

BOOK REVIEW

Human Resource Management: International Perspectives in Hospitality and Tourism

Norma D' Annunzio-Green, Gillian A Maxwell and Sandra Watson

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The dynamics and complexity of human resource issues make it extremely complex for an author to deal the issues within the boundaries of a book. The international perspective make the task all the most arduous and challenging.

Human Resource Management: International Perspective in Hospitality and Tourism brings together issues in global hospitality and tourism supported by contemporary management principles. Title provides international insights on the topic with authors drawn from Australia, New Zealand, Europe and USA. This edited book consisting of three parts and seventeen chapters, each dealing with an internal issue of concern.

The book opens with a chapter by the editors which prepares the author's background of the book and also prepares the reader for the further chapters issues preoccupying International tourism and hospitality organization's. The discussion in the chapters enlighten readers on the often confused terms of strategic HRM and international HRM. The presentation provides whiff of nouveau thinking to the author.

Part one deals with the intricacies involved in Employee Resourcing. Chapter two analyses the recruitment and selection issues and strategies. The text has been dealt in a comprehensive manner so as to provide certain issues and matching strategies for procuring and hiring potential employees and also not letting the high quality employees wander. The case study attached further clears the queries in the minds of the readers, if any.

Chapter three Barrie Humphrey and Kathy Elvin discusses the systematic approach to recruitment and selection in an international hospitality business. An Australian hotel serves as a case study. Lot of emphasis have been laid upon the proactive approach and a more targeted approach in the areas of recruitment and selection to maximize effectiveness.

Chapter four by bring into light the grave issue of labour turnover which in its extreme can ruin the industry. The economic, sociological and psychological

treatment of the existing theories has been excellently handled. This no longer remains a theoretical chapter as cause effect relation has been analysed and probable solutions have been suggested. the case study attached cite example of how to maximize employee's performance and develop staff along with gaining their loyalty.

Information Technology has not been ignored and is well attempted by J. Kandam Puley and Ria Duddy. The authors asserts through examples that at no stage can technology replace humans but will always act as an aid. The case study of Hilton at Brisbane is one of the well knitted one.

Chapter six analyze the competencies and skills needed by managers to operate effectively. The cross-cultural employer-employee relationship is effectively stated with focus on Russia. This chapter closes Part I.

'Employee Development' constitute Part II . The focus here shifts to quality service development through HR. To smoothen the process of quality service ongoing training has been recognized to be of immense help which is the basis of chapter eight by Conrad Lashley has ascertained this fact. Author states that training has to be viewed as an investment not as a expenditure. The case study here cites example from a restaurant. at uses fast food chain MacDonal chain as a case study. Chapter Nine talks of Multi Site management: HRM Implications in the same pretext. The contribution of middle management is recognized. It introduces the conceptual framework of multi site managers.

Performance management is a key responsibility of HR managers, point well raised by Bruce Millet in chapter ten. How performance management can be a tool is well explained by study of Australian Marriot. Chapter eleven recognizes the fact that hospitality training is equally important especially to areas which have resource crunch and belong to developing nations. Part II closes with this concept.

'Employee Relations' forms the concluding part of the book as Part III . Chapter twelve provides a review of research on organizational commitment. De-

bra F Cannon presents a hypothetical case study.

Much ignored issues of ethics in HRM has been developed to taste in chapter thirteen by discussing OHS (Occupational Health and safety) in hotels and fast food sectors. This gains it importance from the fact as the human resource suffers from low wages, poor working conditions and seasonal aspects of jobs.

Chapter fourteen by Nils Timo and Michael Davidson discusses employee relation. The study questions the oft repeated yet important questions on cost minimization on flexible form of labour and standardization on cost of minimum investment in terms of labour and training. Study concludes with emphasis on the same.

Conrad Lashley desire and demand a feeling of empowerment in chapter fifteen. Author argues and consoles that if motivation is used as a tool empowerment of every individual organization can be thought of.

Multicultural corporations not only comprise cross-cultural customers but should also compose multicultural workforce. This will help in better communication and interpretation, and minimal space for communication and cultural gaps. The issue of diversity has been theoretically defined in chapter sixteen by Connie Mok. The chapter is suggestive of ideas to manage diversity.

The psyche and psychological relation of the service provider and customer brings an emotional element in the read in Chapter seventeen. The study recognizes means and ways to achieve quality service encounters.

No doubt the book because of an international perspective and a well drawn case study from all over the world is a welcome read. The book unlike other edited books does not suffer from jumbled or mismanaged chapters. Each chapter is sequentially placed and will definitely help in knowledge management. The foreword by Tom Baum is an asset. The case study provides a food for the thought. It addresses key concerns on a somewhat neglected topic of HRM in Tourism and Hospitality. The book is excellent as a use for reference. The examples are cited will be handy to any instructor dealing HR in service industry. Researchers can also benefit a lot as it cites some early references of researches undertaken. It could be introduced at masters' level as bachelor students will need to prepare a background to understand the book.

One thing that seemed to be missing is that authors heavily draw from the developed regions and authors also tend to come from these regions. The issues of developing countries could not be tabled in a robust fashion.

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FORTHCOMING CONFERENCES

Local (UAE)

No.	Location	Dates	Area	Website Address
1	Dubai	7-10 October,2008	Supply Chain Risk Management	http://www.iqpc.com/ShowEvent.aspx?id=77508
2	Dubai	9-13 November,2008	Customer Service and Contact Centre Forum	http://www.iirme.com/customerservice/
3.	Dubai	9-12 November,2008	GCC Home Finance Summit	http://www.iqpc.com/ShowEvent.aspx?id=120056
4.	Dubai	16 November 2008	Finance for non- Finance professionals	http://www.meirc.com
5.	Dubai	1-4 December,2008	Lifestyle Asset Management for Gulf Road Networks	http://www.iqpc.com/ShowEvent.aspx?id=77690

USA, Europe & Africa

No.	Location	Dates	Area	Website Address
1	Washington D.C., USA	10-12 September,2008	HR Measures, Metrics & Analytics Summit	http://www.hr-measures.com/
2	Barcelona, Spain	3-5 November,2008	HR Technology Summit	http://www.hrtechnologysummit.com
3.	University of Reading, UK, Reading, UK	27 to 28 November 2008	4th European Conference on Management Leadership and Governance	http://academic-conferences.org/ecmlg/ecmlg2008/ecmlg08-home.htm
4.	Paris, France	14 to 17 December 2008	International Conference on Information Systems, 29th ICIS	http://www.icis2008.org
5.	Atlantic City, New Jersey, USA	6 to 9 January 2009	2009 Winter Global Conference on Business and Finance	http://www.theibfr.com/atlanticity.htm
6.	Manchester, UK	1 April, 2009	New Directions in Performance and Reward	http://www.business.mmu.ac.uk/parc

Southeast Asia & Indian Sub Continent

No.	Location	Dates	Area	Website Address
1	Udaipur, India	22-24 Sep.2008	International Conference on Management	http://www.incom2008.org
2	Kuala Lumpur, Malaysia	1 Dec. 2008	2008 Asian Forum on Business Education (AFBE)	http://www.afbe.info/
3	Singapore	13 to 16 October 2008	SCM Logistics World 2008	http://www.terrapinn.com/2008/scmlog/index.stm
4	Phitsanulok, Thailand	5 to 7 November 2008	The First International conference in Business Management and Information Science	http://www.icbmis.org/
5	Islamabad, Pakistan	12 to 14 November 2008	SAICON 2008 - Globalization and change: Issues, Concerns and Impact	http://www.agba.org.pk/saicon2008.html