

**DEREE COLLEGE SYLLABUS FOR:**

**US CREDITS: 3/0/3**

**HT 4117 MANAGING SERVICE QUALITY AND HUMAN RESOURCES IN TOURISM AND HOSPITALITY – LEVEL 6**

**UK CREDITS: 15**

(Updated Fall 2021)

**PREREQUISITES:**

MG 3034 – Managing People and Organisations

**CATALOG DESCRIPTION:**

Examines the importance of service quality and quality of the visitor/guest experience in tourism and hospitality and the role of people in the delivery of the tourism and hospitality product. Explains the service delivery process and its management and discusses implications for human resource management (HRM).

**RATIONALE:**

The course describes the unique characteristics of the tourism, hospitality and leisure product and examines the factors affecting the service delivery process with an emphasis on the experiential component and the role of people. Human Resource Management practices are analysed taking into account structural features of tourism employment, including seasonal and casual employment, labor turnover and assessing their impact on service quality.

**LEARNING OUTCOMES:**

As a result of taking this course the student should be able to:

1. Critically discuss the importance of the service element in tourism and hospitality and the role of customer perceptions of quality.
2. Critically discuss the application of key theoretical perspectives on service quality and human resources management in tourism and hospitality.
3. Critically discuss the management and leadership issues and challenges involved in providing a consistent level of service quality in tourism and hospitality.

**METHOD OF TEACHING AND LEARNING:**

In congruence with the teaching and learning strategy of the college, the following tools are used:

- Class lectures, interactive learning (class discussions, group work) and practical problems solved in class.
- Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material.
- Use of Blackboard, where instructors post lecture notes, assignments instructions, timely announcements, as well as additional resources.

**ASSESSMENT:**

**Summative:**

<b>First Assessment:</b> In-class written examination (One-hour closed-book)	<b>30%</b>
<b>Final Assessment:</b> individual written project (3,000-3,5000 words)	<b>70%</b>

**Formative:**

Discussions of case studies, draft assignment submissions	<b>0%</b>
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The formative assessments aim to prepare students for the summative assessments.

	<p>The first assessment tests Learning Outcomes 1 and 2. The final assessment tests Learning Outcomes 1, 2 and 3.</p> <p>The final grade for this module will be determined by averaging all summative assessment grades, based on the predetermined weights for each assessment. If students pass the comprehensive assessment that tests all Learning Outcomes for this module and the average grade for the module is 40 or higher, students are not required to resit any failed assessments.</p>
<p><b>INDICATIVE READING:</b></p>	<p><b>REQUIRED MATERIAL:</b></p> <ul style="list-style-type: none"> <li>• Ford, R. C. &amp; Sturman, M. C. (2020). <i>Managing Hospitality Organizations: Achieving Excellence in the Guest Experience</i> (2<sup>nd</sup> ed.). Thousand Oaks, CA: SAGE.</li> </ul>
	<p><b>RECOMMENDED READING:</b></p> <p>A. BOOKS</p> <ul style="list-style-type: none"> <li>• Berger, F. &amp; Brownell, J. (2019). <i>Organizational Behavior for the Hospitality Industry</i>. Essex, UK: Pearson Education Ltd.</li> <li>• Burke, R. J. &amp; Hughes, J.C. (2019). <i>Handbook of Human Resource Management in the Tourism and Hospitality Industries</i>. UK: Edward Elgar Publishing Limited.</li> <li>• Buswell, J., Williams, C., Donne, K., &amp; Sutton, C. (2016). <i>Service Quality in Leisure, Events, Tourism and Sport</i> (2<sup>nd</sup> ed.). Cambridge, UK: CABI Publishing.</li> <li>• Filep, S. &amp; Pearce, P. (2017). <i>Tourist Experience and Fulfilment: Insights from Positive Psychology</i>. Oxon, UK: Routledge.</li> <li>• Lashley, C (2012). <i>Empowerment: HR Strategies for Service Excellence (Hospitality, Leisure and Tourism)</i>. Oxon, UK: Routledge</li> <li>• Mullins, L.J. &amp; Dossor, P. (2013). <i>Hospitality Management and Organizational Behaviour</i> (5<sup>th</sup> ed.). Harlow, UK: Pearson.</li> <li>• Nickson, D (2013). <i>Human Resource Management for the Hospitality and Tourism Industries</i> (2<sup>nd</sup> ed.). Oxon, UK: Routledge.</li> <li>• Noe, FP, Uysal, M and Magnini, VP (2010). <i>Tourist Customer Service Satisfaction: an Encounter Approach</i>. Oxon, UK: Routledge</li> <li>• Tuzunkan, D. &amp; Altintas, V. (2018). <i>Contemporary Human Resources Management in the Tourism Industry</i> (Advances in Human Resources Management and Organizational Development). USA: Business Science Reference.</li> <li>• Williams, C &amp; Buswell, J (2003). <i>Service Quality in Leisure and Tourism</i>. Cambridge, UK: CABI Publishing.</li> </ul> <p>B. ARTICLES</p> <ul style="list-style-type: none"> <li>• Ashton, A. S. (2018). How human resources management best practice influence employee satisfaction and job retention in the Thai hotel industry. <i>Journal of Human Resources in Hospitality &amp; Tourism</i>, 17(2), 175–199. <a href="https://doi-org.acg.idm.oclc.org/10.1080/15332845.2017.1340759">https://doi-org.acg.idm.oclc.org/10.1080/15332845.2017.1340759</a></li> <li>• Butnaru, GI &amp; Miller, A (2012) Conceptual approaches on quality and theory of tourism services. <i>Procedia Economics and Finance</i> 3, 375-380.</li> <li>• El-Said, O. (2013). Effects of Creativity Support and Diversity Management on Employees Perception of Service Quality in Hotels. <i>Journal of Human Resources in Hospitality &amp; Tourism</i>,</li> </ul>

	<p>12(3), 291–312. <a href="https://doi-org.acg.idm.oclc.org/10.1080/15332845.2013.769143">https://doi-org.acg.idm.oclc.org/10.1080/15332845.2013.769143</a></p> <ul style="list-style-type: none"> <li>• Floras, M., &amp; Stavrinoudis, T. A. (2016). Approaching Competitive Strategies and Human Resource Management Practices in City Hotels. <i>Tourismos</i>, 11(3), 21–39.</li> <li>• Hewagama, G., Boxall, P., Cheung, G., &amp; Hutchison, A. (2019). Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels. <i>International Journal of Hospitality Management</i>, 81, 73–82. <a href="https://doi-org.acg.idm.oclc.org/10.1016/j.ijhm.2019.03.006">https://doi-org.acg.idm.oclc.org/10.1016/j.ijhm.2019.03.006</a></li> <li>• Kandampully, J., Zhang, T., &amp; Jaakkola, E. (2018). Customer experience management in hospitality. <i>International Journal of Contemporary Hospitality Management</i>, 30(1), 21–56. <a href="https://doi-org.acg.idm.oclc.org/10.1108/IJCHM-10-2015-0549">https://doi-org.acg.idm.oclc.org/10.1108/IJCHM-10-2015-0549</a></li> <li>• Kuo, T., &amp; Tsai, G. Y. (2019). The effects of employee perceived organisational culture on performance: the moderating effects of management maturity. <i>Total Quality Management &amp; Business Excellence</i>, 30(3/4), 267–283. <a href="https://doi-org.acg.idm.oclc.org/10.1080/14783363.2017.1302327">https://doi-org.acg.idm.oclc.org/10.1080/14783363.2017.1302327</a></li> <li>• Lasten, EF, Curtis, C, Upchurch, RS &amp; Dammers, C (2014). Measurement of traveller expectations versus service gaps: the case of general aviation services in Aruba. <i>Tourism Management Perspectives</i>, 12(1), pp.68-70</li> <li>• Presbitero, A. (2017). How do changes in human resource management practices influence employee engagement? A longitudinal study in a hotel chain in the Philippines. <i>Journal of Human Resources in Hospitality &amp; Tourism</i>, 16(1), 56–70. <a href="https://doi-org.acg.idm.oclc.org/10.1080/15332845.2016.1202061">https://doi-org.acg.idm.oclc.org/10.1080/15332845.2016.1202061</a></li> </ul>
<p><b>INDICATIVE MATERIAL:</b> (e.g. audiovisual, digital material, etc.)</p>	<p><b>REQUIRED MATERIAL: N/A</b> <b>RECOMMENDED MATERIAL: N/A</b></p>
<p><b>COMMUNICATION REQUIREMENTS:</b></p>	<p>Use of appropriate academic conventions as applicable in oral and written communications.</p>
<p><b>SOFTWARE REQUIREMENTS:</b></p>	<p>Blackboard, MS Office, search engines</p>
<p><b>WWW RESOURCES:</b></p>	<p><a href="http://www.bha.org.uk">www.bha.org.uk</a> British Hospitality Association  <a href="http://www.thecaterer.com">www.thecaterer.com</a> The Caterer  <a href="https://www.hospitalitynet.org">https://www.hospitalitynet.org</a> Hospitality Net  <a href="https://www.people-1st.co.uk">https://www.people-1st.co.uk</a> People’s 1st</p>
<p><b>INDICATIVE CONTENT:</b></p>	<ol style="list-style-type: none"> <li>1. The nature and particularities of the tourism and hospitality product</li> <li>2. Defining ‘service’ and ‘quality’ in relation to tourism and hospitality</li> <li>3. The importance of the human element in service delivery</li> <li>4. Key theoretical models relating to HRM and their application in tourism and hospitality</li> <li>5. Key theory frameworks and concepts relating to service quality</li> <li>6. The challenges involved in providing a consistent level of service quality in tourism and hospitality</li> <li>7. Implications for management and leadership in tourism and hospitality organizations</li> </ol>