Learning Objectives

Upon completion of this unit, students should be able to:

1. Discuss a GM's influence on human relation in the organization.
2. Describe the six management functions of a GM's role.
3. Compare and contrast traditional and contemporary approaches for hotel human resources practices.
4. Analyze required management basics that make up a GM's work.
5. Describe team-building tactics and personnel approaches for employee selection, orientation, and training.
6. Explain how the human resources (HR) department functions.
7. Define and describe job descriptions and job specifications.
8. Describe and discuss each of the significant roles of the HR Department.
9. Discuss other human resources activities necessary for optimum outcomes and success of the staff.

Written Lecture

Chapter 3 explains the management principles and procedures GMs use to interact with their department heads and other staff. This model is important because it forms the basis of influencing them, and in turn, helps them supervise their own staff. The GM acts as the key role model for the entire hotel. Basic management principles are reviewed and examples are provided.

The role of the GM has changed over time. There are a variety of management styles successful GMs can practice. Creating a team effort is essential for a thriving hotel and recognizing that every member of the team is important, will help determine the property's and the GM's ultimate success.

The need for up-front planning is discussed, as necessary, to ensure the proper management of any asset, including human resources. Principles of decision-making, organizing, and delegating are reviewed.

A crucial role that GMs must assume concerns guest services. GMs must understand and direct the process used to determine the product and services desired by their guests and then encourage the development of systems and procedures to address such issues. The GM's role of being instrumental in creating and maintaining the guest focus culture is discussed. The fact that "normal" duties of a GM vary so much is explained in depth.

Chapter 4 addresses the importance of human resource management. Since hotel organizations are so labor intensive, this factor may make or break the GM. Employees at all organization levels must be recruited, trained, and supervised to consistently perform their jobs in a productive manner.
Employee orientation, training and professional development, performance evaluation, safety and benefit issues, governmental regulation compliance, and many other concerns are addressed in this chapter. The differences in how large versus small hotels handle this responsibility is discussed.

The importance of legal issues affecting employees and employment is presented. Information focuses on the process by which a hotel undertakes the recruitment, selection, orientation, training, and evaluation of staff.