

University Master Degree in Hotel Management

Academic Year: 2019-2020

Teaching guide

Area: Management and Leadership Development Plan

Subject: Leadership Development

Period: Semester 2

Lecturers:

Mr. Iñaki Bustinduy Cruz

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: MANAGEMENT COMPETENCIES

AREA: MANAGEMENT AND LEADERSHIP DEVELOPMENT PLAN

SUBJECT: LEADERSHIP DEVELOPMENT

CODE: MHMPDL

LANGUAGE: ENGLISH

YEAR: 1

PERIOD: SEMESTER 2

CREDITS: 5 ECTS

1. Subject objectives

The call for leadership is strong. A quick look at the front page of the daily newspaper confirms our collective yearning for leadership across sectors, institutions, and borders to resolve the dilemmas of complexities of modern life. The assumption is that good leaders make a difference and that we are better off because of them.

Ask around you: do we need more leadership around here? The answer will be: absolutely yes. Ask the same people: what is leadership? And listen to their halting responses. For some, leadership is synonymous with very good management. For others it centers on persuasive abilities. Some equate leadership with heroic figures, while others with a very charismatic person.

Leadership is complex. All that we know confirms that. But if we don't understand at a basic level what leadership is (and is not), how can we prepare ourselves to lead well?

The main objectives of this course are:

- 1.- To explore the fundamentals of business leadership
- 2.- To help participants develop and deepen their own leadership skills
- 3.- To practice and self-reflect about leadership experiences

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

Transversales

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

T02 - Promoting entrepreneurship initiative and to propose new approaches to introduce competitive improvements

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.

E02 - Identify the different global actors active in shaping the market and hotel industry to learn how to compete or cooperate with them

E07 - evaluate the operational areas of the different types of accommodation and catering for a full analysis of the production process in terms of excellence and quality of service

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

3. Content

Session 1: Introduction to Leadership Development. Hotel W Projects Introduction.

Session 2: SelfLeadership.

Session 3: Managing Collaborators I.

Session 4: Managing Collaborators II.

Session 5: Managing Collaborators III.

Session 6: Company Projects mid-subject review: Hotel W Visit.

Session 7: Leading Teams I.

Session 8: Leading Teams II.

Session 9: Projects Final Presentations.

4. Teaching methodology

Practical Exercises.

Student Presentations (individual or group).

Supervised Projects.

Role-plays.

Project evaluation.

5. Assessment activities

Regular examination call

- **GROW Model (May, 25/2020)**

Academic Work (Individual - 50%)

Evaluated competences: B06, B07, B09, B10, E02, E09, T01

- **Company Project (May, 25/2020)**

Supervised project (Group - 50%)

Evaluated competences: B08, T02, E01, E07

The minimum attendance required is 80% of the sessions. In case the minimum is not reached (except for reasons of major cause), the student must go directly to the extraordinary call and the maximum grade is 5. Activities delivered after the deadline established must be submitted before the day of the final exam and will be penalized with a maximum score of 7.

Resit examination call

- **GROW Model (Jun, 08/2020)**

Academic Work (Individual - 50%)

Evaluated competences: B06, B07, B09, B10, T01, E02, E09

- **Company Project (Jun, 08/2020)**

Supervised project (Individual - 50%)

Evaluated competences: B08, T02, E01, E07

The reassessment exam counts as a retake of the 100% of the subject. Minimum grade of 5 will be

required to pass the subject.

6. Bibliography

Mandatory readings

ROBBINS, S.P & JUDGE, T.A (2013) Organizational Behaviour. Pearson: New Jersey. 15th edition

WHETTEN, D.A. & CAMERON K.S. (2016) Developing Management Skills. 9th edition Pearson Education: New Jersey

Recommended readings

HACKMAN, J.R. (2003) Leading teams. Harvard: Boston

KOUZES, J.M. & POSNER, B.Z (2012) Leadership challenge. Wiley Brand: San Francisco

PARKINSON, J.R & GROSSMAN, G. (2010) Becoming a successful manager. McGraw Hill: New York

ANDERSON, R.J. & ADAMS, W.A. (2016) Mastering leadership. Wiley Brand: New Jersey

7. Lecturer/s

Mr. Iñaki Bustinduy Cruz (Head lecturer) - inaki.bustinduy@htsi.url.edu

Contact hour: Schedule by e-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.

Moreover, he 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.