

# University Master Degree in Hotel Management

Academic Year: 2016-2017

## Teaching guide

Area: Human Resource Management

Subject: Human Resources Management

Period: Semester 1

Lecturers:

Mr. Iñaki Bustinduy Cruz

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MODULE: INTERNATIONAL HOTEL MANAGEMENT

AREA: HUMAN RESOURCE MANAGEMENT

SUBJECT: HUMAN RESOURCES MANAGEMENT

CODE: MHMHRM

LANGUAGE: ENGLISH

YEAR: 1

PERIOD: SEMESTER 1

CREDITS: 5 ECTS

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## 1. Subject objectives

Human Resources, and People management in general, is critical for all companies but specially in Tourism Industry where added value comes from the service given to their customers. To understand the contribution that HR gets, we'll analyze the different key policies, processes and tools for building the architecture of the HR function:

- Align HR actions and policies with Business Strategy (Vision, Mission and Values)
- Understand the evolution of the HR function: from a staff department to a strategic area.
- Learn the concepts, models and tools currently used in HR Management
- Benchmark the most valuable practices in HR for tourism organizations.
- Understand the Talent Management as the professionals flow path: attracting, developing and engaging talent.
- Analyze the different policies, implementation methodologies and tools to achieve the objectives of satisfaction, motivation and performance of employees.
- Establish corporate and business indicators to signify the impact of HR function in the whole business

## 2. Competencies developed

### Basic

B06 - knowledge and understanding that provide a basis or opportunity for originality in developing and / or applying ideas, often in a research context

B07 - students can apply their knowledge and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study

B08 - students are able to integrate knowledge and handle complexity and formulate judgments based on information that is incomplete or limited, include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgments

B09 - students can communicate their conclusions and the underlying supporting knowledge and

rationale to specialists and non-specialists in a clear and unambiguous way.

B10 - students must possess the learning skills that enable them to continue studying in a way that will be largely self-directed or autonomous

### **General**

G01 - be able to search and manage information from sources in order to make decisions that contribute to achieving the objectives of the organization

### **Transversales**

T01 - develop interpersonal skills that allow managing multidisciplinary and multicultural teams

T03 - use English as the language of the hotel industry in developing a career in an international environment

### **Specific**

E01 - Leading the attainment of the objectives of hotel companies through management, considering environmental criteria, socio-cultural, ethical and economic principles to ensure sustainable and responsible tourism accommodation.

E04 - Understanding the legal framework governing hotel activities to plan and carry out the activity according to the regulations

E09 - Design and lead the human resources policy of the hotel company by developing the talent to achieve business goals

## **3. Content**

Session 1: Subject Introduction & Consultancy Projects Guidelines: Hotel Arts (Ritz Carlton).

Session 2: Talent. Making people the competitive advantage.

Session 3: Talent Flow I - Acquisition & Assessment.

Session 4: Talent Flow II - Development .

Session 5: Talent Flow III - Compensation & Desvinculation.

Session 6: Talent Review + Company's Projects Final Presentation.

## **4. Teaching methodology**

**Practical Exercises.**

**Case Studies.**

**Supervised Projects.**

## Plenary Lectures.

### 5. Assessment activities

#### **Regular examination call**

- **Class assignments (Nov, 15/2016)**

Case analysis (Individual - 20%)

Evaluated competences: B06, B07, B08, B09, B10

- **Company's project (Dec, 13/2016)**

Supervised project (Group - 40%)

Evaluated competences: G01, T01, T03

- **Final Exam (Jan, 18/2017)**

Final exam (Individual - 40%)

Evaluated competences: E01, E04, E09

#### **Resit examination call**

- **Class Assignments (Jun, 20/2017)**

Case analysis (Individual - 20%)

Evaluated competences: B06, B07, B08, B09, B10,

- **Supervised project (Individual - 40%)**

Evaluated competences: G01, T01, T03,

- **Final Exam (Jun, 20/2017)**

Final exam (Individual - 40%)

Evaluated competences: E01, E04, E09

#### **Repeating students without attendance: regular examination call**

- **Final Exam (Jan, 18/2017)**

Final exam (Individual - 100%)

Evaluated competences: B06, B07, B08, B09, B10, G01, T01, T03, E01, E04, E09

### **Repeating students without attendance: resit examination call**

#### **• Final Exam (Jun, 20/2017)**

Final exam (Individual - 100%)

Evaluated competences: B06, B07, B08, B09, B10, G01, T01, T03, E01, E04, E09

### **Follow-up meetings**

Week 3

Week 7

Week 13

## **6. Bibliography**

### **Mandatory readings**

LAWLER, E. (2008): Talent: making your people your competitive advantage. Jossey Bass: San Francisco See chapters/pages 10

## **7. Lecturer/s**

**Mr. Iñaki Bustinduy Cruz** (Head lecturer) - [inaki.bustinduy@htsi.url.edu](mailto:inaki.bustinduy@htsi.url.edu)

Contact hour: Booking by mail

Bachelor of Economics & Business Administration and Political Science & Sociology. Master in Financial Management and in Social Sciences Research. He has spent most of his career in strategic and human resources consulting, both multinational and local environments. He has also had managerial experience as manager of a large electrical material distribution group and some little businesses as an entrepreneur. He is currently managing a consultancy office, H&B Human and Business, where he directly implements professional and organizational development projects.

At present, collaborates as associate professor at various universities and business schools in the country in subjects related to general strategy, human resources and management skills. He is the author of the books: Time management, internal communication in organizations 2.0, Personal Branding and Communication Skills all for the Editorial UOC.

## 8. Observations

- \* Information on the academic calendar, exam timetables, and room assignment will be posted on the virtual campus and on the faculty's web site once it is available.
- \* Academic norms and regulations is an obligation for all the members of the academic community in the faculty.