CHAPTER 7
THE EMPLOYEE HANDBOOK ........117
  Chapter Objectives 117
  HRM in Action 117
  Rationale for Employee Handbooks 118
  Tales from the Field 119
  Employee Handbooks Are Common in Large Operations 119
  Employees Must Sign for It 119
  A Well-Crafted Employee Handbook 120
  Write It Yourself but Have an Attorney Review It 120
  Ethical Dilemma 122
  Be Clear, Concise, and Consistent 122
  Setting the Proper Tone in the Introduction 122
  Legal Issues and Disclaimers 123
  Probationary Period, Trial Period, or Training Period? 125
  What to Include in the Employee Handbook 125
  Hands-on HRM 130

CHAPTER 8
ADVERTISING AND RECRUITING ..........133
  Chapter Objectives 133
  HRM in Action 133
  The Labor Market and the Labor Pool 134
  The Internet Expands the Labor Market 134
  Tales from the Field 135
  Smaller Operations Have Some Advantages 135
  Employee Turnover 136
  Tales from the Field 137
  Identifying Potential Job Applicants 139
  Employee Referrals 139
  Paying a Referral Bonus 140
  Recruiting Is Marketing 140
  Walk-In Applicants 141
  Ethical Dilemma 142
  Walk-In Applicants Should Be Welcome 142
  Advertising for Job Applicants 143
  Help-Wanted Ads Have Some Limitations 143
  Diversity—The New Workforce 145
  Targeting the New Workforce 147
  Hot Buttons 148
  Language Solutions for Managers and Supervisors 148
  Hands-on HRM 152

CHAPTER 9
APPLICATIONS, INTERVIEWS, AND BACKGROUND CHECKS ...............155
  Chapter Objectives 155
  HRM in Action 156
  The Job Application 156
  Tales from the Field 157
  A Fact-Finding Form 157
    Personal Data 157
    Employment Status 160
    Education and Skills 160
    Work History 160
    References 160
  Tales from the Field 161
    Signature Line 161
Analyzing Application Forms 163
Preparing for the Job Interview 164
The Job Interview 165
Process Is a Two-Way Street 165
Conducting the Interview 166
The Applicant Should Do Most of the Talking 167
Don’t Oversell the Position 167
Check for Any “Knockout Factors” 167
Closed-Ended and Open-Ended Questions 168
Situational and Behavioral Questions 169
How Long Should the Interview Last? 170
Questions to Avoid 170
The Job Offer 172
The Act of the Employee 172
Ethical Dilemma 173
Background Checks 174
Why Conduct Background Checks? 174
Obtaining the Applicant’s Permission 176
Many Employees Have Skeletons in Their Closets 177
Who Performs Background Checks? 178
Who Should Be Checked? 178
Reference Checks 180
Should I Give References on a Previous Employee? 180
Hands-on HRM 185

UNIT 3 ORIENTATION AND TRAINING 189

CHAPTER 10
NEW-EMPLOYEE ORIENTATION . . . . . .191
Chapter Objectives 191
HRM in Action 191
Starting off on the Right Foot 192
The Need for New-Employee Orientation 192
Tales from the Field 193
Benefits of Orientation 193
The Benefits to the Company Overall 194
The Benefits to the Supervisor and to Management 194
The Benefits to the Employee 194
Orientation Programs 195
Ethical Dilemma 198
Make New-Employee Orientation Fun 198
Avoid Common Mistakes 199
Work with a Checklist 199
Before the New Employee Arrives 200
First Day on the Job 200
During the First Week 200
Tales from the Field 201
Hands-on HRM 204

CHAPTER 11
TRAINING TO PERFORMANCE STANDARDS 207
Chapter Objectives 207
HRM in Action 208
Training Now and Development Later 208
Benefits of Training and Development 209
Tales from the Field 211
Performance Standards and Needs Assessment 211
Understanding Performance Management 212
Ethical Dilemma 213
Importance of Performance Standards 213
### Performance Standards and Training

- How to Set Performance Standards 214
- Determining Training Needs 216
- Approaches to Needs Assessment 218
- Determining Training Objectives 218
- Learning Principles 219
- Considerations When Selecting Training Techniques 220
- Training Methods 221
  - Problems Associated with OJT 222
  - Problems with Job Rotation and Cross-training 223
- Train the Trainer Programs 223
- Off-the-Job Training Methods 224
- Increased Use of Technology 224
- Other Training Methods 226
  - Internships 226
  - Role Playing 226
  - Case Study 226
  - Self-Study 227
- Evaluating Training 227
- Hands-on HRM 231

### UNIT 4 COMMUNICATION AND MOTIVATION

#### CHAPTER 12

**PERFORMANCE APPRAISALS THAT WORK** ..........................237

- Chapter Objectives 237
- HRM in Action 238
- Everyone Benefits from Effective Performance Appraisals 238
- Informal and Formal Appraisals 239
- Common Performance Appraisal Problems 240
- Tales from the Field 241

### UNIT 4 COMMUNICATION AND MOTIVATION

- Understanding Rater Biases 242
  - The Halo-or-Horns Effect 242
  - The Error of Central Tendency 243
  - The Leniency and Strictness Biases 243
  - Cross-Cultural Biases 243
  - Personal Prejudice 243
  - The Recency Effect 244
  - Similar-to-Me Bias 244
- Overcoming Obstacles and Reducing Errors 244
- Performance Appraisal Methods 244

#### Ethical Dilemma 245

- Rating Scales 245
- Checklists 247
- Forced Choice Method 248
- Critical Incidents Method 249
- Behaviorally Anchored Rating Scales 250
- Self-Appraisals 252
- 360-Degree Performance Appraisal 252
- Evaluation Interviews and Employee Counseling 253
- Legal Constraints in Performance Appraisals 254
- Hands-on HRM 257

#### CHAPTER 13

**EFFECTIVE COMMUNICATION AND FEEDBACK** ..................261

- Chapter Objectives 261
- HRM in Action 262
- The Communication Process 262
- An Example from Marriott 262
- Tales from the Field 263
- Which Communication Method Is Best? 263
- The Employee Grapevine 264
Downward and Upward Communication 265

**Tales from the Field** 267

Verbal and Written Communication 267

**Ethical Dilemma** 269

The Information Superhighway 269

Corporate Web-Surfing Policies 271

Common Obstacles to Effective Communication 271
  - Cultural Differences 272
  - Differences in Background 272
  - Prejudices and Perceptions 273
  - Assumptions and Expectations 274
  - Emotions 274

Overcoming Barriers to Effective Communication 275

Active and Passive Listening 275

Providing Effective Feedback 276
  - The Role of Positive Feedback 276
  - The Role of Negative Feedback 277

Guidelines for Providing Feedback That Works 277

**Hands-on HRM** 281

**CHAPTER 14**

**EMPLOYEE DISCIPLINE** 285

Chapter Objectives 285

HRM in Action 286

Causes for Discipline 286
  - Cause 1: Rules and Procedures Are Vaguely Written, Misunderstood, and Ignored 286

**Tales from the Field** 287

How to Ensure Acceptance and Compliance 288

- Cause 2: Employees Lack Sufficient Abilities, Knowledge, Skills, or Aptitude 289
- Cause 3: Employees Have Personality and Motivational Problems 290
- Cause 4: Troublesome Environmental Factors 291

Preventive and Corrective Discipline 291
  - Oral or Verbal Warning 293
  - Written Warning 293
  - Suspension 293

**Ethical Dilemma** 294

Termination 294

Six Discipline Don’ts 295
  - Don’t Regard Discipline as Punishment 295
  - Don’t Make Discipline a Me Against You Confrontation 296
  - Don’t Do Too Little Too Late 296
  - Don’t Create New Rules “on the Fly” 297
  - Don’t Take a Nonprogressive Approach Unless Unavoidable 297
  - Don’t Ignore the Root Causes 297

Five Discipline Dos 297
  - Do Thoroughly Investigate 298
  - Do Confront the Employee 298
  - Do Get a Commitment 300
  - Do Use Progressive Discipline When Possible 300
  - Do Follow Up on Employee Discipline 300

When to Terminate an Employee 301

Legal Implications When Terminating an Employee 302

Guidelines for Terminating an Employee 303

**Hands-on HRM** 306
CHAPTER 15
EMPLOYEE MOTIVATION THROUGH QUALITY LEADERSHIP .................311

Chapter Objectives 311
HRM in Action 312
Relationship between Leadership and Motivation 312
Motivational Theories 313
Early Theories of Motivation 313
The Traditional Model 313

Tales from the Field 314
The Human Relations Model 314
The Human Resources Model 315

Later Theories of Motivation 316
Maslow’s Hierarchy of Needs 316
Herzberg’s Motivation-Hygiene Theory 317

Modern Approaches to Motivation 318
The Expectancy Approach 319
Implications for Hospitality Managers 319

Ethical Dilemma 320
Making the Reward System Cost-Effective 321

The Equity Theory 322
Putting Motivational Practices to Work 322
Employees Seek Praise 322
Employees Seek Convenience 323
Employees Seek Fun 323
Employees Seek Money 323
Employees Seek Importance 324
Employees Seek Success 324
Employees Seek Advancement 325

What Is Leadership? 325
Early Leadership Theories 325
Modern Views and Charismatic Leadership 327
Formal and Informal Authority 327
Deciding Whom to Promote 328
Technical Skills 328
Human Relations Skills 328
Conceptual Skills 328
What’s Your Style? 329
Which Style Is Best? 329

Hands-on HRM 334

Index 339