

## COURSE OUTLINE

### GENERAL

|                                                                                                                                                                                                                                                                       |                                                                 |                              |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------|----------------|
| SCHOOL                                                                                                                                                                                                                                                                | INTER-DEPARTMENTAL SCHOOL                                       |                              |                |
| ACADEMIC UNIT                                                                                                                                                                                                                                                         | INTER-DEPARTMENTAL PROGRAMME                                    |                              |                |
| LEVEL OF STUDIES                                                                                                                                                                                                                                                      | POSTGRADUATE PROGRAMME                                          |                              |                |
| COURSE CODE                                                                                                                                                                                                                                                           | TP0076                                                          | SEMESTER                     | B'             |
| COURSE TITLE                                                                                                                                                                                                                                                          | HUMAN RESOURCE MANAGEMENT IN THE HOSPITALITY INDUSTRY           |                              |                |
| <b>INDEPENDENT TEACHING ACTIVITIES</b><br><i>if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits</i> |                                                                 | <b>WEEKLY TEACHING HOURS</b> | <b>CREDITS</b> |
| LECTURES                                                                                                                                                                                                                                                              |                                                                 | 3                            | 6              |
|                                                                                                                                                                                                                                                                       |                                                                 |                              |                |
|                                                                                                                                                                                                                                                                       |                                                                 |                              |                |
| Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).                                                                                                                                                     |                                                                 |                              |                |
| <b>COURSE TYPE</b><br><br><i>general background, special background, specialised general knowledge, skills development</i>                                                                                                                                            | SPECIALISED GENERAL KNOWLEDGE                                   |                              |                |
| <b>PREREQUISITE COURSES:</b>                                                                                                                                                                                                                                          | MANAGEMENT OF TOURISM ORGANIZATIONS AND HOSPITALITY ENTERPRISES |                              |                |
| <b>LANGUAGE OF INSTRUCTION and EXAMINATIONS:</b>                                                                                                                                                                                                                      | GREEK                                                           |                              |                |
| <b>IS THE COURSE OFFERED TO ERASMUS STUDENTS</b>                                                                                                                                                                                                                      | YES                                                             |                              |                |

### LEARNING OUTCOMES

|                                                                                                                                                                                                        |
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| <b>Learning outcomes</b><br><i>The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of</i> |
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the course are described.

Consult Appendix A

- *Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area*
- *Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B*
- *Guidelines for writing Learning Outcomes*

The aim of the module is to familiarize students with the importance of human resource management (HRM) for tourism enterprises and especially hotels. This module focuses on giving students fundamental knowledge on issues concerning human resources development, selection and recruiting processes, motivation, employee relations, education and training etc.

With the successful completion of the course, students will be able to:

- ✓ understand the importance of human resources management practices to the organizational effectiveness of hotels
- ✓ implement the main principles of human resources management in the hospitality industry
- ✓ understand the particularities of human resources management in the hospitality industry
- ✓ evaluate the importance of education and training of employees in hotels.

### **General Competences**

*Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?*

*Search for, analysis and synthesis of data and information, with the use of the necessary technology*

*Project planning and management*

*Respect for difference and multiculturalism*

*Adapting to new situations*

*Respect for the natural environment*

*Decision-making*

*Showing social, professional and ethical responsibility and sensitivity to gender issues*

*Working independently*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| <i>Team work</i>                                                                                                                                                                                                                                                                                                                                                                                                                                      | <i>Criticism and self-criticism</i>                        |
| <i>Working in an international environment</i>                                                                                                                                                                                                                                                                                                                                                                                                        | <i>Production of free, creative and inductive thinking</i> |
| <i>Working in an interdisciplinary environment</i>                                                                                                                                                                                                                                                                                                                                                                                                    | <i>.....</i>                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <i>Others...</i>                                           |
| <i>Production of new research ideas</i>                                                                                                                                                                                                                                                                                                                                                                                                               | <i>.....</i>                                               |
| <ul style="list-style-type: none"> <li>✓ Search for, analysis and synthesis of data and information, with the use of the necessary technology</li> <li>✓ Adapting to new situations</li> <li>✓ Respect for difference and multiculturalism</li> <li>✓ Respect for the natural environment</li> <li>✓ Decision-making</li> <li>✓ Working independently</li> <li>✓ Team work</li> <li>✓ Production of free, creative and inductive thinking.</li> </ul> |                                                            |

## SYLLABUS

### **Module Contents (Syllabus):**

- ✓ The basic concepts and content of HRM in hotels
- ✓ The basic theories of HRM and their application in the hospitality industry
- ✓ The basic functions of HRM and the particularities - difficulties of their application in hotels
- ✓ The opportunities created by the effective management of human resources in the hotels
- ✓ The temporary trends of effective management of human resources in the hospitality industry.

## TEACHING and LEARNING METHODS - EVALUATION

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                           |                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-------------------|
| <div>DELIVERY</div> <div>Face-to-face, Distance learning, etc.</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                   | FACE – TO - FACE                                                                                                          |                   |
| <div>USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY</div> <div>Use of ICT in teaching, laboratory education, communication with students</div>                                                                                                                                                                                                                                                                                                                                                                       | DISTANCE LEARNING                                                                                                         |                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ✓ Use of ICT in teaching (PowerPoint presentations delivered over zoom, a web-based synchronous-learning platform)        |                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ✓ Communication with students on the Moodle platform and by email                                                         |                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ✓ PowerPoint slides and related learning material are uploaded on the Moodle platform to facilitate the learning process. |                   |
| <div>TEACHING METHODS</div> <div>The manner and methods of teaching are described in detail.</div> <div>Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.</div> <div>The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS</div> | Activity                                                                                                                  | Semester workload |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | LECTURES                                                                                                                  | 30                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Case studies’ analysis                                                                                                    | 55                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Assignment - Project                                                                                                      | 45                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Self-directed Study                                                                                                       | 20                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Course total                                                                                                              | 150               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                           |                   |
| STUDENT PERFORMANCE EVALUATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                           |                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| <p><i>Description of the evaluation procedure</i></p> <p><i>Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other</i></p> <p><i>Specifically-defined evaluation criteria are given, and if and where they are accessible to students.</i></p> | <p>✓ Assignment and presentation (100%)</p> |
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#### ATTACHED BIBLIOGRAPHY

- Suggested bibliography:

**A) Principal Reference:**

1. Aspridis, G., (2022), Human Resources Management. Kritiki publishing.
2. Boella M. and Goss-Turner S., (2013), Human resource management in the hospitality industry. Routledge.

**B) Additional References:**

3. Stavrinoudis, Th., Kakaroungkas, Ch. and Vitzilaiou, Ch. (2022), "Hotel front line employees' perceptions on leadership and workplace motivation in times of crisis". *Tourism and Hospitality Management*, **28** (2): 257 – 276. <https://doi.org/10.20867/thm.28.2.1>
4. Tsaousoglou, K., Koutoulas, D. and Stavrinoudis, Th. (2022), "Personality and commitment as predictors of turnover intentions among Greek employees in lodging industry". *European Journal of Tourism Research*. <https://ejtr.vumk.eu/index.php/about/article/view/2296/542>
5. Kakaroungkas, Ch. and Stavrinoudis, Th. (2021), "Examining the interrelationships among reward systems, organisational climate and cultural changes in the hospitality industry". *Tourism Review International*, **25** (1): 31

6. Stavrinoudis, Th. and Psimoulis, M. (2017), "How do education and training policies determine customer satisfaction and hotels' performance?". *European Journal of Tourism Research*.
7. Stavrinoudis, Th. and Chrysanthopoulou, D. (2017), "The role of leadership in building and managing corporate reputation of 4 and 5 star hotels". *Tourism and Hospitality Research*, 17 (2): 176 – 189, SAGE Publications.
8. Stavrinoudis, Th. and Kakarougkas, Ch. (2017), "Factors of human motivation in organizations: a first scientific modelling for further application in the hotel industry". *International Journal of Cultural and Digital Tourism*.
9. Stavrinoudis, Th. and Simos, D. (2016), "Factors affecting hotel employees' perception and attitude towards empowerment". *Journal of Human Resources in Hospitality and Tourism*, 15 (4): 416 – 439, Taylor & Francis.
10. Stavrinoudis, Th. and Floras, M. (2015), "Business strategy and HRM practices. Relations and affections for enhancing job satisfaction and staff commitment". *Tourism Today*, Fall: 39 – 60.
11. Stavrinoudis, Th. and El Chanoun, C. (2013), "Human resources involvement in adapting Total Quality Management: the case of 4 and 5 star city hotels in Athens". *Journal of Travel and Tourism Research*, 13 (1/2).