

Subject Study guide “Human resources management”

1. IDENTIFICATION

- ✓ **Subject name:** Human Resources Management
- ✓ **Code:** 101232
- ✓ **Degree:** Degree in Tourism
- ✓ **Academic course:** 2018-19
- ✓ **Subject type:** Compulsory
- ✓ **ECTS Credits (hours):** 6 (150)
- ✓ **Teaching period:** 1st semester
- ✓ **Teaching language:** English
- ✓ **Teachers:** Vera Butkouskaya
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2. PRESENTATION

This subject is framed within the group of studies in the Degree in Tourism relating to the management and development of people within organisations, specifically that of Human-Resources (HR) in tourism-related companies. This subject, however, is the continuation of “Introduction to Business” (a first-year subject), which focuses on subjects concerning organisational structure and strategy in tourism companies, and represents a continuity with the fundamental content of that subject. This subject is highly practical in approach and aims to apply its theoretical content in the form of exercises, case simulations and other complementary activities.

3. EDUCATIONAL GOALS

On completing this subject, students should be able to:

1. Understand the most relevant theoretical models and key concepts in Human Resources Management within organisations.
2. Understand the principle techniques concerning people management within organisations.
3. Understand and know how to apply these management techniques in the case of tourism-related companies.

4. SKILLS AND LEARNING OUTCOMES

SPECIFIC SKILLS

- CE1. Demonstrate knowledge and understanding of the basic principles of tourism in all sizes and areas.
CE1.1. Identify the theoretical and conceptual strategy of tourism business.

CE4. Apply concepts related to the tourism product and business (economical, financial, human resources, trade policy, market, operational and strategic) in different areas of the sector.

CE4.1. Distinguish, identifying and applying the concepts of strategic management with regard to touristic product and business.

TRANSVERSAL SKILLS

CT1. Develop an ability to learn independently.

CT4. Use communication skills at all levels.

CT6. Plan, organize and coordinate teamwork, creating synergies and inter-team relationships.

CT10. Work in group.

CT11. Plan and manage activities based on the quality and sustainability

5. TOPIC AND CONTENT

MAIN CONTENT:

- Human resources challenges and strategies
- Work flows analysis and HRM planning
- Staffing
- Investment in skills
- Compensation
- HRM support functions
- HRM in tourism companies

A) MANAGERIAL FUNCTION (10h)

1. Organisations: definitions and objectives.
2. Resources of organization.
3. The concepts of strategy and management.
4. HRM trends and challenges.
5. Managing tourism companies

B) HUMAN-RESOURCE MANAGEMENT (HRM) (20h)

6. Analysis, description and assessment of the workplace.
7. Job design
8. Planning HRM
9. Personnel recruitment and selection processes.
10. Integration and orientation.
11. Personnel training and development, careers.
12. Compensation and benefits.
13. Motivation and performance.
14. Retention.
15. HR policies in tourism-related companies.

C) ORGANISATIONAL BEHAVIOUR (15h)

16. The ethical dimension of organisations.
17. Management and leadership styles. Objectives-based management.
18. Types of teamwork. Communication and information.
19. Organisational culture and socialisation processes.
20. People as the key element in tourism-sector company management.
21. Entrepreneurship beyond a managerial skill ("intrapreneurship").

6. RECOMMENDED BIBLIOGRAPHY

Recommended bibliography:

Gomez-Mejia, L., D. Balkin; and R. Cardy, *Managing Human Resources*, Pearson, 2012
Lazear, E.P., Gibbs, M. "Personnel Economics in Practice," Wiley, 2015

Additional reading:

Baron, J.N., and D.M. Kreps, *Strategic Human Resources*, Wiley, 1999

Other support material in digital format and links to web resources will be provided on *Campus Virtual*.

7. TEACHING METHODOLOGY

The course runs based on three teaching-learning methodologies:

1) Methodology of the *theoretical part* of the course:

Lecture-type classroom-based classes with explanation regarding the different agenda items. Theoretical classes will be audiovisual (power point presentations, video viewing to support the theory, etc.).

2) Methodology of the *practical part* of the course:

Preparation and class-based presentation of case studies related to theoretical explanations. Some exercises and cases will be conducted by students in out-class hours. This exercises and cases are based on analysis of activities of the companies in tourism sector. Drafting a Project on the role of HR in companies in the tourism sector, and presenting it in class (conducting by students in groups in out-class hours).

3) Methodology of the *out class learning part* of the course (Campus Virtual):

The Campus Virtual platform will be used to share information and alternative media in the classroom between students and teacher. Campus Virtual will contain the profile of the course, additional theoretical material in digital from, cases and exercises, links to websites, etc.

TRAINING ACTIVITIES

Activity	Hours	ECTS	Learning outcomes
Type: Directed			
<i>Theoretical classes</i>	35	1.4	CE4.6 CE4.7 CT4 CT5 CT 13
<i>Practical exercises and case solutions</i>	29	1.16	CE13.3 CE13.4 CT1 CT4 CT10 CT13
<i>Public presentation of Cases and Project</i>	1	0.04	CE1.1. , CE4.1., CT4, CT10
Type: Supervised			
<i>Tutorials</i>	25	1	CE4.6 CE4.7 CT4
Type: Autonomous			
<i>Practical exercises and case solutions</i>	25	1	CE4.6 CE4.7 CE13.3 CE13.4 CT1 CT5 CT6 CT10 CT11
<i>Preparation of Project and Cases to Present</i>	10	0.4	CE4.6 CE4.7 CE13.3 CE13.4 CT1 CT5 CT6 CT10 CT11
<i>Study (tests and exam preparation)</i>	25	1	CE4.6 CE4.7 CE13.3 CE13.4 CT1 CT11 CT13
Total:	150		

8. ASSESSMENT SYSTEMS

1. Continuous evaluation:

a) **Practical activities:** Completion and presentation of class discussed exercises and cases (20% of the Final Grade), and Group Project Presentations (30% of the Final Grade), handed-in within the established deadline. This will represent **50 % of the final grade**.

b) **Periodical controls:** 2 (two) exams based on the theoretical materials. This will represent **50% of the final grade**.

- The exercises and cases will be collected by the instructors during the course, typically during the practical class sessions.
- The partial exams comprise about 20 questions, which can be theoretically oriented (conceptual questions) or have a more practical nature (calculation problems). Some of the exam questions will provide multi-choice answers and others will be open ended.

To approve the subject it is necessary to obtain a score **above 5 (five) in average** (practical activities and periodical control).

ASSESSMENT ACTIVITIES

Activity	Weight	Hours	ECTS	Learning Outcomes
a. Practical activities	50 %	40	1.6	CE4, CE4.1
b. Periodical Control	50 %	4 (2 for each exam)	0.16	CE1, CE1.1

If students do not obtain a minimum grade of 5 through the continuous evaluations of 1. (a) and (b), shown above, they can take a **final exam**. The final exam takes place according to the calendar of the academic activities, which is reported in students' guide or in the web of the school. **The grade of the final exam will be the 100% of the final grade.**

2. Instead of continuous evaluations of 1. (a) and (b), shown above, students have the **option** to directly take the **final exam**. **The grade of the final exam will be the 100% of the final grade.**

Students with a grade **between 3.5 and 4.9 in the final exam** will have the chance to **retake the exam**, according to the calendar of the academic activities, which is reported in students' guide or in the web of the school. **If these students pass the retake exam, their final grade will be 5.**

9. PLANNING

WEEK	TOPIC	METHOD	HOURS
	MANAGERIAL FUNCTION		
1	Subject Presentation (objectives, methodology, evaluation, preparation of Project, etc.) Topic 1-2.	Class lecture Exercises	4
2	Topic 3-5.	Class lecture Exercises	4
3	Topics 1-5.	Class cases Presentations of students Preparation of Project	4
	HUMAN-RESOURCE MANAGEMENT (HRM) (20h)		
4	Topic 6-8	Class lecture Exercises	4
5	Topic 9-10	Class lecture Exercises	4
6	Topics 6-10	Class cases Test 1	4
7	Topic 11	Class lecture Exercises	4
8	Topic 12-13	Class lecture Exercises	4
9	Topics 14 -15.	Class cases Presentations of students Preparation of Project	4
	ORGANISATIONAL BEHAVIOUR (15h)		
10	Topic 16	Class lecture Exercises	4
11	Topics 17-28	Class cases Presentations of students Preparation of Project	4
12	Topic 19-20	Class lecture Exercises	4
13	Topic 21.	Class lecture Case study	4
14	Conclusions of the course. Review agenda.	Class lecture Test 2	4

10. ENTREPRENEURSHIP AND INNOVATION

The issues relating to entrepreneurship and innovation are developed from both activities: practical oriented exercises, case studies and Project work proposed as used methodology, and, from evaluation process.

Students will create and present group Project on the role of HR in a company in the tourism sector. As well as, practical exercises and cases will be based on the real activities inside entrepreneurial oriented companies (see Section VI "Teaching methodology"). It is also scheduled to watch a couple of videos on the theme of Human Resources. Regarding the evaluation of the subject, there is a part of the practical activities (20%), which will be the self-evaluated by the students encouraging in this respect decision making and self-analyzing skills as entrepreneurships.