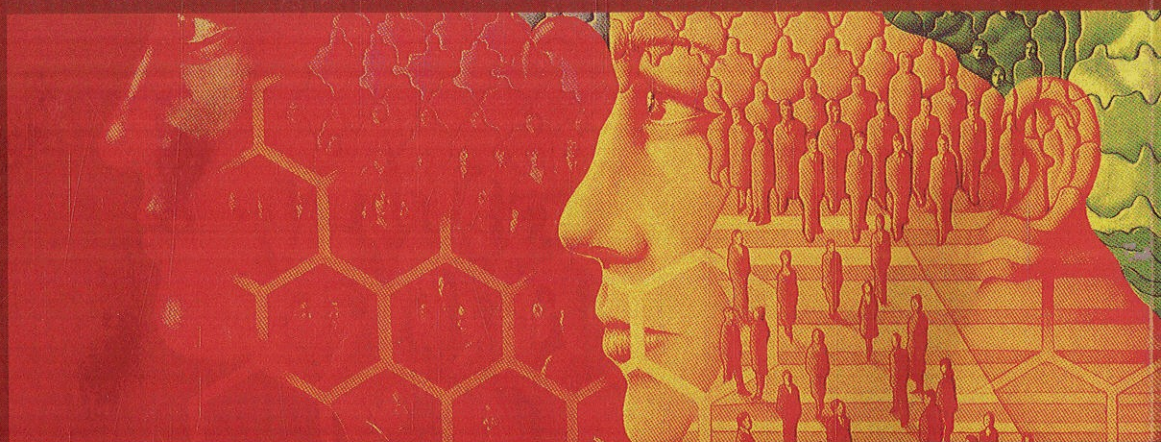


# HANDBOOK OF



# HOSPITALITY HUMAN RESOURCES MANAGEMENT



Editor: **Dana V. Tesone**  
Editor in Chief: **Abraham Pizam**



# Contents

<i>About the authors</i>	<i>vii</i>
<i>Preface</i>	<i>xix</i>

## **Part One Acquiring human resources**

1 HR in the hospitality industry: strategic frameworks and priorities <i>J. Bruce Tracey, Sean A. Way and Michael J. Tews</i>	3
2 Job analysis: the basis for all things H.R. <i>Jalane M. Meloun</i>	23
3 Get it right the first time: using job competencies for positive hiring outcomes in the hospitality industry <i>Peter Ricci</i>	43

## **Part Two Retaining human resources**

4 Organizational culture in the casual dining restaurant industry: the impact that culture has on service quality and customers' intentions to return <i>Dean A. Koutromanis</i>	63
5 Ethical principles and practices in human resources management <i>Frank J. Cavico and Bahaudin G. Mujtaba</i>	83
6 Human resources management and a service culture <i>Denver E. Severt and Catherine Curtis</i>	115
7 Employee relations: a problem-solving approach <i>R. Thomas George</i>	135
8 Human resource management's role in ethics within the hospitality industry <i>Jalane M. Meloun and Stephen E. Sussman</i>	157
9 Organisational communication in the hospitality industry: critical issues <i>Margaret Deery and Leo Jago</i>	177

10	Employee turnover: calculation of turnover rates and costs <i>Aksu Akin</i>	195
11	The role of conflict management in human resource development in the hospitality industry <i>Larry A. Rice and Claire Michele Rice</i>	223
12	Work-family conflict and facilitation: implications for hospitality researchers <i>Osman M. Karatepe</i>	237
13	The optimal hospitality leader: creating a thriving, self-motivating leadership-followership organizational network <i>George Alexakis</i>	265
14	The path of least resistance? Choice and constraint in HRM strategy in the UK hotel sector <i>Nick Wilton</i>	291
<b>Part Three Developing human resources</b>		
15	Employee orientation and mentoring programs <i>Bahaudin G. Mujtaba</i>	317
16	Human capital development: a return on investment perspective <i>Robin B. DiPietro</i>	347
17	Contributing to employee development through training and education <i>Debra Cannon</i>	373
18	An HR practitioner's view: four actions that HR executives can take to get their services used <i>Robert C. Preziosi</i>	391
<b>Part Four Critical human resource issues</b>		
19	Employee management and innovation <i>Michael Ottenbacher</i>	415
20	Development of a sustainable tourism hospitality human resources management module: a template for teaching sustainability across the curriculum <i>Dana V. Tesone</i>	431
21	Strategic human resources management issues in hospitality and tourism organizations <i>Fevzi Okumus</i>	469
	Index	497