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| COURSE DESCRIPTION |
| **Course instructor**  | Dani Blasco, Ph.D., Associate Professor, University of Girona |
| Name of the course | **Management Skills** |
| Study programme  | **Master in Sustainable Outdoor Hospitality Management** |
| Status of the course | Compulsory |
| Year of study | Year 2, Semester 3 |
| ECTS credits and manner of instruction | ECTS credits | 3 |
| Number of class hours (L+E+S) | 30 (15+0+15) |
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| *1. Course objectives* |
| The objective of the subject is to provide students with the knowledge and the tools to undertake direction and management actions, in the framework of human resources. It starts with the idea of a company/destination as an organisation, and then the basic elements of the human resources management are analysed. Afterwards, the relationship between the company and people is analysed. The management skills can be classified into two groups or categories: the individual dimension of the management skills; and the collective dimension of the management skills. |
| *2. Course enrolment requirements* |
| None. |
| *3. Expected learning outcomes* |
| * Knowledge and understanding of stakeholders, organisations, and how their business functions and processes are managed.
* successfully explore international and intercultural contexts of a destination and its actors, and apply this knowledge into strategies for tourism management.
* respond to strategic issues by making decisions in complex and unpredictable situations.
* conduct research into tourism issues, either individually or as part of a team;
* use appropriate skills to communicate effectively in academic and professional situations;
* demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas.
* deploy a range of interpersonal skills including effective listening, negotiating, persuasions and presentation by demonstrating openness and sensitivity to diversity in terms of other people cultures and environments.
* manage their own motivation, tasks and ambitions in entrepreneurial, innovative and professionally appropriate ways
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| *4. Course content*  |
| 1. Introduction to Human Resources in Tourism2. Individual dimension of management skills: motivation, commitment, engagement and leadership 3. Collective dimension of management skills: empowerment, teamwork, conflict management and diversity management  |
| *5. Manner of instruction*  | **[x]** lectures**[x]** seminars and workshops **[ ]**  exercises **[ ]**  distance learning**[ ]**  fieldwork | **[x]**  individual assignments**[ ]**  multimedia and network **[ ]**  laboratories**[x]**  mentorship**[x]**  other Case study |
| *6. Comments* | **-** |
| *7. Student responsibilities*  |
| Independent work and group work, attend classes |
| *8. Monitoring of student work* |
| Class attendance | *1* | Class participation | *0,3* | Seminar paper |  | Experimental work |  |
| Written exam |  | Oral exam | *0,5* | Essay |  | Research |  |
| Project | *0,3* | Continuous assessment | *0,6* | Report |  | Practical work |  |
| Portfolio |  | Case study | *0,3* |  |  |  |  |
| *9. Assessment of learning outcomes in class and at the final exam (procedure and examples)* |
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| **Description of activity** | **Activity Evaluation** | **%** |
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| Participative exercises | Exercises made inside and outside the class, with class colleagues | 10 |
| Case studies | Ability to analyze and synthesize a practical case, with all the knowledge acquired during the course  | 30 |
| Project in teams | Application of the knowledge of the course in a case study | 50 |
| Presentations in groups  | Ability to present the course project  | 10 |

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| *10. Mandatory literature (at the time of submission of study programme proposal)*  |
| * Acosta, Alberto Jorge (cop. 2002 ). *Recursos humanos en empresas de turismo y hostelería*. Madrid [etc.]: Prentice Hall.
* Baum, Tom (1995 ). *Managing human resources : in the European tourism and the hospitality industry : a strategic approach*. London (etc.): Chapman & Hall.
* Davies, Brent (2010 ). *Developing successful leadership*. Dordrecht: Springer Netherlands :Imprint: Springer. Recuperat 15-01-2016, a [http://dx.doi.org/10.1007/978-90-481-9106-2](https://www.udg.edu/en/estudia/Oferta-formativa/Oferta-dassignatures/http%3A/dx.doi.org/10.1007/978-90-481-9106-2)
* Goleman, Daniel (1996 ). *Inteligencia emocional*. Barcelona: Kairós.
* *Human resources in tourism : towards a new paradigm = Recursos humanos en turismo : un nuevo paradigma*(cop. 2002 ). Madrid: Organización Mundial del Turismo.
* Lee-Ross, Darren (cop. 2010 ). *Human resources and tourism : skills, culture and industry*. Buffalo: Channel View Publications.
* Martín Rojo, Inmaculada (cop. 2004 ). *Dirección y gestión de empresas del sector turístico*(4ª ed.). Madrid: Pirámide.
* Mullins, Laurie J (1992 ). *Hospitality management : a human resources approach*. London: Pitman.
 |
| *11. Optional/additional literature (at the time of submission of the study programme proposal)*  |
| * Whetten, David A (2000 ). *Developing management skills for Europe*(2nd ed.). [Harlow]: Pearson Education.
 |
| *12. Number of assigned reading copies in relation to the number of students currently attending the course*  |
| *Title* | *Number of copies* | *Number of students* |
| * Acosta, Alberto Jorge (cop. 2002 ). *Recursos humanos en empresas de turismo y hostelería*. Madrid [etc.]: Prentice Hall.
 | *Available online* | *30* |
| * Baum, Tom (1995 ). *Managing human resources : in the European tourism and the hospitality industry : a strategic approach*. London (etc.): Chapman & Hall.
 | *Available online* | *30* |
| * Davies, Brent (2010 ). *Developing successful leadership*. Dordrecht: Springer Netherlands :Imprint: Springer. Recuperat 15-01-2016, a [http://dx.doi.org/10.1007/978-90-481-9106-2](https://www.udg.edu/en/estudia/Oferta-formativa/Oferta-dassignatures/http%3A/dx.doi.org/10.1007/978-90-481-9106-2)
 | *Available online* | *30* |
| * Goleman, Daniel (1996 ). *Inteligencia emocional*. Barcelona: Kairós.
 | *Available online* | *30* |
| * *Human resources in tourism : towards a new paradigm = Recursos humanos en turismo : un nuevo paradigma*(cop. 2002 ). Madrid: Organización Mundial del Turismo.
 | *Available online* | *30* |
| * Lee-Ross, Darren (cop. 2010 ). *Human resources and tourism : skills, culture and industry*. Buffalo: Channel View Publications.
 | *Available online* | *30* |
| * Martín Rojo, Inmaculada (cop. 2004 ). *Dirección y gestión de empresas del sector turístico*(4ª ed.). Madrid: Pirámide.
 | *Available online* | *30* |
| * Mullins, Laurie J (1992 ). *Hospitality management : a human resources approach*. London: Pitman.
 | *Available online* | *30* |
| *13. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences* |
| The quality of the programme and the performance of the teaching process will be evaluated in accordance with the general act of University of Girona and quality assessment procedure of Master of Sustainable Outdoor Hospitality Management. |