Human Resources Management in the Hotel Industry

Code: 103745
ECTS Credits: 6

2025/2026

Degree	Type	Year
Hotel Management	FB	2

Contact

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Prerequisites

There are not prerequisites

Teaching groups languages

You can view this information at the end of this document.

Objectives and Contextualisation

At the end of the subject, students will have to be able to manage the Human Resources Management by Competencies, for which they will have to:

1.- Know different theoretical concepts, both referring to Personnel Policies (Personnel Selection, Training, Evaluation, Planning, etc.), as well as those related to People Management (Leadership, Motivation, Communication, etc.).

2.- Acquire through practice various skills to be implemented in the near future.

3.- Reflect about their own characteristics, in order to be aware of their own abilities, which will allow them to carry out this activity.

4.- Gender perspective- Knowledge of gender equity values in professional practice.

Additionally, they will have to know what is the role of the current Personnel Directorate, which is integrated into an organization -both to respond to the needs of the organization as well as the people working on it.

At the same time, the course reflects on the possible contributions that can be made to the Human Resources Area in the training for sustainability, facilitating spaces that allow searching for solutions to possible conflicts that arise in the relations between society and nature.

Competences

- Be able to search efficiently for the necessary information.
- Define and apply the management of different types of organisation in the hotel and catering sector.
- Demonstrate ethical behaviour is social relations and the ability to adapt to different intercultural situations.

- Demonstrate knowledge of the basic principles of accommodation and catering in all their dimensions, departments, activities and areas in the context of the tourist sector.
- Demonstrate responsible behaviour towards the environmental, social and cultural surroundings.
- 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.
- Plan and manage activities based on quality and sustainability.
- Plan, organise and coordinate work teams creating synergies and knowing how to put yourself in the place of others when negotiating and managing conflicts.
- Respect the diversity and plurality of ideas, persons and situations.
- Work in teams.

Learning Outcomes

1. Be able to search efficiently for the necessary information.
2. Define, identify and apply the strategies, structures and processes related to human resources in hotel and catering companies.
3. Demonstrate ethical behaviour is social relations and the ability to adapt to different intercultural situations.
4. Demonstrate responsible behaviour towards the environmental, social and cultural surroundings.
5. Develop a capacity for independent learning.
6. Distinguish, identify and apply the concepts of strategic management to the products of hotel and catering companies.
7. Identify the theoretical and conceptual basis of the strategy of the tourist business.
8. Manage and organise time.
9. Manage communication techniques at all levels.
10. Plan and manage activities based on quality and sustainability.
11. Plan, organise and coordinate work teams creating synergies and knowing how to put yourself in the place of others when negotiating and managing conflicts.
12. Respect the diversity and plurality of ideas, persons and situations.
13. Work in teams.

Content

A) THE DIRECTIVE FUNCTION (12 hours)

1. Scope and content of the Human Resources policy.
2. Emotional intelligence.
3. Concept, elements and types of management.
4. Work Organisation. Organisational and Human Structure.
5. Current trends.
6. Management in hotel companies.

B) HUMAN RESOURCE MANAGEMENT (28 hours)

7. Human Resources Planning.
8. Job Analysis and Job Description.
9. Recruitment and selection process. How to conduct a Job Interview.

10. Staff training and development. Diversity training in the hospitality industry.

11. Performance Appraisal. 360º evaluation. Assessment Center.

12. HR policies in the hotel sector.

C) ORGANISATIONAL BEHAVIOR (20 hours)

13. Perception - Interpersonal Communication in the Organization.
14. The motivation of work teams.
15. Leadership in hospitality organizations: achieving competitive advantage.
16. Time management. Delegation.

17. Corporate Social Responsibility

18. People as a key element in the management of companies in the hotel sector.

Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
THEORETICAL CLASSES, STUDENT ACTIVE PARTICIPATION	60	2.4	3, 4, 6, 2, 7, 10, 1
Type: Supervised			
TUTORIALS	10	0.4	6, 2, 7
Type: Autonomous			
DEVELOPMENT OF OUTLINES, ASSIGNMENTS AND SELF-ASSESSMENT	30	1.2	4, 6, 8, 7, 10

TEACHING LANGUAGE: ENGLISH
The subject is based on the following three teaching-learning methodologies:

a) Methodology of the theoretical part of the subject:

Master classes covering basic concepts and different topics of the program. The classes are taught with audiovisual (sometimes watching videos as a reinforcement of the theory, PowerPoint presentations, etc.).

b) Methodology of the practical part of the subject:

In-class development and presentation of exercises and practical cases (individual and in team) related to the theoretical explanations (some exercises are carried out outside class hours). In addition, assignments will be developed on some of the program topics and then presented in class in front of the professor and the rest of students. Both the exercises and the assignment involve the submission of a paper document and / or digital format for evaluation.

c) Methodology of the open (distance-learning) part of the subject:

The Virtual Campus platform will be used as an information complement and as alternative media between

students and professor. The Virtual Campus contains the file of the subject together with the complementary material to the theory in digital format, exercises and cases, links to web pages, and so on.

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

Assessment

Continous Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
GROUP PRESENTATION	40%	18	0.72	3, 6, 2, 9, 11, 13
PRAGMATICAL ASSIGNMENTS	20%	30	1.2	3, 4, 2, 9, 8, 7, 10, 11, 12, 1, 13
THEORETICAL EXAM	40%	2	0.08	5, 2, 8, 7, 10

THREE EVALUATION OPTIONS

A) CONTINUOUS EVALUATION:

1) The exam of the subject, which will be 40% of the final grade, will incorporate both the theoretical subject presented in lectures and aspects related to the practical part of the subject.

2) The completion of individual/group exercises during the course, with delivery on specific dates. Assessment: 20% of the final grade.

3) The development of a team work on certain topics of the program, focused on companies in the hotel sector. This work will be delivered on dates to be specified and will be presented publicly in class. Assessment: 40% of the final grade.

To make the average of the final grade, it will be necessary to obtain a minimum of 4 out of 10 in each of the three parts that are the object of the evaluation.

B) SINGLE EVALUATION: Final exam (total subject).

Set date and time, according to the academic calendar, in the Official Center Programming (EUTDH). The single evaluation will consist of:

- Delivery of 3 exercises. (25%)

- Delivery of course work. (25%)

- Complete exam, practical and theoretical, of the entire syllabus. (50%)

The grade for the subject will be NOT EVALUABLE when the student attends less than half of the assessment activities and/or does not attend the final exam.

C) RECUPERATION (Former RE-EVALUATION).

Set date and time, according to the academic calendar, in the Official Center Programming (EUTDH). Only for those students who have obtained a grade equal to or greater than 3.5 and less than 5 at the single/ final evaluation. The maximum grade of this recuperation will not exceed 5 as a final grade.

Bibliography

1. Burke, Ronald J. and Hughes, Julia C. Handbook of Human Resource Management in the Tourism and Hospitality Industries, 2018. Edward Elgar Publishing Limited

2. Davidson, M.C.G. (2003) Does organizational climate add to service quality in hotels? International Journal of Contemporary Hospitality Management, 1, 206-13.

3. Mathis, J. Human Resource Management Essential Perspectives, 3rd Edition, Thomson South-Wester (2005)

4. Mondy, W; Martocchio, J. Human Resource Management. Pearson Education Limited, 14th International Edition (2015)

5. Pizam, A. (2014) The need for cross-cultural competence training. International Journal of Hospitality Management, 37, A1, A2.

6. Raymond, N; Hollenbeck et al. Fundamentals of Human Resource Management, 7th International Edition (2013)

7. Torrington, Hall and Taylor. Human Resource Management, 6th Edition, Harlow, England: Prentice Hall (2005)

Support material prepared by professor and displayed in Virtual Campus

Software

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Groups and Languages

Name	Group	Language	Semester	Turn
(TE) Theory	1	English	first semester	morning-mixed