

Chapter 10 Outline

The Field of IHRM
Employee Acquisition
 Employment Ratios
 Labor Supply
 Possible Solutions for Labor Shortages
Recruitment
 Imported Labor/Immigrants
 Job Perceptions Affecting Recruitment
 Family or Educational Status
 Impacts of Hotel Class
 Hiring for Joint Ventures
 Factors Affecting the Hiring Decision
Orientation
 Cultural Attitudes toward Service
 Universality of Hospitality
Training in a Multicultural Environment
Supervision
 Motivation and Productivity
 Decision-Making
 Communication
Compensation and Benefits
Trade Unions and Unionism
 Contrasting Examples of Unionism
Human Resource Development
 Performance Appraisals
 Corrective Actions
Discharge

Competencies

1. Define international human resource management and describe IHRM's three main activities. (pp. 299–302)
2. Identify factors affecting employee acquisition, discuss steps to reduce the effects of skilled labor shortages, and describe different factors that affect recruitment. (pp. 302–308)
3. Explain the purpose of different types of new employee orientation programs in different countries. (pp. 308–310)
4. Discuss the importance of training and the requirements for a successful training program abroad. (pp. 310–311)
5. Identify several kinds of culturally based motivations, describe various decision-making styles, and identify factors that contribute to communication in a multicultural environment including strategies for managing language differences. (pp. 311–316)
6. List the basic elements of compensation and benefit packages and explain variances between countries. (pp. 317–318)
7. Describe the state of unionism in the international hospitality industry. (pp. 318–320)
8. Describe the American approach to performance appraisal and explain why managers must be aware of culturally based attitudes toward corrective actions and the discharge of employees. (pp. 320–323)