

**BMA325
HRM in the
Service Industries**

Semester 1, 2009

This unit will be offered in:

Hobart and Launceston

The lecturing team responsible will be:

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<http://www.utas.edu.au/mgmt/student.htm>

Introduction to the Unit

Service Industries are a major source of economic growth and employment, both domestically and internationally. However, much of human resource theory and practice comes from manufacturing.

The purpose of this unit is to examine current HRM topics to bridge theory and practice by examining issues from both strategic and operational perspectives. There is a focus on students developing relevant skills in areas such as attraction/selection and performance feedback. HR matters are examined from the perspective of both managers and employees.

This unit uses contemporary issues in the service industries to cover human resource topics relevant to these industries in Australia with particular relevance to small and medium businesses. Case studies will be used to facilitate practical application of relevant theory.

Study in this unit will complement other units in the Human Resource Management and Business Management streams by developing an understanding of the challenges in applying human resource knowledge to practical applications in service industries.

This is a core elective unit in the Human Resource Management major, an elective unit within the Business Management major in the Bachelor of Business and a core unit in the Bachelor of Business Administration degrees in Tourism and Hospitality.

Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and,
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

Learning Outcomes

On completion of this unit, you should be able to:

- Appreciate the impact of management philosophy and style on employees in service industries
- Understand and develop skills in employee selection and managing performance
- Present well researched and appropriate solutions to HR problems
- Attain proficiency in applying human resource theory and knowledge to case examples
- Gain insight through reflective practice
- Understand the importance of an integrated approach to HR strategy and practice

Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

Knowledge

- Students will be presented with relevant theory and research into people management in service industries as the basis for their understanding, which will be extended by the use of case studies

- Students will explore the application of the major components of human resource management and how this integrates with the practice of people management in service organisations

Communication Skills

- Students will demonstrate effective communication skills through workshop discussion and presentations
- Written communication skills will be assessed through assignments
- Students will demonstrate skills in critically assessing course material, readings and by positively contributing to tutorial discussions

Problem Solving Skills

- Students will develop practical problem-solving strategies in resolving human resources issues as applied to service industries through workshop activities and assignments

Global Perspective

- A global and cross-cultural perspective to human resource theory and application will be developed through using material from several countries

Social Responsibility

- Students will be encouraged to think and act ethically, with integrity and social responsibility in the management of human resources in service industries

Prerequisites

BMA101 Introduction to Management; and BMA1/221 Management of Human Resources.

Texts

Prescribed Texts

There is no prescribed textbook.
Selected readings will be available through MyLO.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

Writing Assignments: A Guide

School of Management Referencing Style

Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

Books

Boella, M. & Goss-Turner, S. 2005. *Human resource management in the hospitality industry*. Oxford: Elsevier.

Compton, R., Nankervis, A. & Morrissey, W. 2006. *Effective Recruitment & Selection Practices*. Sydney: CCH.

D'Annunzio-Green, N., Maxwell, S. & Watson, S. (Eds.). 2004. *Human resource management: International perspectives in hospitality and tourism*. South Melbourne: Thomson Learning.

Iverson, K. 2001. *Managing human resources in the hospitality industry*. New Jersey: Prentice Hall.

Korczynski, M. 2002. *Human resource management in service work*. Basingstoke: Palgrave.

Lashley, C. & Lee-Ross, D. 2003. *Organization behaviour for leisure services*. Oxford: Butterworth Heinmann.

Lee-Ross, D. (Ed.). 1999. *Human resource management in tourism & hospitality*. London: Cassell.

Nickson, D. 2006. *Human resource management (for the hospitality and tourism industries)*. Oxford: Butterworth-Heinmann.

Riley, M. 2000. *Managing people* (2nd ed.). Oxford: Butterworth Heinemann.

Williams, R. 2002. *Managing employee performance*. London: Thomson Learning.

General HRM (with an Australian focus)

DeCieri, H. & Kramar, R. 2008. *Human resource management in Australia: Strategy, people, performance* (3rd ed.). Sydney: McGraw Hill.

Dessler, G., Griffiths, J. & Lloyd-Walker, B. 2007. *Human resource management* (3rd ed.). Sydney: Pearson Education.

Hartel, C., Fujimoto, Y., Strybosch, V. & Fitzpatrick, K. 2007. *Human resource management: Transforming theory into innovative practice*. Sydney: Pearson.

Nankervis, A. R., Compton, R. L. & Baird, M. 2008. *Human resource management* (6th ed.). South Melbourne: Thomson Learning.

Pilbeam, S. & Corbridge, M. 2006. *People resourcing: Contemporary HRM in practice*. London: Prentice Hall.

Stone, R. J. 2008. *Managing human resources* (2nd ed.). Brisbane: John Wiley.

Journals and Periodicals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

Service Industry Journals (this is a sample only – check that the journal publishes “peer reviewed” articles).

International Journal of Hospitality Management

International Journal of Contemporary Hospitality Management

International Journal of Hospitality Management

International Journal of Service Industry Management

Journal of Hospitality and Tourism Management

Journal of Service Research

Tourism Management

General HRM

Academy of Management Journal

Academy of Management Review

Asia Pacific Journal of Human Resources

Journal of Industrial Relations

Flexible Learning: MyLO

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web-based environment.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See ***Learning Online*** <http://uconnect.utas.edu.au/> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 6226 1818 if you experience difficulties. The School of Management has prepared a MyLO Information Sheet which includes access guidelines and contact information. It is available to download as a Word document from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

Method of Assessment	Value	Due Date	Length*
Coursework			
Workshop Contribution	20	Various dates	A 500-word individual written summary related to a workshop-based task
Individual Reflective Practice Journal	15	Final submission 2.00pm, Monday 18 May 2009	1,500 words
Individual Assignment	15	2.00pm, Monday 27 April 2009	1,200 words
Examination	50	Exam Period	3 hours
Total Marks	100		

* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

Study Week

All undergraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

Examination

Format

The final examination will be closed book. It will be of 3 hours duration. The examination is worth 50 per cent of the total available marks, comprising a case study worth 20 marks and a choice of 3 out of 6 short essay questions, each worth 10 marks.

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Note that you will be expected to sit the examination at your recorded study centre.

Supplementary Examination

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

Special Consideration and Student Difficulties

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer in the first instance. Students may also contact the Catalyst Officer, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Catalyst Officer is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at: <http://www.utas.edu.au/students/index.html>

Should a student require assistance in accessing the Library, visit their website for more information at <http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:

http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, it must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

Submission of Coursework

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached, both of which are available as a blank template from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most 'perfect' of systems, items sometimes go astray.

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

Hobart students: Lodge in assignment box near room 321, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

All coursework must be handed in at 2.00 pm on the due date.

Late Coursework

Written Work

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have **not** been granted an extension will, at the lecturer's discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer's or tutor's room at nominated times; it will not be available from the School's offices.

Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/plagiarism/> & <http://www.academicintegrity.utas.edu.au/>

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

Occupational health and safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at: http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf

Workshop Program

Workshop Questions for Discussion

Note that the workshop program does not start until Week 2 of semester.

Please note that the Workshop questions cover material from the same week as outlined in the Study Schedule.

Week 2—HR in service industries; service culture/service employees

1. Describe at least 3 key challenges for managing people in service industries that you have found from recent relevant journals or business publications.
2. What is the relevance of managerial style in managing people in services?
3. Describe the Australian service culture.
4. Prepared a dot point example of a reflective practice journal entry in the format covered in the first Lecture/Workshop and be prepared to discuss the relevance of reflective practice in this Unit.

Week 3—Challenges in sourcing and selecting service talent?

1. Is a high usage of casual employees compatible with good service?
2. Should employees be treated as internal customers?
3. Consider at least one of the Case Studies and prepare an outline of a strategy for employee retention.
4. Bring a draft of your 1st reflective practice journal entry for discussion.

Week 4—Preparation for selection workshop

1. Draft a job advertisement for one of the positions listed in MyLO.
2. How can small to medium service industries implement effective recruitment and selection?
3. Bring a brief (1 page) application for one of the positions listed in the session notes for this week.
4. Consider at least one of the case studies and list the factors for and against them being "Employers of Choice"

Week 5—Selection workshop

Come prepared to interview and be interviewed for the position you wrote the application for in Week 4. This includes preparing at least 3 potential interview questions.

Week 6—Managing service success and failures& Preparation for feedback workshop

1. How can the performance of firms in service industries be measured?
2. Prepare an outline of a strategy for managing a poorly performing employee from one of the Case Study firms.
3. What makes a job rewarding?

Week 7—Study week

Week 8—Emotions and empowerment in services

1. In service industries, employees are often expected to delight customers. Discuss in light of the HAND (have a nice day) syndrome;
2. What emotional management strategies do you or could you use?
3. How does empowerment fit into the concepts of soft and hard “HRM”?

Week 9—Feedback Workshop

Come prepared to deliver and receive feedback based on allocated scenarios from Week 6.

Week 10—Managing internal relationships

1. How could a mentor assist in your career/personal development?
2. “The skills and behaviours necessary to manage people in service industries are ‘soft skills’ more likely to be held by women rather than by men. Therefore, service organisations should hire women for management or development positions”. Critically discuss.
3. You have just been appointed to a line manager position with one of the Case Study firms. What would be your strategy to quickly develop credibility with your boss, your peers and your staff?

Week 11—Managing people as a service (internal role of HR)

1. What are the key skills required to be an effective HR specialist in a service organisation?
2. “The way people are managed really matters.” How can HR contribute to how people are managed in a service organisation?
3. Human Resource roles include dealing with individual issues and also to contribute to achieving the organisation’s objectives. How can these two roles work together and how could they be in conflict?

Week 12—Management practice and strategic HR in service industries

1. How would a service firm’s strategy impact on it’s people management approach?

2. Identify and explain the HR issues arising from the tension between customer service and an organisation's business objectives?
3. "Managing small service firms is the same as managing large firms." Critically discuss this statement.

Week 13—Review week and exam preparation

Assignment Topics

Workshop Contribution

Due Date: Various as agreed with your Tutor

Length: A 500 word individual written summary related to a workshop-based task to be submitted at time of task

Value: 20 marks (12 marks for the tasks and 8 marks for the written summary)

Students will contribute to workshop-based assessment. It will include the Selection Workshop in Week 5 & Feedback Workshop in Week 9.

Students will have some choice in which workshop tasks are assessed. The options will be outlined in the 1st and 2nd workshops.

Students are required to submit at least one written component (up to 500 words) for a workshop task that needs to be appropriately referenced according to the School of Management's Referencing Style Guide (see the link on page 3 of the Unit Outline) and should use at least four (4) appropriate academic journal articles in answering the question (your list of references is not included in the word count).

Individual Reflective Practice Journal

Due Date: Submission of complete journal, 2.00 pm, Monday, 18 May 2009

Length: 1,500 words (maximum total for the final submission that incorporates first two reflective practice journal entries)

Value: 15 marks

You will be required to complete a reflective practice journal based on your workshop activities, reading and relevant experience. The purpose of the journal is to encourage you to reflect on how your understanding of human resource and service management theory and research applies in practice.

What is sought from the reflective practice journal is for you to select an “issue” that is significant to you: something you found interesting, new, different or objectionable.

The nature and structure of this journal will be discussed in the first two workshops. It is expected that you will make regular entries in the journal – the *minimum* number of entries being:

- Week 4 (electronically submitted to your tutor by 2.00 pm, Monday 16 March: Week 4);
- Week 7 (electronically submitted to your tutor by 2.00 pm, Wednesday 8 April: Week 7);
- Week 12 (submitted in hard copy in the Assignment Box by 2.00 pm, Thursday 14 May).

The lecturer/tutor will provide brief feedback on the two electronic submissions if the journal entries are not consistent with the five points listed below:

1. Clearly explain what it is and why it is significant to you in your own words rather than material you have read.
2. Provide a clear link to theory/research or model relevant to this unit.
3. Explain how you could improve people management practice if you were a manager.
4. Explain how you could improve people management practice if you were an employee.

The assessment of the complete journal will be a combination of:

- Your demonstrated understanding of the material relevant to the unit.
- Your capacity to express the relevance of theory/research to practice.
- Your ability to express yourself clearly, in a well-structured way and free from error.
- The level of insight demonstrated by your journal entries; this includes evidence of meta-reflection (i.e. reflection of your past reflections).

Individual Tender (major assignment)

Due Date: 2.00 pm Monday, 27 April 2009 (Week 9)

Length: 1,200 words maximum (an accurate word count must be included on the title page)

Value: 15 marks

This assignment is to write a tender for the provision of a specific human resource service to a service organisation. It may be for one of the following types of service organisations:

- A frontline customer service organisation e.g. retail or hospitality
- A professional services firm e.g. legal, financial services
- A public sector or a community-based organisation e.g. non-profit supplier of community services

The choice of the specific human resource services to be tendered for will be made available in Workshop 2.

Whilst it is a tender and therefore should be structured to be clear and readable, it is an academic piece of work. It should be written in the third person and be referenced consistently with the School of Management Referencing Style Guide (see the link on page 3).

The project will be assessed as if it were a commercial tender for the provision of professional HR services and therefore it will be marked accordingly. Explicitly meeting tender specifications, clarity of expression, accuracy and being free of errors are included among the marking criteria.

Detailed guidelines for the tender assignment will be placed on MyLO.

Study Schedule

Semester 1, 2009

Week	Start of Week	Topic	Due Dates
1	23 February	Nature of Services (who is being served?). Service Culture & Service Employees.	
2	2 March	Service culture and managerial style: treating employees as customers.	
3	9 March	Challenges in sourcing and selecting service talent	
4	16 March	Preparation for selection workshop (University Career's Week)	1 st Reflective Practice Journal to Tutor 16 March
5	23 March	Selection workshop	
6	30 March	Managing service success and failures	
7	6 April	Study Week 6-8 & 16-17 April	2 nd Reflective Practice Journal to Tutor 8 April
Mid-Semester Break 9—15 April			
8	20 April	Emotions and empowerment in services	
9	27 April	Feedback workshop	Individual Assignment due 27 April
10	4 May	Managing internal relationships	
11	11 May	Managing people as a service (role of HR specialists).	
12	18 May	Putting it all together: people & business management practice	Final reflective practice journal 18 May
13	25 May	Review Week	
A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm .			