

# UNIT 4: The Travel and Tourism Business Toolkit

---

THE HUMAN RESOURCES LIFE CYCLE WITHIN THE CONTEXT OF AN HR  
STRATEGY.

# Culture; What is?

Our culture measures our quality of life, our vitality and the health of our society. Through our culture we develop a sense of belonging, personal and cognitive growth and the ability to empathize and relate to each other. Direct benefits of a strong and vibrant culture include health and wellness, self esteem, skills development, social capital and economic return.

# Culture; What is?

Culture is that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society.

# Culture; characteristics

1. Culture is manifested at different layers of depth
2. Culture affects behaviour and interpretations of behaviour
3. Culture can be differentiated from both universal human nature and unique individual personality
4. Culture influences biological processes
5. Culture is associated with social groups

# Equality and Diversity; What is

- ▶ Equality is ensuring individuals or groups of individuals are not treated differently or less favourably , on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation and age.
- ▶ Diversity aims to recognise, respect and value people's differences to contribute and realise their full potential by promoting an inclusive culture for all staff and students.

# Equality and Diversity; Promotion

- ▶ Enabling all staff and students to develop to their full potential
- ▶ Equipping staff and students with the skills to challenge inequality and discrimination in their work/study environment
- ▶ Creating an inclusive culture for all staff and students

# Multicultural Team

In the mobile and global world of today, a demographically diverse workforce has become the norm for business large and small. A diverse and inclusive workforce can help drive the creation and execution of new products, services, and business processes.

**“Exposure to foreign cultures helps people become more creative.”**

# Multicultural Team; Design

1. Select a cross-culturally competent team leader
2. Select the team members
3. Make the kick-off phase personal
4. Take the time to build relationships and trust
5. Learn about differences
6. Clarify expectations
  - ▶ Leaders
  - ▶ Team members
7. Communicate
8. Set and respect deadlines
9. Be alert to signs of trouble
10. Assess the team's work



# Multicultural Team; Challenges

1. Language Barrier
2. Cultural differences
3. Technical Challenges
4. The decision-making process
5. Styles of communication:  
Aggression and tone
6. Challenge of motivating a  
culturally diverse team

# Multicultural Team; Management Strategies

1. Be Clear About Your Expectations and Assume Nothing
2. Stick to a Neutral Language and Neutral Subjects
3. Be Aware of Holidays
4. Make the Effort to Understand

## Performance of culturally diverse Teams



Dimension	Without training	With training
Cohesion	potential cohesion issues	greater team integration
Communication	many misunderstandings	limited misunderstandings
Conflict	conflicting communication styles	fewer issues over common style
	high conflict potential	fewer conflicts, better management
Creativity	different ideas tend to be dismissed	see the potential in differences
Culture awareness	cultural ignorance	awareness of cultural differences
Expectations	unspoken diverse expectations	appreciation for differences
Participation	potential issue	better team engagement
Performance	risk of performing below par <sup>7</sup>	tend to perform above par <sup>8</sup>
Task orientation	hampered by cultural issues	concentration on task at hand
Trust	strong distrust and potential rejection	creativity and flexibility
Value of diversity	ethnocentrism	Increased tolerance and appreciation

# Human Resources Law

This is related to Labor and Employment law and encompasses the various laws and regulations specific to HR professionals. It deals with the issues that HR professionals must contend with in the majority of their work functions, predominantly in overseeing and managing duties related to hiring, firing, employee benefits, wages, paychecks, and overtime. It may also pertain to workplace safety, privacy; and preventing discrimination and harassment.

# Human Resources Law; Topics

1. **Workplace Discrimination**
2. **Wages and Hours**
3. **Employee Benefits**
4. **Immigration Laws**
5. **Workplace Safety**

# Human Resources Law; Life Cycle

- ▶ Start-up
- ▶ Growth
- ▶ Expansion
- ▶ Downturn
- ▶ Exit

# BIBLIOGRAPHY

- ▶ <https://www.hrmagazine.co.uk/article-details/the-employment-law-life-cycle>
- ▶ <https://www.northeastern.edu/graduate/blog/hr-laws-to-know/>
- ▶ <https://www.hg.org/human-resources-law.html>
- ▶ <https://www.businessnewsdaily.com/9924-lead-multicultural-international-team.html>
- ▶ <https://trainingmag.com/managing-diversity-10-steps-multicultural-team-success/>
- ▶ <https://businesscollective.com/4-best-strategies-for-managing-a-multicultural-team/index.html>
- ▶ <https://livesalesman.com/top-5-challenges-and-solutions-for-managing-multicultural-and-multilingual-teams/>