

George Mason University
College of Education and Human Development
Tourism and Event Management

TOUR 450.001- Hospitality Human Resources Management
3 Credits, Spring 2017
Thursdays 7:20PM – 10:00PM, David King Jr. Hall - Room 2053

Faculty

Name: Marc Fournier
Office Hours: By Appointment
Office Location: Merten Hall, 3218, Fairfax Campus
Office Phone: 703-993-8199
Email Address: mfourni4@gmu.edu

Prerequisites/Corequisites

Undergraduate level [PRLS 410](#) Minimum Grade of D

University Catalog Course Description

Reviews concepts and methods related to the achievement of strategic business goals through employee recruitment, training and development.

Course Overview

This course is will provide the student with a broad, basic foundation in the various disciplines involved in the development process. Students will discuss, understand and develop strategies to overcome obstacles, institute cultural change and align teams around the philosophy of joint accountability and its impact on the human resources environment.

Course Delivery Method

This course will be delivered using a lecture format.

Learner Outcomes or Objectives

This course is designed to enable students to do the following:

- 1) explain the role of human resource managers in a the hospitality environment;
- 2) articulate the influence of employment laws;
- 3) assess staffing needs;
- 4) identify recruitment strategies;
- 5) prepare training programs
- 6) develop compensation strategies;
- 7) identify workplace health and safety standards; and
- 8) explain the nature of organized labor unions
- 9) understand the concept of joint-accountability
- 10) institute cultural change that improves overall performance

11) develop self-awareness and understand the impact of leadership on the human resource environment

REQUIRED TEXT

1. Strategic Hospitality Human Resources Management, Melvin R. Weber / Dori Finley Dennison, ISBN-10: 0135087058 • ISBN-13: 9780135087053 ©2015 • Prentice Hall • Paper, 216 pp
2. The Oz Principle: Getting Results Through Individual and Organizational Accountability, Roger Connors, Tom Smith, Craig Hickman, ISBN-13: 9781591843481

Course Performance Evaluation

Students are expected to submit all assignments on time in the manner outlined by the instructor (e.g., Blackboard, Tk20, hard

STUDENT REQUIREMENTS:

- a. Students are responsible for attending all classes, taking notes, and obtaining other materials provided by the instructor, taking tests, and completing assignments as scheduled by the instructor.
- b. Students are responsible for monitoring their grades and any changes of syllabus communicated by the instructor.
- c. Behaviors that disrupt other students’ learning are not acceptable (e.g., arriving consistently late for class; cell phone use, reading non-course related materials, eating during class, or social conversation during class).

CLASS ATTENDANCE AND PARTICIPATION:

Attendance will be taken at the end of each class meeting. My record of attendance is official and final. I will take attendance for all class meetings. **Students missing class due to severe illness and family emergency should contact the instructor ahead of time and provide him with verification document.** No points can be made up for an absence. If a student comes to a class more than 15 minutes late, s/he will be considered absent for that class. In the case that a student comes to a class less than 15 minutes late but shows a consistent pattern of being late (3 and more times), being late 3 times will equal one absence.

EVALUATION

This course will be graded on a point system, with a total of 850 possible points.

Requirements Points		
Attendance-	Only 2 absences per semester will be excused. Three (3) or more absences will result in 4 points deducted per absence. Five (5) or more absences results in 0 points.	75
Weekly Presentation	Each student will lead a discussion about the “Oz Principle” during a class. Students will be selected randomly to present and will do so a minimum of one time during the semester.	75
Assignments	Answer 2 discussion questions as assigned (10 points per assignment)	100
Quizzes	Four Quizzes – 50 points each.	200
Test	Two tests- 100 points each	200
Term Paper	Conduct research into relevant human resource management issues affecting the hospitality and tourism industry. Topic will be self-selected but must include; <ul style="list-style-type: none"> • Your reasons for selecting a particular topic 	200

	<ul style="list-style-type: none"> • Industry data, facts, statistics and/or findings ascertained from industry journals, academic journals, articles etc. • Observations and conclusions Grading is based on clarity of thought, quality of information and relevance of research materials used.	
Total		850
Extra Credit	Self-Analysis Report: An essay about your perception of “The Oz Principle”, what it means to you, how it could impact a hotel and how it will enhance or detract from your strengths and weaknesses. 2,500 words max.	Up to 25 Points

Note: Faculty reserves the right to change the requirements for these assignments. All written assignments must be submitted electronically in a Microsoft Word format. Participation in class discussion is very important. Please prepare for class by reading the assigned material.

A+	799-850	B+	731-764	C+	663-696	D+	595-628	F	0-562
A	782-798	B	714-730	C	646-662	D	578-594		
A-	765-781	B-	697-713	C-	629-645	D-	562-577		

Professional Dispositions

Students are expected to exhibit professional behaviors and dispositions at all times.

Class Schedule

Part 1—The Need for Strategic Human Resource Management

Week 1:

- Syllabus Review
- Chapter 1 Introduction to Strategic Human Resources in the Hospitality Industry
- “The Oz Principle” Overview

Part 2—Traditional Hospitality Human Resource Functions

Week 2:

- Text- Chapter 2 Laws Affecting Selection in Hospitality Organizations
- “Oz” Chapter 1 “Searching for Greater Accountability”

Week 3:

- Text- Chapter 3 Laws Affecting Hospitality Workplaces
- “Oz” Chapter 2 “Getting Stuck in the Victim Cycle”

Week 4:

- Text- Chapter 4 Planning for Staffing
- “Oz” Chapter 3 Who got caught in the “Victim Cycle”
- Quiz #1
- Homework – Experience Engineering

Week 5:

- Text- Chapter 5 Selecting Employees
- “Oz” Chapter 4 “See It”
- Review – Experience Engineering

Week 6:

- Text- Chapter 6 Training and Development Systems
- “Oz” Chapter 5 “Having the Heart to Own It”

Week 7:

- Test #1

Week 8:

- Text- Chapter 7 Performance Management Systems
- “Oz” Chapter 6 “Having the Brains to Solve It”
- Homework – Do It self-assessment
- Quiz #2

Week 9:

- Text- Chapter 8 Reward and Compensation Systems
- “Oz” Chapter 7 “Exercising the Means to Do It”
- Review – Self-assessment

Part 3—Skills Needed to Be a Strategic Partner

Week 10:

- Text- Chapter 9 Individual Skills
- “Oz” Chapter 8 “Mastering Above the Line Behavior”
- Quiz #3

Week 11:

- Text - Chapter 10 Interpersonal Skills
- “Oz” Chapter 9 “The Emerald City and Beyond”

Week 12:

- Chapter 11 Organizational Skills
- “Oz” Chapter 10 “Somewhere over the Rainbow”

Week 13:

- Chapter 12 Continuous Renewal
- Quiz #4

Week 14:

- Guest Speaker
- Extra Credit Due
- Term Paper Due-Prepare a literature review of an HRM topic of current interest. This research paper should provide a review and an analysis of the topic of interest. Minimum of 10 pages double-spaced text (excluding references and appendix) in APA style of writing. Minimum of 7 and a maximum of 10 pages double-spaced text (including references and appendix) in APA style of writing, covering the topic your presentation or an aspect of it researched in detail.

Week 15:

- Test #2

Note: Faculty reserves the right to alter the schedule as necessary, with notification to students.

Core Values Commitment

The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles: <http://cehd.gmu.edu/values/>.

Student Expectations

- Students are expected to exhibit professional behaviors and dispositions at all times. Students must adhere to the guidelines of the George Mason University Honor Code [See <http://oai.gmu.edu/themason-honor-code/>].
- Students with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services and inform their instructor, in writing, as soon as possible. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>].
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.

Campus Resources

- Support for submission of assignments to Tk20 should be directed to tk20help@gmu.edu or <https://cehd.gmu.edu/aero/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://coursessupport.gmu.edu/>.
- The Writing Center provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing (see <http://writingcenter.gmu.edu/>).
- The Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance (see <http://caps.gmu.edu/>).
- The Student Support & Advocacy Center staff helps students develop and maintain healthy lifestyles through confidential one-on-one support as well as through interactive programs and resources. Some of the topics they address are healthy relationships, stress management, nutrition, sexual assault, drug and alcohol use, and sexual health (see <http://ssac.gmu.edu/>). Students in need of these services may contact the office by phone at 703-993-3686. Concerned students, faculty and

staff may also make a referral to express concern for the safety or well-being of a Mason student or the community by going to <http://ssac.gmu.edu/make-a-referral/>.

For additional information on the College of Education and Human Development, please visit our website <https://cehd.gmu.edu/>.

