

Syllabus of the course “Human-resource management”

I. IDENTIFICATION

- ✓ **Subject:** Human-resource management
- ✓ **Code:** 101232
- ✓ **Degree:** Grau en Turisme (anglès)
- ✓ **Academic course:** 2016-17
- ✓ **Type of subject:** Compulsory
- ✓ **Crèdits ECTS (hores):** 6 (150)
- ✓ **Period:** First semester
- ✓ **Language:** English
- ✓ **Lecturer:** Vera Butkouskaya

II. PRESENTATION

This subject is framed within the group of studies in the Degree in Tourism relating to the management and development of people within organizations, specifically that of Human-Resources (HR) in tourism-related companies. This subject, however, is the continuation of “Introduction to Business” (a first-year subject), which focuses on subjects concerning organizational structure and strategy in tourism companies, and represents a continuity with the fundamental content of that subject. This subject is highly practical in approach and aims to apply its theoretical content in the form of exercises, case simulations and other complementary activities.

III. LEARNING OBJECTIVES, SPECIFIC SKILLS AND LEARNING OUTCOMES

TEACHING OBJECTIVES

On completing this subject, students should be able to:

1. Understand the most relevant theoretical models and key concepts in Human Resources Management within organizations.
2. Understand the principle techniques concerning people management within organizations.
3. Understand and know how to apply these management techniques in the case of tourism-related companies.

SPECIFIC SKILLS AND LEARNING OUTCOMES

CE1. Demonstrate knowledge and understanding of the basic principles of tourism in all sizes and areas.

CE1.1. Identify the theoretical and conceptual strategy of tourism business.

CE4. Apply concepts related to the tourism product and business (economical, financial, human resources, trade policy, market, operational and strategic) in different areas of the sector.

CE4.1. Distinguish, identifying and applying the concepts of strategic management with regard to touristic product and business.

IV. TRANSVERSAL COMPETENCES

CT1. Develop an ability to learn independently.

CT4. Use communication skills at all levels.

CT6. Plan, organize and coordinate teamwork, creating synergies and inter-team relationships.

CT10. Work in group.

CT11. Plan and manage activities based on the quality and sustainability.

V. SYLLABUS AND CONTENTS

MAIN CONTENT:

- Human resources challenges and strategies
- Hiring
- Investment in skills
- Managing turnover
- Compensation (fix salaries, pay for performance, efficiency salaries and benefits)
- Promotions
- Seniority pay and incentives
- Job design

A) MANAGERIAL FUNCTION (10h)

1. HR strategy, structure and process.
2. The concept, elements, tasks and types of management.
3. Organizations: definitions and objectives.

4. Entrepreneurship beyond a managerial skill (“intrapreneurship”).
5. Managing tourism companies

B) HUMAN-RESOURCE MANAGEMENT (HRM) (20h)

6. Planning HRM
7. Analysis, description and assessment of the workplace.
8. Personnel recruitment and selection processes. Integration and orientation.
9. Personnel training and development.
10. Assessment of attainment, compensation and professional careers.
11. Current trends in HRM
12. HR policies in tourism-related companies.

C) ORGANISATIONAL BEHAVIOUR (15h)

13. The ethical dimension to organizations.
14. Motivation and performance.
15. Management and leadership styles. Objectives-based management.
16. Types of teamwork. Communication and information.
17. Organizational culture and socialization processes.
18. People as the key element in tourism-sector company management.

VI. RECOMMENDED BIBLIOGRAPHY

RECOMMENDED BIBLIOGRAPHY:

Lazear, E.P., Gibbs, M. “Personnel Economics in Practice,” Wiley, 2015

ADDITIONAL READING:

Baron, J.N., and D.M. Kreps, Strategic Human Resources, Wiley, 1999

Gomez-Mejía, L., D. Balkin; and R. Cardy, Managing Human Resources, Pearson, 2012

OTHER SUPPORT MATERIAL in digital format and links to web resources will be provided on *Campus Virtual*.

VII. TEACHING METHODOLOGIES

The course runs based on three teaching-learning methodologies:

- 1) Methodology of the *theoretical part* of the course:

Lecture-type classroom-based classes with explanation regarding the different agenda items. Theoretical classes will be audiovisual (power point presentations, video viewing to support the theory, etc.).

2) Methodology of the *practical part* of the course:

Preparation and class-based presentation of case studies related to theoretical explanations. Some exercises and cases will be conducted by students in out-class hours. These exercises and cases are based on analysis of activities of the companies in tourism sector. Drafting a Project on the role of HR in companies in the tourism sector, and presenting it in class (conducting by students in groups in out-class hours). Both exercises, cases and Project should be presented on paper and digital format for the evaluation. Preparation for the 10-question periodical fast test based on theoretical explanations (preparation will be conducted during theoretical classes and in out-class hours).

3) Methodology of the *learning part* of the course (Campus Virtual):

The Campus Virtual platform will be used to share information and alternative media in the classroom between students and teacher. Campus Virtual will contain the profile of the course, additional theoretical material in digital form, cases and exercises, links to websites, etc.

VIII. ASSESSMENT

This subject will be evaluated as follows:

- a) **Practical activities:** Completion and presentation-discussion of exercises, cases, and Project, individually and in teams during practical seminars, handed-in within the established deadline. This will represent 25 % of the final grade (20% for practical activities and 5%, related to Project, will be self-evaluated).
- b) **Control of self-learning activities:** 10-question tests based on the theoretical materials. Handling by students during practical seminars. Test score from 0 to 10. This will represent 15% of the final grade.
- c) **Final exam**, which will represent 60 % of the final grade, Test score from 0 to 10. To approve the subject it is necessary to obtain a score above 4 (four) on this test.

To approve the subject it is necessary to obtain total score in average **5 (five) or higher**.

ASSESSMENT: (60%) of the final grade will be determined by final examination; the rest will consist of control of self-learning activities (15%) and practical activities (25%). Class attendance for self-learning and practical activities will be obligatory.

RECOVERY: Only control of self-learning activities can be recovered in the case if the grade is under 5 (five). Recovery will take place in the exam day programmed for the scheduled examination session.

Students, who didn't attend classes and who didn't follow the continuous assessment, may opt to take two partial exams that must each be passed independently in the day final exam: one is recovery of self-learning activities control, and, the other is final exam. In this case (60%) of final grade will be determined by final exam and (40%) will consist of control of self-learning activities test.

IX. TIME PLANNING AND ORGANIZATION OF STUDENTS

TYPE	ACTIVITY	HOURS	LEARNING OUTCOMES
Guided activities	<i>Theoretical classes</i>	36	CE1.1. , CE4.1., CT5, CT11
	<i>Practical exercises and case solutions</i>	18	CE1.1. , CE4.1., CT5, CT6, CT11
	<i>Presentation of Cases</i>	2	CE1.1. , CE4.1., CT4, CT10
Supervised activities	<i>Tutorials</i>	24	CE1.1. , CE4.1., CT1
Self-learning activities	<i>Practical exercises and case solutions</i>	20	CE1.1. , CE4.1., CT1
	<i>Public presentation of Cases and Project</i>	20	CE1.1. , CE4.1., CT1, CT10
	<i>Study (tests and exam preparation)</i>	30	CE1.1. , CE4.1., CT1
TOTAL		150	

X. TEACHING PLANNING

WEEK	TOPIC	METHOD	HOURS
1	Subject Presentation (objectives, methodology, evaluation, preparation of Project, etc.) 1. Strategy, structure, process and Human Resource (HR) Management. 2. Concept, elements, tasks.	Class lecture Exercises	4
2	3. Organization: definitions and objectives. 4. Entrepreneurship beyond competition directive ("intrapreneurship"). 5. Leading tourism businesses.	Class lecture Exercises	4
3	Topics 1-5.	Class cases Presentations of students Preparation of Project	4

		Test	
4	6. HR Planning. 7. Analysis, description and evaluation of jobs.	Class lecture Exercises	4
5	8. Recruitment process and selection of people. Integration and orientation.	Class lecture Exercises	4
6	Topics 6-8	Class cases Presentations of students Preparation of Project Test	4
7	9. Training and development of staff. 10. The performance evaluation, compensation and career.	Class lecture Exercises	4
8	11. Current trends in HR management 12. HR policies in tourism companies.	Class lecture Exercises	4
9	Topics 9-12	Class cases Presentations of students Preparation of Project Test	4
10	13. Ethical dimension of organizations. 14. Motivation and performance. 15. Management styles and leadership. Objectives-based management.	Class lecture Exercises	4
11	Topics 13-15	Class cases Presentations of students Preparation of Project Test	4
12	16. Methods of teamwork. Communication and information. 17. Organizational culture and socialization processes	Class lecture Exercises	4
13	18. People as a key element in the management of companies in the tourism sector.	Class lecture Exercises	4
14	Conclusions of the course. Review agenda. Final test.	Class lecture Final test.	4

XI. ENTREPRENEURSHIP AND INNOVATION

The issues relating to entrepreneurship and innovation are developed from both activities, exercises, case studies and Project work proposed as used methodology, and, from evaluation process.

On the one hand, students will create and present group Project on the role of HR in a company in the tourism sector. As well as, practical exercises and cases will be based on the real activities inside entrepreneurial oriented companies (see Section VI "Teaching methodology"). It is also scheduled to watch a couple of films on the theme of Human Resources. Finally, regarding the evaluation of the subject, there is a part of the practical activities (20%), which will be the self-evaluated by the students (see section VII on "Assessment") encouraging in this respect decision making and self-analyzing skills as entrepreneurship.