

**Staff Management and Labour Relations**

Code: 103758  
ECTS Credits: 6

Degree	Type	Year	Semester
2502904 Hotel Management	OB	3	1

The proposed teaching and assessment methodology that appear in the guide may be subject to changes as a result of the restrictions to face-to-face class attendance imposed by the health authorities.

### Contact

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### Use of Languages

Principal working language: spanish (spa)  
Some groups entirely in English: No  
Some groups entirely in Catalan: No  
Some groups entirely in Spanish: Yes

### Prerequisites

The subject, as it emerges from its name, aims to give students the knowledge and tools necessary to be able to manage companies and institutions in the hotel sector, in particular, and leisure. These skills will also enable the Student to manage companies and institutions from other industries. The most significant prerequisite is having knowledge of human resources management.

### Objectives and Contextualisation

At the end of the course the student must be able to:

1. Know what the personnel management consists of.
2. Know how to detect and apply the main managerial skills.
3. Be able to create and coordinate work teams.
4. Know the profiles and methods that define the jobs in a business organization.
5. Know the modern techniques of negotiation and conflict resolution.
6. Discover and strengthen your own leadership abilities.
7. Know how to apply vertical and horizontal communication processes in the company, as well as detect possible barriers in business communication.
8. Be able to apply the main strategies of personnel management to a sector with such a complex idiosyncrasy, such as hotel and tourism in general.
9. Have the sensitivity to apply and transmit respect for issues related to the environment.

### Competences

- Analyse, summarise and evaluate information.

- Be able to self-evaluate knowledge acquired.
- Define and apply the policies and management of human resources for companies in the hotel and catering sector.
- Demonstrate ethical behaviour in social relations and the ability to adapt to different intercultural situations.
- Demonstrate knowledge and understanding of and apply standards of quality and sustainability in the process of company management in the hotel and catering sector.
- Demonstrate leadership abilities in the management of human resources in hotel and catering companies.
- Develop a capacity for independent learning.
- Identify and apply the elements that govern activity in the hotel and catering sectors, their interaction in the environment and their impact in the different business subsystems in the sector.
- Manage and organise time.
- Manage communication techniques at all levels.
- Manage techniques of internal and corporate communication in hotel and catering companies.
- Work in teams.

## Learning Outcomes

1. Acquire communication and conflict management skills.
2. Analyse, summarise and evaluate information.
3. Apply management, evaluation and coordination techniques for human resources in the companies of the hotel and catering sector.
4. Apply personal management techniques which promote good management through the application of internal information systems.
5. Be able to self-evaluate knowledge acquired.
6. Demonstrate ethical behaviour in social relations and the ability to adapt to different intercultural situations.
7. Demonstrate leadership abilities in the management of human resources in hotel and catering companies.
8. Develop a capacity for independent learning.
9. Identify the specific differentiating characteristics from a human resources point of view of the different business subsystems in the sector.
10. Identify the specific differentiating characteristics from an internal and external communications point of view of the different business subsystems in the sector.
11. Manage and organise time.
12. Manage communication techniques at all levels.
13. Use communication techniques applicable in human resources management in hotel and catering companies.
14. Work in teams.

## Content

1. Introduction to people management. What is leadership? People management and leadership. Characteristics of the bad manager. Premises to effective management.

2. Key performance skills of the Director of personnel. The ability to command and give orders. Possible barriers that hinder the relationship of the director with other professionals. Emotional Intelligence and management styles. Actions of the Director of personnel. Entrepreneurship and innovation as manager skills.

3. The management of personnel and the selection of professionals in the tourism sector. The director of personnel and the selection of professionals. Common questions in a process of selection of personnel in the hotel and leisure sector. Questions you should never ask in a job interview. Errors to avoid.

4. The motivation policies of the personnel: Directors perspective. The motivations from the perspective of the professionals. The Hierarchy of Maslow. Motivation from the perspective of the director of personnel. The collective agreement of the Hotel and Cleaning service industry

5. Personnel management and teamwork. The group and the team. The behavior of the person in a team. Relational networks in the company from the perspective of the professional.
6. Lateral Thinking as a new strategy of direction. Concept of creativity. What is Lateral Thinking? Elements of Lateral Thinking. Factors of Lateral Thinking.
7. Personnel management and labor relations in the negotiation processes. Concept and premises to negotiation. The BATNA as an alternative plan. The meetings, the arguments and the objections. The negotiating profile of the professional: typologies of negotiators.
8. Knowledge and development of own management capabilities. Emotional Intelligence applied to one's management capabilities. Multiple Intelligence and the capabilities to manage teams. The Johari Window.
9. The process of communication in a company. Newsworthy and not newsworthy events. The criteria of newsworthiness. Press conference. The interpersonal communication Strategies of influence and persuasion. Tradition, entrepreneurship and innovation.

## Methodology

Three teaching methodologies will be fundamentally developed:

### 1. Methodology of the theoretical part of the subject:

The professor will explain theoretical contents of the different subjects of which the subject consists. This theoretical aspect will be complemented with real examples. Part of the subject will be found in the Virtual Campus available to the student.

### 2. Methodology of the practical part of the subject:

Practices will be carried out, inside and outside the classroom, both individually (especially when what is intended to enhance their own abilities), as well as in groups (when it comes to applying the theoretical concepts or the fundamental principles of the management of a business). The result of these practices will be analyzed jointly in class and the conclusions of these will be incorporated into the theoretical contents.

### 3. Methodology of the non-attendance part:

Most of the information related to the subject will be posted on the Virtual Campus. This will be the theoretical contents, individual and group exercises to be carried out, and practical cases that must be done inside and outside the classroom, etc. In addition, complementary references of bibliographic type, infographic, web pages, etc. will be incorporated.

In the three methodological sections, there is always the possibility of including real life events, since this subject can incorporate into its contents aspects related to the dynamic and changing aspects of the tourism and hotel sectors.

## Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Theoretical classes	50	2	1, 2, 3, 4, 7, 6, 8, 12, 11, 10, 9, 5, 13
Type: Supervised			
Tutorials	15	0.6	1, 2, 3, 4, 7, 6, 8, 12, 11, 10, 9, 5, 13
Type: Autonomous			

Assignments	30	1.2	1, 2, 3, 4, 7, 6, 8, 12, 11, 10, 9, 5, 14, 13
Study and readings	33	1.32	1, 2, 3, 4, 7, 6, 8, 12, 11, 10, 9, 5, 14, 13

## Assessment

The evaluation of this subject follows the following system:

### 1. CONTINUOUS EVALUATION

The evaluation system consists of requirements A, B, C and D.

A. Completion, a minimum of 80%, of the practical and individual exercises to be developed in the classroom (20% of the final grade).

B. Completion, a minimum of 80%, of the group dynamics that will be carried out in the classroom. If you have to make a presentation to the class, it will be mandatory. (20% of the final grade).

C. Participation in the CIEU Awards for individuals and the most entrepreneurial idea (10% of the final grade).

D. Theoretical test, knowledge of the contents of the subject. (50% of the final grade)

To pass the subject through the continuous assessment system, it is essential to approve the theoretical part separately (section D) and the practical part (sections A, B and C).

### 2. UNIQUE EVALUATION

Final exam of the subject will be the day and hour established in the official program of the Center. Questions will include contents explained by the teacher, as well as aspects derived from the practical part of the subject. This exam will combine "test-type" questions with others to be developed.

### 3. REEVALUATION

Students who have obtained a grade equal to or greater than 3.5 and less than 5 will be able to be presented for reevaluation. The maximum grade of this re-evaluation will not exceed 5 as the final grade. The date will be the day and time established in the academic calendar in the official program of the Center.

## Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Individual practical exercises	25%	10	0.4	1, 2, 3, 4, 7, 6, 8, 12, 11, 10, 9, 5, 13
Practical exercises in group and oral presentation	25%	10	0.4	1, 2, 3, 4, 7, 6, 8, 12, 11, 10, 9, 5, 14, 13
Test	50%	2	0.08	2, 3, 4, 7, 6, 8, 11, 10, 9, 5, 13

## Bibliography

AGUIAR QUINTANA, Teresa (2002). *El liderazgo y la calidad en el sector hotelero*. Edita Fundación FYDE Caja Canarias. Tenerife.

Asociación Española de Expertos Científicos en Turismo (AECIT) (2015). *La actividad turística española en 2014*. Madrid.

- BAYÓN MARINÉ, F. & GARCIA ISA, I. (2015) *Gestión de Recursos Humanos. Manual para técnicos en empresas turísticas*. Editorial Síntesis, Madrid.
- BERLINCHES CERREZO, Andrés (2005). *Casos y supuestos en dirección y gestión de recursos humanos*. Rústica. Ediciones Díaz de Santos.
- BORRELL, Francesc (2001). *Comunicar bien para dirigir mejor*. Ediciones Gestión 2000, Barcelona.
- BOYATZIS, Richard y GOLEMAN, Daniel (2010). *El líder resonante crea más*. Editorial Debolsillo, Madrid.
- BOYETT, Joseph i Jimmie (1999). *Lo mejor de los gurús*. Ed. Gestión 2000, Barcelona.
- CONFEDERACIÓ EMPRESARIAL D'HOSTALERIA DE CATALUNYA (2018) "Convenio Colectivo para la Industria de Hostelería y Turismo de Cataluña"
- DEL VALLE, V. (1997) *Economía y Organización de Empresas* Ed. Mc Graw Hill, Barcelona.
- DOMÍNGUEZ, F. (2005). *Derecho Administrativo y Legislación Turística*. Ed. Centro de Estudios Ramón Areces. Madrid.
- GOLEMAN, Daniel (2005). *La práctica de la inteligencia emocional*. Ed. Kairós. Tercera edición, Barcelona.
- GÓMEZ GARCÍA, Roberto (2008). *Contratación laboral 2008*. Editorial Fundación Confemetal, Madrid.
- HUNT, John (2007). *Dirección de personal en la empresa*. Editorial McGraw-Hill, Barcelona.
- LÓPEZ-CÓZAR, Cristina (2009). *Negociación inteligente*. Edita Delta Publicaciones. Madrid.
- LUNA, Roberto y PARDO, Manuela (2006). *Recursos humanos para turismo*. Ed. Prentice Hall, Madrid.
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- MONTANER, Ramón y asociados (1998): *Manual del directivo eficaz*. Ed. Gestión 2000, Barcelona.
- PÉREZ GOROSTEGUI, E (2006). *Economía de la empresa*. Ed. Centro de Estudios Ramón Areces, Madrid.
- PUCHOL, Luis (2005): *Nuevos casos en Dirección y Gestión de Recursos Humanos*. Ediciones Díaz de Santos, Madrid.
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- RICART, GALLO, FRAGUAS (2007). *Diseño de Organizaciones* Ed. Folio Colección IESE, Barcelona.
- ROBINS, Stephen P. (2007). *Supervisión*. Editorial Pearson, México.
- SAAVEDRA ROBLEDO, I. (2007) *Dirección de Recursos Humanos*. UNED, Madrid
- SERRAT JULIA, J. (1996). *La Gestión de Personal en la Empresa Turística*. Ed. Centro de Estudios Ramón Areces.

A rigorous text-topic correlation cannot be established, since most of the books analyze content and assumptions applicable to the subject in general.