

Bachelor Degree in Tourism and Hospitality Management

Academic Year: 2019-2020

Teaching guide

Area: Business II: Business Organization

Subject: Human Resources Management

Period: Semester 3

Lecturers:

Ms. Daniela Freund de Klumbis

Publication for the exclusive use of the School of Tourism and Hospitality Management Sant Ignasi (Ramon Lluull University).

Total or partial reproduction is prohibited.

MODULE: BUSINESS FOUNDATIONS

AREA: BUSINESS II: BUSINESS ORGANIZATION

SUBJECT: HUMAN RESOURCES MANAGEMENT

CODE: OB3EMP-II-II

LANGUAGE: ENGLISH

YEAR: 2

PERIOD: SEMESTER 3

CREDITS: 4 ECTS

1. Subject objectives

This module explores effective approaches to strategic human resources management and the implications for organizational success.

It also provides the student with the ability to critically appreciate techniques and models underpinning the human resources processes at corporate level.

Main objectives include:

- Align HR actions and policies with organizational goals.
- Analyze the role of the HR function in organizations and generate the specialist knowledge required by people management in order to implement appropriate HR solutions.
- Give the students with a framework for the diagnosis, analysis, solution and implementation of human resources issues.

2. Competencies developed

Basic

B01 - Be able to acquire, understand and structure knowledge.

B02 - Be able to apply knowledge.

B03 - Be able to search for and manage information in order to solve problems, transmit reflective judgements and/or make decisions.

General

G01 - A commitment to ethics: be able to act in consequence and with basic ethical and social principles and values

G04 - Knowledge of yourself: be able to read your emotions and judge their impact, and be able to

control them and your negative emotions. Understand your strong points and your limitations and apply these to the professional environment.

G06 - Interpersonal Empathy/Comprehension: understands other people's emotions, understands their points of view and is genuinely interested in their concerns.

G10 - Orientation towards others/the client: implies the desire to help or serve others/the client, to discover and satisfy their needs.

G13 - Personal development: potentialize other's abilities through ?feedback? and ?coaching?. Implies constant effort to improve learning in others from an appropriate analysis of their needs and the needs of the organization, as well as empowering others to work as a team effectively.

Specific

E11 - Plan and manage human resources in tourism organizations.

E13 - Lead and manage the various types of tourism organizations.

3. Content

Session 1: Teaching guide, evaluation, introduction.

Session 2: How to do a Literature Review.

Session 3: Strategic Human Resources Management.

Session 4: Strategic Human Resources Workshop.

Session 5: Learning and Development.

Session 6: Learning Styles Questionnaire.

Session 7: Recruitment.

Session 8: Selection.

Session 9: Selection tests.

Session 10: Diversity at work, generational differences and work values.

Session 11: Oral presentations.

Session 12: Case study Shangri-La. Related material: Case study & article Kotter

Session 13: Conflict at work.

4. Teaching methodology

Debates.

Finding information and preparation and organization of material. Independent study is very important. This is the time that you spend learning outside the classroom. It is likely to include readings, revisions and so on.

Practical Exercises.

Case Studies.

Student Presentations (individual or group).

Plenary Lectures.

Working individually or in groups.

Readings. Each session will be supported by your own reading, on Moodle you will find some recommended readings but you should get out of your comfort zone and explore academic articles related to the topic.

5. Assessment activities

Regular examination call

- **Literature Review - Delivery date 4.11 (E) / 6.11 (B) TO BE DONE IN PAIRS**

Academic Work (Group - 20%)

Evaluated competences: B01,B02,B03,G01,G04, G06,G10,G13,E11,E13

- **Partial Exam 1 English Stream 28/10/2019 Partial Exam 1 Bilingual Stream 30/10/2019**

Partial exam (Individual - 25%)

Evaluated competences: B01,B02,G10,E11,E13

- **Partial Exam 2 English Stream 2/12/2019 Partial Exam 2 Bilingual Stream 4/12/2019**

Partial exam (Individual - 25%)

Evaluated competences: B01,B02,G10,E11,E13

- **Case Study Shangri-La (pairs) Delivery date 18.11 (B) / 20.11 (E)**

Case analysis (Group - 20%)

Evaluated competences: B01,B02,B03,G01,G04, G06,G10,G13,E11,E13

- **Oral presentation Literature Review (in pairs) Peer-review Presentation date: 13.11 (B) / 15.11 (E)**

Academic Work (Group - 10%)

Evaluated competences: B01,B02,B03,G01,G04, G06,G10,G13,E11,E13

The grades of the assessments will be averaged only if all items are marked 5.0 or higher. See assignment guidelines for complete details.

If the students fails to attend on the day of the assessment activities, the student will be graded with a 0 and resit conditions will apply.

Assessments should be uploaded on the Moodle on time. Those assessments that are not uploaded on time will be graded with a 0, and the resit conditions apply.

For all assessments the HTSI referencing guidelines, cover page, format and lay-out instructions should be used appropriately.

Late submission: permission to submit an assessment late may be granted by the lecturer. Permission is dependent upon valid reasons and may be refused. Valid reasons are, for example, an extended illness or unforeseen personal difficulties. If a late submission is approved, you will be given written confirmation of the alternative submission date. The maximum extension to any submission deadline is normally 2 weeks.

Unless the reason for lateness makes this impossible, permission for late submission must be sought at least 4 days in advance of the submission deadline. Where late submission is requested on medical grounds, a medical certificate must be provided.

Resit examination call

- **Partial Exam 1 (Jan, 17/2020)**

Partial exam (Individual - 25%)

Evaluated competences: B01,B02,G10,E11,E13

- **Literature Review (extended) (Jan, 17/2020)**

Academic Work (Individual - 50%)

Evaluated competences: B01,B02,B03,G01,G04,G06,G10,G13,E11,E13

- **Partial Exam 2 (Jan, 17/2020)**

Partial exam (Individual - 25%)

Evaluated competences: B01,B02,G10,E11,E13

Literature Review (2500 words) +/- 100 - Same topic as before. Include teacher's feedback and improvement notes.

IMPORTANT INFORMATION: At the resit examination call, the grades corresponding to the submitted assessments with a grade of 5.0 or above will be accounted for, though the **MAXIMUM GRADE** grade for assessments submitted at the resit is a 6.0.

Repeating students without attendance: regular examination call

- **Applied research (Dec, 02/2019)**

Academic Work (Individual - 50%)

Evaluated competences: B01,B02,B03,G01,G04,G06,G10,G13,E11,E13

- **Final exam (Individual - 50%)**

Evaluated competences: B01,B02,G10,E11,E13

The grades of the assessments will be averaged only if all items are marked 5.0 or higher.

If the students fails to assist on the day of the assessment activities, the student will be graded with a 0 and resit conditions will apply.

Assessments should be uploaded on the Moodle on time. Those assessments that are not uploaded on time will be graded with a 0, and the resit conditions apply.

For all assessments the HTSI referencing guidelines, cover page, format and lay-out instructions should be used appropriately.

Late submission: permission to submit an assessment late may be granted by the lecturer. Permission is dependent upon valid reasons and may be refused. Valid reasons are, for example, an extended illness or unforeseen personal difficulties. If a late submission is approved, you will be given written confirmation of the alternative submission date. The maximum extension to any submission deadline is normally 2 weeks.

Unless the reason for lateness makes this impossible, permission for late submission must be sought at least 4 days in advance of the submission deadline. Where late submission is requested on medical grounds, a medical certificate must be provided.

Repeating students without attendance: resit examination call

- **Applied Research (Jan, 17/2020)**

Academic Work (Individual - 50%)

Evaluated competences: B01,B02,B03,G01,G04,G06,G10,G13,E11,E13

- **Final exam (Individual - 50%)**

Evaluated competences: B01,B02,G10,E11,E13

Applied research (2500 words) +/- 100 - Same topic as before. Include teacher's feedback and

improvement notes.

IMPORTANT INFORMATION: At the resit examination call, the grades corresponding to the submitted assessments with a grade of 5.0 or above will be accounted for, though the **MAXIMUM GRADE** grade for assessments submitted at the resit is a 6.0.

Follow-up meetings

Week 1 (Sep, 12/2019), 14.30

Week 7 (Oct, 24/2019), 14.30

Week 10 (Nov, 14/2019), 14.30

6. Bibliography

Mandatory readings

Muller-Camen, M., Croucher, R. and Leigh, S. (2008) Human Resources Management: A case study approach. London: CIPD. See chapters/pages All

Centre for Asian Business Cases [Case study]. Shangri-La Hotels and Resorts: achieving service leadership. Kwan, E. and Toquer, G. (2000)

Kotter, J. (2007), Leading change: why transformation efforts fail, Harvard Business Review, January, 96-103.

Recommended readings

Foot, M. and Hook, C. (2005) Introducing Human Resource Management Organizational Behaviour. Essex: Prentice Hall.

www.cipd.co.uk

www.acas.org.uk

Bailey, C., Madden, A., Alfes, K. and Fletcher, L. (2017), The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis. International Journal of Management Reviews, 19: 31?53. doi:10.1111/ijmr.12077

Caldwell, R. (2004), Rhetoric, facts and self-fulfilling prophecies: exploring practitioners' perceptions of progress in implementing HRM. Industrial Relations Journal, 35: 196?215. doi:10.1111/j.1468-

Francis, H. and Keegan, A. (2006), The changing face of HRM: in search of balance. Human Resource Management Journal, 16: 231?249. doi:10.1111/j.1748-8583.2006.00016.x

Wood, S. (1999), Human resource management and performance. International Journal of Management Reviews, 1: 367?413. doi:10.1111/1468-2370.00020

Cooke, F; Shani, D; Wang, J. (2014) Talent Management in China and India: A comparison of management perceptions and human resources practices. <https://doi.org/10.1016/j.jwb.2013.11.006>

Harter, J.K., Schmidt, F.L., & Killham, E.A. (2003). Employee engagement, satisfaction, and business-unit-level outcomes: A meta-analysis (Technical paper). Omaha, NE: Gallup

Baum, T (2015) Human resources in tourism: Still waiting for change? ? A 2015 reprise. *Tourism Management* Volume 50, October 2015, Pages 204-212 <https://doi.org/10.1016/j.tourman.2015.02.001>

Haiyan Kong, Sujuan Wang, Xingxing Fu, (2015) "Meeting career expectation: can it enhance job satisfaction of Generation Y?", *International Journal of Contemporary Hospitality Management*, Vol.27 Issue: 1, pp.147-168, <https://doi.org/10.1108/IJCHM-08-2013-0353>

Houtenville, A; Valentini, K. (2011) People with Disabilities: Employers? Perspectives on Recruitment Practices, Strategies, and Challenges in Leisure and Hospitality. *Cornell Hospitality Quarterly* Vol 53, Issue 1, pp. 40 - 52 [10.1177/1938965511424151](https://doi.org/10.1177/1938965511424151)

7. Lecturer/s

Ms. Daniela Freund de Klumbis (Head lecturer) - daniela.freund@htsi.url.edu

Contact hour: By appointment via e-mail

See website <https://www.htsi.url.edu/en/teacher/daniela-freund/>

8. Observations

In order to learn it is crucial that you assist to the lectures and that you dedicate time for independent study.

This module requires you to use your critical thinking, read and take time to understand the key HR issues. Reading will help you to structure your thoughts and to choose a theme and focus on that for your literature review.

Harvard Referencing System is Compulsory.

A 70% of attendance is mandatory if not completed the lecturer will decide on the next step a possibility will be that the student will not be evaluated at the ordinary call and will have to go to the retake.