

# University Master Degree in Hotel Management

Academic Year: 2017-2018

## Teaching guide

Area: Management and Leadership Development Plan

Subject: Leadership Development

Period: Semester 1

Lecturers:

Dr. Alexandra Samper Martinez  
Dr. Marc Correa Domènech

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MODULE: MANAGEMENT COMPETENCIES

AREA: MANAGEMENT AND LEADERSHIP DEVELOPMENT PLAN

SUBJECT: LEADERSHIP DEVELOPMENT

CODE: MHMPDL

LANGUAGE: ENGLISH

YEAR: 1

PERIOD: SEMESTER 1

CREDITS: 5 ECTS

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## 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 other 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 we can 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. Understanding Leadership & The Self.

Session 2: Leadership & Conversations. Related material: Garvin, D. A., & Margolis, J. D. (2015). The art of giving and receiving advice. *Harvard Business Review*, 93(1/2), p. 60-71. George, B. (2008). Leadership is Authenticity, Not Style. In J. V. Gallos, (Ed.) *Business Leadership* (pp. 87-98). San Francisco Goleman, D., & Boyatzis, R. (2008). Social intelligence and the biology of leadership. *Harvard Business Review*, 86(9), 74-81.

Session 3: Field Visit.

Session 4: Leading Others. Related material: Kouzes, J. M., & Posner, B. Z. (2008). The Five Practices of Exemplary Leadership. In J. V. Gallos, *Business Leadership* (pp. 26-35). San Francisco: Jossey-Bass. Goleman, D.; Boyatzis, R & McKee A. (2008). *Primal Leadership: the Hidden Power of Emotional*

Intelligence. In J. V. Gallos, *Business Leadership* (pp. 16-25). San Francisco: Jossey-Bass Drucker, P. F. (2008). What is Our Mission. In J. V. Gallos, *Business Leadership* (pp. 301-304). San Francisco: Jossey-Bass.

Session 5: Leading Change, Conflict and Negotiations. Related material: Brownell, J. (2010). *Leadership in the Service of Hospitality*. *Cornell Hospitality Quarterly*, 51 (3), 363-378 Ford, J. D., & Ford, L. W. (2009). Decoding resistance to change. *Harvard Business Review*, 87(4), 99-103. Rock, D. (2009) *The Culture that Needs to Transform*. In, Rock, D. *Your Brain at Work*. New York: Harpercollins Publishers Inc Group 5 & 6: Rock 2009

Session 6: Field Visit.

Session 7: Leadership & Society. Related material: Crosby, B. C., & Bryson, J. M. (2005). When No One Is In Charge: The Meaning of Shared Power. In *Leadership for the Common Good: Tackling Public Problems in a Shared-Power World* (Vol. 264), pp. 38-48. John Wiley & Sons. Freeman, R. E. (2001) *Stakeholder Theory of the Modern Corporation*, *Perspectives in Business Ethics* Sie, (Vol. 3), p. 38-48 Porter M. E. and Kramer, M.R. (2006) *Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility*. *Harvard Business Review*. December 2006 Issue.

Session 8: Presentations Case Solving Activity (Challenge).

#### 4. Teaching methodology

**Theoretical evaluation** . After each session students will be required to write up his or her learning journal. This learning journal should emphasize learning outcomes linked to the theoretical foundations learned in class. It will be submitted to the Professor before the next session.

**Practical evaluation**. This activity combines a Field Visit and a Case Solving Activity (challenge). Students will visit an Industry Leader in order to deeply know and understand the main activity developed by the organization. The Company will present on-site the starting point of a real case - a challenge faced by the company in the past. Students will handle problem solving by their own. The goal is to present a feasible solution to that situation. In order to pass the project, students need to go beyond the contents covered in class. For this purpose they can look at specific papers and will have the chance to visit again the Company to interview an expert in the field. The presentation will length 15 minutes per group. The style is free. This will be a peer evaluation activity. This means that all members of the team will evaluate the individual contribution of all members. The final grade could have a variation of +/- 10% due to the peer evaluation.

**Project evaluation**. We will be using different learning methodologies during this course in order to assist student-learning. One of these methodologies is based on group work. According to the grid (see below), every session will have two group presentations. Groups will be covering the content of assigned papers and the presentation and analysis of an example of their choice. The example may address the main issue approached in the paper. Before the beginning of the class each group will submit the presentation for evaluation and during the class will present the main ideas to the rest of the class. The presentation will last no more than 10 minutes.

## 5. Assessment activities

### Regular examination call

- **Project Evaluation - Papers assigned (delimiting a problem) + Paradigmatic Example (approaching the problem) (Nov, 21/2017)**

Academic Work (Group - 30%)

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

- **Theoretical Evaluation - Learning Journals. (Nov, 21/2017)**

Academic Work (Individual - 20%)

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

- **Practical Evaluation - Field Visit + Case Analysis & Solving (Nov, 22/2017)**

Case analysis (Group - 50%)

Evaluated competences: B08, T02, E01, E07

Academic works delivery are due on a weekly basis.

- Learning Journals will be submitted before the next session each week,

- Papers+Example will be assigned on-site during the very first session - to be presented on the 4th, 5th, 7th and 8th session.

Minimum grade of 4 is required on each part to pass. Those with a mark fewer than 4 in some part (learning journal, papers presentation, field visit) would need to pass the reassessment exam.

### Resit examination call

- **Reassessment Exam**

Final exam (Individual - 100%)

Evaluated competences: B06, B07, B08, B09, B10, T01, T02, E01, E02, E07, E09

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

- Brownell, J. (2010). Leadership in the Service of Hospitality. *Cornell Hospitality Quarterly* , 51(3), 363-378 See chapters/pages1
- Crosby, B. C., & Bryson, J. M. (2005). When No One Is In Charge: The Meaning of Shared Power. In *Leadership for the Common Good: Tackling Public Problems in a Shared-Power World* (Vol. 264), pp. 3-33. John Wiley & Sons. See chapters/pages1
- Drucker, P. F. (2008). What is Our Mission. In J. V. Gallos, *Business Leadership* (pp. 301-304). San Francisco: Jossey-Bass. See chapters/pages1
- Ford, J.D. & Ford, L.W. (2009) Decoding Resistance to Change. *Harvard Business Review*, 87(4), 99-103 See chapters/pages1
- Freeman, R. E. (2001) Stakeholder Theory of the Modern Corporation, *Perspectives in Business Ethics* Sie, (Vol. 3), p. 38-48 Michael E. Porter M. E. and Kramer, M.R. (2006) *Strategy and Society: The Link Between Competitive Advantage and Corporate Social* See chapters/pages1
- Garvin, D.A. & Margolis, J.D. (2015) The Art of Giving and Receiving Advice. *Harvard Business Review*, 93(1/2), 60-71. See chapters/pages1
- George, B. (2008). Leadership is Authenticity, Not Style. In J. V. Gallos, *Business Leadership* (pp. 87-98). San Francisco See chapters/pages1
- Goleman, D., & Boyatzis, R. (2008). Social intelligence and the biology of leadership. *Harvard Business Review*, 86(9), 74-81.
- Goleman, D.; Boyatzis, R & McKee A. (2008). *Primal Leadership: the Hidden Power of Emotional Intelligence*. In J. V. Gallos, *Business Leadership* (pp. 16-25). San Francisco: Jossey-Bass See chapters/pages1
- Kouzes, J. M., & Posner, B. Z. (2008). The Five Practices of Exemplary Leadership. In J. V. Gallos, *Business Leadership* (pp. 26-35). San Francisco: Jossey-Bass. See chapters/pages1
- Porter M. E. and Kramer, M.R. (2006) *Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility*. *Harvard Business Review*. December 2006 Issue.
- Rock, D. (2009) *The Culture that Needs to Transform*. In, Rock, D. *Your Brain at Work*. New York: Harpercollins Publishers Inc See chapters/pages1

## 7. Lecturer/s

**Dr. Alexandra Samper Martinez** (Head lecturer) - [alexandra.samper@htsi.url.edu](mailto:alexandra.samper@htsi.url.edu)

Contact hour: 19h-20h

Alexandra Samper-Martínez, holds a Bachelor Degree in Tourism and Leisure, an MA in Tourism Management and Planning and a PhD in Tourism and Leisure by University Rovira i Virgili. She is currently lecturer in graduate and master degrees at HTSI.

Prior to this, she was Professor and Researcher attached to the Department of Business Management at

University Rovira i Virgili (URV) where she taught three academic years Strategic Business Management. Her teaching experience also includes: New Business Models at the University of Lincoln (UK); Production and Marketing at Creanavarra (Pamplona) and Company Internationalization at Ostelea (Universitat de Lleida, EAE).

She collaborated in research with LiSC (Lincoln Social Computing Research Centre) at the University of Lincoln (UK). She currently collaborates in research with Leisure and Human Development Research Group (University of Deusto), QUALOCIO Research Group (Qualitative Research in Markets and Organizations Leisure, URV), Consumption, Markets and Culture Research Group (Autonomous University of Barcelona) and EAFIT University (Colombia).

She published in two indexed journals, (ARBOR and Games and Culture) and in well-known international conferences in her field (e.g. CHI Play, ACM). In addition to an extensive experience as a communicator at national and international conferences (Ocitur, Ociogune, Iberacual, CHI, etc.), she was a guest speaker invited by the European University Association and the Council for Doctoral Education at EUA-CDE Annual Meeting 2016.

Although her scientific background is specifically in Digital and Interactive Leisure, Alexandra has worked in a heterogeneous spectrum of companies in the tourism industry: hotel, camping, theme park, tourism studies foundation, events organization, fairs, etc.

**Dr. Marc Correa Domènech** - [marc.correa@htsi.url.edu](mailto:marc.correa@htsi.url.edu)

Contact hour: --

Marc Correa is a Lecture in graduate programs at TSI as well as at ESADE Business School. Marc's earned a Bachelor in Business Administration from IQS (Ramon Llull University) and a Ph.D. in Business Administration from the same institution. He also holds an Executive Education diploma in Leadership & Team Management from ESADE and an Executive Education Diploma on Organization Development from Columbia University.

He was a post-doctoral research fellow and a visiting scholar in Organization Development at University of San Francisco. His research interests are organization development, leadership, large groups, group dynamics for teams and leadership. Marc worked as a consultant for the IQS School of Management. Before joining this position he was for tree year the CEO of Smart Planet, a broadcasting company that produces a TV program for TVE (Redes).

Marc has work for national and multinational companies as Freixenet, Vodafone, ING, CaixaBank, BBVA, FIA, Desigual, Gas Natural or Procter & Gamble. On the public sector he has worked for the Catalan Government as well as the European Commission. He is currently Executive Director of the Executive Master Unit at ESADE.

## 8. Observations