



Unit Title:
Awarding Body Ref:
Unit Guided Learning Hours:

Strategic Human Resources Management in Tourism and Hospitality
6_Dip_THM_U5
90

Learning Outcomes

"A learner when awarded credit for this unit will..."

/// 1. The need for strategic human resources management

1 Understand the need for strategic human resources management in the tourism and hospitality industry.

Assessment Criteria

"Assessment of this learning outcome will require a learner to demonstrate that they can..."

- 1.1 Specify what is meant by strategic human resources management in the tourism and hospitality industry.
- 1.2 Analyse the special characteristics and needs of tourism and hospitality organisations and businesses in terms of strategic HRM.
- 1.3 Explain the need for long-term management strategies for key aspects of human resources management.
- 1.4 Discuss the relationship between strategic HRM and HR strategy.
- 1.5 With reference to strategic HRM, critically appraise the HR strategy of a given organisation.

**/// 2. The changing nature of the tourism industry **

2 Analyse the changing nature of the tourism and hospitality sectors and the impact on strategic human resources management.

- 2.1 Identify the impacts of globalisation on strategic HRM in the tourism and hospitality industry.
- 2.2 Discuss the complexities of devising strategic HRM policies in a competitive but unstable business environment.
- 2.3 Evaluate the importance of ethics and equal opportunities in strategic HRM.
- 2.4 Analyse the role of new technology in strategic HRM.

**/// 3. Leadership **

3 Be able to outline what makes a good strategic human resource manager.

- 3.1 With reference to strategic HRM, describe the characteristics of an effective human resource manager.
- 3.2 Discuss the extent to which strategic HRM needs to be 'top-down'.

3.3 Critically appraise the HR strategy of a given organisation.

/// 4.Key management areas ///

4 Consider each of the key areas of human resources and discuss how strategic management can be implemented.

- 4.1 Define the role of strategic HRM in developing organisational culture.
- 4.2 Evaluate the frameworks and policies which govern strategic HRM.
- 4.3 Analyse the way in which human capital management (HCM) can contribute to strategic HRM.
- 4.4 Understand the impact on employee performance of job design and skills development within the framework of strategic HRM.
- 4.5 Critically evaluate the relevance of strategic HRM to contemporary tourism and hospitality management issues, and critically evaluate proposals concerning its further implementation.

unit aims to provide learners with:

- an understanding of the difference between strategic HRM, HR strategy and business strategy
- the ability to explain the role of strategic HRM in business performance
- an awareness of the need for long-term planning in HRM
- a knowledge of the relationship between human capital management (HCM) and strategic HRM

Details of the relationship between the unit and relevant National Occupational Standards

TT10 Develop and maintain your effectiveness at work
 TT21 Organise your work and personal development
 TT22 Contribute to supporting and developing colleagues
 TT38 Contribute to maintaining the quality of travel and tourism operation
 TT50 Monitor business performance

Additional assessment requirements: Written exam.