

L

Chapter 3 Outline

Planning Human Resources
 Factors that Affect Planning
 The Demand
 The Supply
Forecasting Demand
 Trend Analysis
Forecasting Supply
 The Internal Supply
 Skills Inventories
 Promotions, Layoffs, and Retirements
 Replacement and Succession Charts
 Succession Planning
Recruitment
 The Pre-Recruitment Process
 Internal Recruiting
 External Recruiting
Recruitment Sources
 Internal Sources
 External Sources
 Creative Recruiting Tactics
 Online Recruiting
 Advertising
 Evaluating Sources and Methods
Recruiting from the Applicant's Viewpoint
 What Recruiters Look For
 Preparing for Recruitment Interviews
 What Recruiters Ask
Human Resource Information Systems
 (HRISs)
 System Errors
Outsourcing

Competencies

1. Explain and apply methods for forecasting labor demand. (pp. 87–93)
2. Describe techniques managers use to forecast the internal supply of labor for a hospitality operation. (pp. 93–95)
3. Identify the advantages and disadvantages of internal recruiting. (pp. 99–100)
4. Describe the benefits and drawbacks of external recruiting. (pp. 100–101)
5. Explain what recruiters look for in job applicants and how they prepare for recruitment interviews. (pp. 101–109)
6. Identify the functions of a computer-based Human Resource Information System (HRIS). (pp. 114–116)