an F for a course, and referral to the University Judicial Review and potential sanctions including suspension or expulsion from the university.

## **VI. Attendance Policy**

As student learning is enhanced by class attendance and participation in discussions, the instructor encourages regular class attendance. The attendance policy of this instructor recognizes possible student need to miss class because of illness or personal emergency.

## **VII. Consultation:**

### **Office Hours in Room 4 Ackerman Hall:**

Tuesday and Thursday: 1:30pm-2:00pm; Wednesday: 10:00am-12:00pm, 1:30pm-2:30pm  
\* Other times available by appointment

**Email:** [l.m.dupnock@iup.edu](mailto:l.m.dupnock@iup.edu)

**IUP Office Phone:** 724-357-3160

## **VIII. Required Textbooks, Supplemental Books and Readings**

Woods, R.H., Johanson, M.M., and Sciarini, M.P., (2012). *Managing Hospitality Human Resources* (5<sup>th</sup> ed.). Lansing, Michigan: American Hotel & Lodging Educational Institute.

IX. **Special Resource Requirements** – Access to Desire To Learn (D2L).

X. **Other**

Technology is a great invention and I encourage you to use whatever technology you have to do class assignments. Use of technology can also be a distraction; to you and students around you. Solitaire, web-surfing, texting or other non-academic uses of technology will not be tolerated during class time. If your technology interrupts class time, you will be asked to leave class and will forfeit earned participation points for the class. Also, as a reminder the “Instructor of Record” for this course is listed at the top of this syllabus. Only work assigned and graded by the instructor of record will be used to determine your final grade. Course work which is either assigned or graded by any instructor other than the instructor of record will not be used in the computation of a student's final course grade.

## **IIIX. Bibliography**

## **DISTANCE EDUCATION SYLLABUS**

### **I. Catalog Description**

HRIM 256 Human Resources in the Hospitality Industry

3c-01-3cr

Prerequisites: HRIM 150 or Food and Nutrition major

Examines human resources management in the hospitality industry. Topics include cultural diversity, legal requirements, job analysis, recruitment and selection, training and development, performance appraisal, compensation, and benefits administration.

### **II. Course Outcomes:**

The student will be able to:

1. Describe contemporary theory and practice relating to the management of the human resources within an organization as part of the total management system.
2. Describe the techniques involved in the procurement, development, and maintenance of human resources such as those relating to selection, training, motivation, remuneration, and insurance.
3. Explain the concept of union-management relations and the processes by which unionization takes place, union agreements are negotiated, and grievances administered.
4. Explain the challenges faced by human resources managers in today's hospitality-healthcare workplace.
5. Discuss the legal issues surrounding the recruitment of human resources.
6. Conduct a job analysis and prepare a job description and a job specification.
7. Explain the importance of cultural awareness to effective human resources management practices in the hospitality and healthcare industries.
8. Define an Employee Assistance Program and its' role in employee retention.
9. Describe the relationship between career development/counseling and performance development/counseling between; career development and succession planning; between development reviews and performance appraisals.
10. Describe the characteristics of a good orientation program.
11. Understand the importance and role of literacy initiatives in the workplace.

### III. Course Outline

<u>CLASS</u>	<u>CHAPTER- TOPIC</u>	<u>ASSIGNMENTS DUE</u>
Week 1:8/26	Introduction	
	Ch. 1- Employment Laws and Application	Read Chapter 1
Week 2: 9/2	Ch. 2 – Job Analysis and Job Design	Read Chapter 2
Week 3:9/9	Ch. 3- Planning and Recruiting	Read Chapter
		<b>Current Event #1 Due</b>
Week 4: 9/16	Ch. 4- Selection	Read Chapter 4
		<b>Quiz #1</b>
Week 5: 9/23	Ch. 5- Orientation, Socialization, and Culture	Read Chapter 5
Week 6: 9/30	Ch. 6- Training and Development	Read Chapter 6
		<b>Current Event #2 Due</b>
Week 7: 10/7	Ch. 7- Evaluating Employee Performance	Read Chapter 7
		<b>Quiz #2</b>
Week 8: 10/14	Ch.8- Compensation and Labor Issues	Read Chapter 8
Week 9: 10/21	Ch.9 – Incentive and Benefits Administration	Read Chapter 9
Week 10: 10/28	Ch. 10- Labor Union	Read Chapter 10
		<b>Current Event #3 Due</b>
Week 11: 11/4	Ch. 11- Negotiation and Collective Bargaining	Read Chapter 11
		<b>Quiz #3</b>
Week 12: 11/11	Ch. 12- Health, Safety, and EAP's	Read Chapter 12
Week 13: 11/13	Ch. 13- Turnover, Discipline, and Exits	Read Chapter 13
		<b>Current Event #4 Due</b>
Week 14: 11/18	Ch. 14- Social Responsibility and Ethics	Read Chapter 14
		<b>Quiz #4</b>

Week 15 :11/25

NO CLASS BREAK

11/27

HAPPY THANKSGIVING- NO CLASS BREAK

Week 16: 12/2

FINAL PAPER

#### **IV. Evaluation Methods**

Participation in Weekly Discussions (14 weeks class periods x 10 points)	= 140 points
Current Events (4 assignments x 25 points each)	= 100 points
Quizzes (4 x 25 points each)	= 100 points
Final Project (Assignments and final presentation)	= 240 points

**Weekly Discussion Posts-** The instructor will post discussion questions taken from the text and other sources to probe student understanding and application of the topic. Students will be expected to respond to the instructor's posts and engage in interaction with other students in the course. Students will be evaluated based on meeting the minimum requirements for posting (at least 3 posts, either original posts or replies to other posts in the thread) as well as the quality of their participation (10 points per chapter). It is strongly encouraged that you regularly review the posts rather than waiting until the end of the week. D2L tracks participation and students who only log on one or two times a week and/or spend a very short time in the course will receive a lower participation grade in this component of the course compared to those who are actively engaged.

**Current Events Assignments** – During the semester students' will be required to locate a current event related to that week's topics. Students will be expected to prepare a summary of the event to share with other students in the course and lead a threaded discussion of the issue.

**Quizzes-** Quizzes will be given on dates listed in the Course Outline. No make-up quizzes will be permitted. Each quiz will remain open for 30 minutes, and consists of a combination of ten true/false and multiple-choice questions.

**Final project-** Students will be required to provide an analysis of a current human resource department and its practices. The students will then be required to provide their suggestions and, and provide improved processes and procedures. Detailed instructions will be distributed by the instructor. The project will require students to record a presentation via BlackBoard Collaborate, and turn in a scholarly paper.

## V. Grade Scale

90 – 100%	= A	(480-580 points)
80 – 89%	= B	(380-479 points)
70 – 79%	= C	(280-379 points)
60 - 69%	= D	(180-279 points)
59% and Below	= F	(179 points and below)

The deadline for submitting course requirements is the due date specified on the syllabus. Assignments submitted after the deadline will be accepted but will be penalized one letter grade (10%) except in cases of serious personal illness or injury or other unusual circumstances discussed with the instructor in advance. Except for bona fide emergencies or unusual circumstances requiring arrangements mutually agreed upon between the student and instructor in advance of the due date, no assignment will be accepted for evaluation once evaluated assignments have been returned to the class.

### Academic Integrity

IUP students are expected to maintain the highest standards of honesty and integrity. You are responsible for knowing and abiding by the IUP Academic Integrity Policy, (website: <http://www.iup.edu/teachingexcellence/nfo/acadintegrity.shtm>) including the definitions of cheating, plagiarism, and other violations of academic integrity. Plagiarism involves using the works, facts, or ideas of another person or source as if they were your own. It is illegal and violates both university policy and the principles of scholarship. To avoid plagiarism, you must properly cite other people's words, facts, and ideas that you incorporate into your work. If you paraphrase (put into your own words) or quote (use the author's exact words) from any source (including material from the Internet), the paraphrase or quote must be cited properly. Plagiarism, cheating, and other forms of academic dishonesty are grounds for receiving an F for an assignment or exam, an F for a course, and referral to the University Judicial Review and potential sanctions including suspension or expulsion from the university.

## VI. Attendance Policy

It is the expectation of the instructor that students will log into the D2L class two to three times per week. Regular participation in the online discussions will be part of the student's overall evaluation in the course.

## VII. Consultation:

### Office Hours in Room 4 Ackerman Hall:

Tuesday and Thursday: 1:30pm-2:00pm; Wednesday: 10:00am-12:00pm, 1:30pm-2:30pm

\* Other times available by appointment

**Email:** [l.m.dupnock@iup.edu](mailto:l.m.dupnock@iup.edu)

**IUP Office Phone:** 724-357-3160

## VIII. Required Textbooks, Supplemental Books and Readings

Woods, R.H., Johanson, M.M., and Sciarini, M.P., (2012). *Managing Hospitality Human Resources* (5<sup>th</sup> ed.). Lansing, Michigan: American Hotel & Lodging Educational Institute.

## IX. Special Access Requirements

Students enrolled in this course should possess the following technology skills:

- The ability to access information via the Web
- The ability to use the D2L system and associated tools, including discussion/chat, quizzing, and dropbox features.
- The ability to use word processing software.
- The ability to use Internet communication tools, specifically e-mail
- The ability to demonstrate netiquette (appropriate online conduct).

Students enrolled in this course must possess the following software:

### Windows Operating System (XP, Vista, 7)

- Browser
  - Mozilla Firefox 2 or later
  - Microsoft Internet Explorer 7 or later
- Office Productivity Suites
  - Word processing (Microsoft Word 2003 or later, Microsoft Office 2003 or later, Open Office)
- Browser Viewers and Players
  - Windows Media Player 7 or later (typically included with Windows)
  - Adobe Flash Player 7 or later
  - Adobe Reader 9 or later

### Mac OS X (Tiger, Leopard, Snow Leopard)

- Browser
  - Mozilla Firefox 2 or later



- Safari 3x or later (Not compatible with all university systems)
- Office Productivity Suites
  - Word processing (Microsoft Word 2004 or later, Microsoft Office 2004 or later, Open Office)
- Browser Viewers and Players
  - [Flip4Mac](#) (support for .wmv files)
  - [Adobe Flash Player](#) 7 or later
  - [Adobe Reader](#) 9 or later

HRIM 256- Human Resources in the Hospitality Industry

Distance Education Proposal

## **Sample Lesson- Week 4**

### **CHAPTER 4**

Class Topic: Selection

Reading Assignment(s)- Chapter 4- Selection, along with the PowerPoint slides (see attached).


#### ***Weekly Discussion Posts***

After reading Chapter 4, students will post responses and hold a Discussion based on the following questions posed by the instructor. A few example questions would be:

1. A job posting for an open dining room server position requires that applicants (1) have experience with the restaurant's point-of-sale system, (2) work evenings, and (3) have a working knowledge of food and wine pairings. The manager's selection strategy is to first disqualify those applicants who have no experience with the operation's point-of-sale system, then to disqualify applicants who cannot work evenings, then to disqualify remaining applicants who lack working knowledge of food and wine pairings. DO you think this was the appropriate action? Why or why not?
2. At a large downtown convention hotel, final candidates for open bell staff positions are asked to lift several bags and boxes as a test. Is this legal? Do you feel it is fair/appropriate to conduct this test?


#### ***Current Event***

On the week that a current event is assigned, the student will locate a current event based on the topic of that current week. For example, a student assigned to prepare a current event for Week 4 would locate a current event based on the process of employee selection. The student would then prepare a summary of the current event and post the summary and current event in the Discussion thread. All students in the class will then be required to read each others' posts and respond to the current events.

 Managing Hospitality Human Resources  
Chapter 4: Selection


### Competencies

1. Describe the importance of the selection process, and compare the features of the multiple hurdles and compensatory selection strategies. (slide 1-5)
2. Describe how managers use application forms and pre-employment tests as selection tools. (slides 6-7)
3. Identify the types of information that reference checks provide and explain the legal issues surrounding reference checks. (slides 8-14)
4. Identify the types of selection errors and biases managers must overcome when interviewing job applicants. (slides 15-16)
5. Identify the four basic rules in preparing for interviews and be able to assess the strengths and weaknesses of different types of interview approaches. (slides 17-20)

 Managing Hospitality Human Resources  
Chapter 4: Selection


### Does Selection Really Work?

- **Selection** is the process of choosing the right person for a job out of a pool of recruited candidates, is legal discrimination among job candidates.
- When done properly, selection is considered legal discrimination among job candidates.
- **Reliability** refers to the degree to which a selection method consistently produces the same results.
- **Validity** refers to the degree to which a selection process really measures or predicts what is intended to measure or predict.

 Managing Hospitality Human Resources  
Chapter 4: Selection

### Criterion-Related Validity


- Criterion-related validity is concerned with the relationship between the **predictor** and the criterion scores.
- Predictive validity uses a predictor to ascertain whether good performance is likely on the job.
- Concurrent validity tests the ability of current employees to perform a certain job; it differs from predictive validity in choice of time frame in which data are collected and choice of subjects.

 Managing Hospitality Human Resources  
Chapter 4: Selection

### Content Validity

**Content validity** measures the overall ability of an applicant to perform the entire job. It generally requires five steps:


1. Completion of a job analysis
2. Development of a test
3. Presentation of the test to a panel of experts for verification
4. Additions to or deletions from the test by the experts
5. Verification of validity and completeness of the modified test with current employees

 **Managing Hospitality Human Resources**  
Chapter 4: Selection

### Basic Steps in Filling a Job

1. Identify the opening.
2. Review the job description for clarity and responsibilities.
3. Review job specifications for qualifications.
4. Identify sources for applicant recruitment.
5. Review applications.
6. Select interviewing environment.
7. Select interviewing strategy.
8. Develop interview questions.
9. Conduct interview.
10. Close interview.
11. Evaluate candidate.
12. Check references.


Slide 1

 **Managing Hospitality Human Resources**  
Chapter 4: Selection

### Selection Methods

- The **multiple hurdles strategy** allows for elimination of applicants at any stage of the selection process; it is based on the belief that all requirements are critical for job success. Managers must be able to prove that the requirements they outline are job-related to avoid discrimination issues.
- The **compensatory strategy** is based on the assumption that a candidate's strengths may compensate for weaknesses in other areas; companies that take this approach should make provisions to identify such skills as desirable qualities rather than requirements to avoid discrimination issues.


Slide 2

 **Managing Hospitality Human Resources**  
Chapter 4: Selection

### Application Blanks

- Used to learn about applicants' personal data such as previous work experience, educational background, employment history, work references, and personal references.
- **Weighted application blanks (WAB)** are predictors of job performance in that they attempt to identify issues that are important to actual performance on the job.
- **Biographical information blanks (BIB)** identify factual material, attitudes, life experiences, and social values that may make an applicant more desirable.


Slide 3

 **Managing Hospitality Human Resources**  
Chapter 4: Selection

### Pre-Employment Tests

- Tests allow candidates to be easily compared, but companies must be able to show tests are valid and be careful to avoid discrimination. Tests that may apply in hospitality settings include:
  - Paper-and-pencil tests
  - Drug tests
  - Honesty tests
  - Work samples
  - Physical and motor ability tests
  - Assessment centers


Slide 4

 Managing Hospitality Human Resources  
Chapter 4: Selection

### Reference Checks and Recommendations

- Some sources claim that 30 percent of résumés in the U.S. include at least one major fabrication, many of which involve education, work experience, or equipment use.
- References can be personal or professional; however, many companies see personal references as a waste of time.
- Professional references relate directly to the work history of an applicant.


Slide 8

 Managing Hospitality Human Resources  
Chapter 4: Selection

### Typical Items in a Background Check

1. Verification of academic credentials
2. Verification of prior employment
3. Discussions with references and verification of letters of recommendation
4. Drug screens and, occasionally, physical exams
5. Testing to confirm skills and knowledge
6. An Internet search on the candidate's name
7. Criminal background checks
8. Credit checks


Slide 9

 Managing Hospitality Human Resources  
Chapter 4: Selection

### What Type of Information to Release

- Most information released on **reference checks** relates to employment dates or position-responsibility issues.
- Other information could pertain to salary, reason for leaving, performance evaluation, medical history, and rehire eligibility.
- Companies should ask applicants to sign waivers that grant permission to contact references, check court records, and verify educational histories and other credentials.


Slide 10

 Managing Hospitality Human Resources  
Chapter 4: Selection

### Credit and Third-Party Reference Checks

- Many companies use **credit reference checks** to evaluate the character of job applicants; however, employers should know that this practice has come under close scrutiny for its potential to violate individual privacy provisions of the Fair Credit Reporting Act.
- Many businesses in the U.S. use outside agencies to conduct reference checks, which can cost as little as \$75 depending on the depth of information required.


Slide 11

 Managing Hospitality Human Resources  
Chapter 4: Selection

### Negligent Hiring

- Failure to conduct a thorough reference check can leave an employer open to litigation for **negligent hiring**, i.e., an employer's failure to exercise reasonable care in the selection of its employees.
- To take advantage of Florida's legal presumption, a pre-employment background investigation must include:
  - A criminal background investigation
  - A reasonable effort by the employer to contact references
  - Completion of a job application form that contains questions about the applicant's criminal background
  - Obtaining a check of the driver's license record
  - Interviewing the prospective employee


Slide 14

 Managing Hospitality Human Resources  
Chapter 4: Selection

### Methods of Collecting Reference Information

- Telephone reference checks is the simplest but least successful method; many references are hesitant to provide information over the phone to someone they do not know.
- Written reference checks may take a manager little time to process, but are not usually answered since many former employers are leery about responding in writing to requests for information on former employees.
- Personal interviews are the most infrequently used method because of time and cost.


Slide 15

 Managing Hospitality Human Resources  
Chapter 4: Selection

### The Right to Privacy

- Employers should review the appropriate state legislation regarding privacy before undertaking any action in terms of reference checks.
- Employers should always get permission from former employees before releasing any information about them.
- Individuals have the right to know what is in their personnel files maintained by the federal government, their credit reports, and student education records.


Slide 16

 Managing Hospitality Human Resources  
Chapter 4: Selection

### Employment Interviews

- The overall goal of employment interviews is to attract, select, and retain a highly competent employee.
- The most notable problem with employment interviews is a lack of **inter-rater reliability**; e.g., if two people interviewed the same candidate, they would probably not make the same conclusions.


Slide 15

 Managing Hospitality Human Resources  
Chapter 4: Selection

### Problems with Interviewing Reliability

- Similarity errors
- Contrast errors
- Overweighing negative information
- Race, sex, and age bias
- First impression error
- Halo effect
- Devil's horns
- Faulty listening and memory
- Recency errors
- Interviewer domination
- Nonverbal communication

Slide 16


 Managing Hospitality Human Resources  
Chapter 4: Selection

### Preparing for Interviews

Information collection during an interview can be enhanced by following four basic rules:

1. Do your homework before the interview.
2. Establish the appropriate setting.
3. Establish a rapport.
4. Know the job.


Slide 17

 Managing Hospitality Human Resources  
Chapter 4: Selection

### Types of Interviews

- In **unstructured interviews**, questions are not previously planned; the interviewer leads the interview wherever seems appropriate.
- In **semi-structured interviews**, issues to address during the interview are planned out but flexibility is allowed; this approach is sometimes referred to as the cone approach, as it calls for the interviewer to prepare broad questions related to specific issues.
- In **structured interviews**, questions are prepared in advance and asked in the same manner; flexibility is reserved for the follow-up period where the interviewer can ask questions.

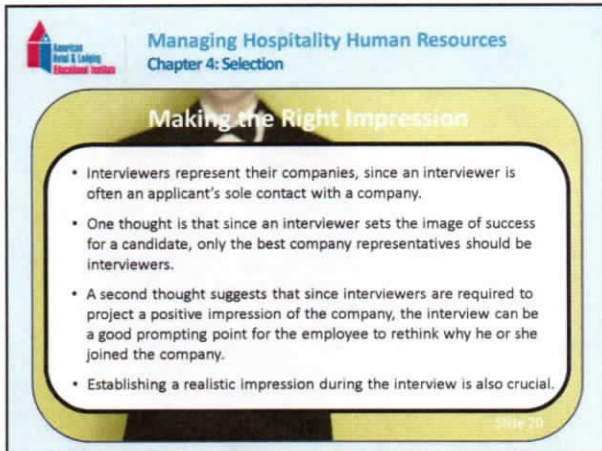
Slide 18


 Managing Hospitality Human Resources  
Chapter 4: Selection

### Approaches to Interviewing

- In the direct approach, interviewers typically ask specific questions that require only yes or no responses.
- In the non-direct approach, the interviewer encourages the applicant to talk freely about his or her experiences in former jobs, goals for the future, expectations at work, etc.
- In the eclectic approach, both **closed-end questions** and **open-ended questions** are utilized.

Slide 19



 **Managing Hospitality Human Resources**  
Chapter 4: Selection

### Making the Right Impression

- Interviewers represent their companies, since an interviewer is often an applicant's sole contact with a company.
- One thought is that since an interviewer sets the image of success for a candidate, only the best company representatives should be interviewers.
- A second thought suggests that since interviewers are required to project a positive impression of the company, the interview can be a good prompting point for the employee to rethink why he or she joined the company.
- Establishing a realistic impression during the interview is also crucial.

© 2014