

University Master Degree in Hotel Management

Academic Year: 2018-2019

Teaching guide

Area: Management and Leadership Development Plan

Subject: Leadership Development

Period: Semester 1

Lecturers:

Mr. Iñaki Bustinduy Cruz
Dr. Marc Correa Domènech

Publication for the exclusive use of the School of Tourism and Hospitality Management Sant Ignasi (Ramon Llull 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 1

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 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. Management vs Leadership.

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: Project Final Presentations.

4. Teaching methodology

Practical Exercises.

Student Presentations (individual or group).

Supervised Projects.

Role-plays.

Project evaluation.

5. Assessment activities

Regular examination call

• **Theoretical Evaluation - Learning Journals. (Nov, 13/2018)**

Academic Work (Individual - 50%)

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

• **Company Project (Dec, 14/2018)**

Supervised project (Group - 50%)

Evaluated competences: B08, T02, E01, E07

The minimum attendance required is 80% of the sessions. In case of not being fulfilled (except for reasons of major cause) the student must go directly to the extraordinary call and get a maximum of 5.5. Activities delivered after the deadline established must be submitted before the day of the examination and will be penalized with a maximum score of 7.

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

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.

Dr. Marc Correa Domènech - marc.correa@htsi.url.edu

Contact hour: Schedule by e-mail

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 Lull 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.