

# Human Resource Management in a Hospitality Environment

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# List of Abbreviations

ACA	Affordable Care Act
ADA	American with Disabilities Act
ADEA	Age Discrimination in Employment Act
BFOQ	Bona Fide Occupational Qualification
CEO	Chief Executive Officer
DOL	U.S. Department of Labor
EAP	Employee Assistance Program
EEOC	Equal Employment Opportunity Commission
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
FSLA	Fair Labor Standards Act
FTEE	Full-Time Equivalent Employees
GDP	Gross Domestic Production
HCS	Hazard Communication Standard
LMRA	Labor-Management Relations Act
LMRDA	Labor-Management Reporting and Disclosure Act
MBO	Management by Objective
MBWA	Management by walking-wandering around
MV	Minimum Value
NLRA	National Labor Relations Act
NLRB	National Labor Relations Board
OJT	On-the-Job Training
OLMS	Office of Labor-Management Standards
OLMS	The Office of Labor-Management Standards
OSH	Occupational Safety and Health Act
OSHA	Occupational Safety and Health Administration

PPACA	Patient Protection and Affordable Care Act
PPACA	The Patient Protection and Affordable Care Act
ROI	Return on Investment
TQM	Total Quality Management
UC	Unemployment Compensation Program
USCIS	The United States Citizenship and Immigration Services
WTTC	World Travel & Tourism Council

# About the Author

**Jerald Chesser** is an internationally recognized author, speaker, and educator. He is a professor in the Collins College of Hospitality Management at California State Polytechnic University, Pomona. He has taught human resource management and leadership for the hospitality industry at the university level for over 20 years. He has taught culinary arts at the high school, community college, and university level. He has served as Dean of the Chef John Folse Culinary Institute at Nichols State University and Interim Dean of the Collins College of Hospitality Management and College of Extended University at California State Polytechnic University, Pomona. His areas of publication and research include human resource management, leadership, and culinary arts.

Dr. Chesser has earned certification from the National Restaurant Association as a Foodservice Management Professional and the American Culinary Federation as an Executive Chef and Culinary educator. He is a trustee of the National Restaurant Association Educational Foundation and was cocreator of and has served since its inception as lead judge for the National ProStart Invitational competition. He has received numerous honors including induction into the National Restaurant Association Educational Foundation's College of Diplomates and the American Academy of Chefs. He has received the Henry award from the American Culinary Federation and the Research Chef's Association's Lifetime Achievement award.

Prior to entering academe and consulting he spent more than a decade in restaurant operations, including ownership of a successful restaurant and off-premise catering company. His publications include *The Art and Science of Culinary Preparation* and *The World of Culinary Management: Leadership and Development of Human Resources*, 5th Edition.

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# Preface

Preparing individuals for the responsibilities associated with managing human resources in today's rapidly changing hospitality industry is critical to their success and the long-term success of the industry as a whole. Achieving this goal is not easy when teaching any subject today is challenging because the student is accustomed to information coming in compressed pieces accompanied by rapid feedback. I have developed this textbook to meet these challenges. The information it contains is current and also presents potential areas of change. The textbook addresses the processes, procedures, and laws, as well as, the impact of environment and attitudes on building the individual and the team to achieve desired outcomes. The content is presented in segments that allow the student to concentrate on one area of knowledge at a time. The support materials provided make it possible to constantly reinforce what the students read in the chapter and measure their comprehension with rapid feedback on their success.

This textbook and the supporting materials were piloted with over 600 students. The students provided a high level of comment on the materials that contributed greatly to the final materials provided in this work particularly in the area of clarity of information, test questions, and case content. The textbook is designed for use in a lecture, hybrid, or fully online course format. It has been successfully used with an online learning platform in a hybrid course format.

This textbook is designed for today's student. It is focused on the subject matter with no addition of ancillary material such as opinion or industry leader pieces. It is left to the teacher to enrich their course with those types of information. The students involved in the pilot found this format both functional and effective. The students who complete this textbook will have a solid knowledge of the management of human resources in the hospitality industry.

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