

# Teaching guide

## IDENTIFICATION DETAILS

Degree:	Gastronomy
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Field of Knowledge:	Science
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Faculty/School:	Law, Business and Governance
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Course:	LEADERSHIP AND MANAGEMENT IN ACTION
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Type:	Compulsory
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ECTS credits:	3
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Year:	4
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Code:	1468
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Teaching period:	Seventh semester
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Area:	Hotel and restaurant administration
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Module:	Discipline
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Teaching type:	Classroom-based
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Language:	English
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Total number of student study hours:	75
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Teaching staff	E-mail
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## SUBJECT DESCRIPTION

PRACTICAL LEADERSHIP MANAGEMENT is a course which focuses on understanding & developing leadership and management concepts and skills, mainly related to the Gastronomy and Hospitality . The students will work on identifying different leadership models in the management and organisational behavior styles of specific leaders. The program will also help students carry out self-assessment in order to improve their own leadership abilities.

## GOAL

At the end of the course, students should identify different leadership styles and the core company culture drivers, being also aware of their own personal leadership capabilities and needs. Hence, this subject provides students with an understanding of the basic interrelationships that exist in responsible leadership decision-making. It offers students the possibility to identify their own skills, as they will learn by doing as much as possible.

## PRIOR KNOWLEDGE

Skills and knowledge acquired during previous courses, related to Industry management and Leadership.

## COURSE SYLLABUS

Chapter 1. Leadership: the driver of great performance

- 1.1 Concept. Following leaders.
- 1.2 Types. Formal vs. informal.
- 1.3 Leadership styles.

Chapter 2. Leadership in the hospitality and gastronomy industry

- 2.1 Forces affecting the industry
- 2.2 Handling the customer experience
- 2.3 Preparing future hospitality & gastronomy leaders

Chapter 3. Company culture & leadership roles

- 3.1 Concept of organizational culture
- 3.2 Elements of organizational culture
- 3.3 The leadership role in organizational culture

Chapter 4. Team management. Driving change & decision-making

- 4.1 Team performance
- 4.2 Decision making and problem solving
- 4.3 Building effective teams

Chapter 5. Change & innovation management

- 5.1 Managing change and innovation
- 5.2 Time for change
- 5.3 Mastering yourself

## EDUCATION ACTIVITIES

The course will include different educational activities, that will be combined and will help evaluate the student performance:

- Class Lecture & Interactive participation.
  - Self-work and study readings. Homework.
  - Team Work & Team activities.
  - Workshops (problem solving management).
  - Mentorship & Coaching.
- Flipped classroom or flipped learning and APB will be used.

•The training activities, as well as the distribution of working times, can be modified and adapted depending on the different scenarios established following the indications of the health authorities"

## DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
30 hours	45 hours
Master lecture classes: 12h Presentations and discussion 10h Final projects 6h Exams 2h	- Individual study 20h - Individual assignment 5h - Personal research 15h - Group project work & research 5h

## SKILLS

### Basic Skills

Students must have demonstrated knowledge and understanding in an area of study that is founded on general secondary education. Moreover, the area of study is typically at a level that includes certain aspects implying knowledge at the forefront of its field of study, albeit supported by advanced textbooks

Students must be able to apply their knowledge to their work or vocation in a professional manner and possess skills that can typically be demonstrated by coming up with and sustaining arguments and solving problems within their field of study

Students must have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgments that include reflections on pertinent social, scientific or ethical issues

Students must be able to convey information, ideas, problems and solutions to both an expert and non-expert audience

Students must have developed the learning skills needed to undertake further study with a high degree of independence

### General Skills

To understand the different forms of leadership that an individual may possess and commit to the development of personal skills: temperament, character and personality.

To adopt a personal and institutional ethical commitment in the workplace.

To assume and be familiar with the principles of performing management duties at department, project and company level in the hotel and catering sectors.

To be able to apply the theory and knowledge acquired to real situations and practical actions.

### Specific skills

To understand and know how to keep up to date on the current situation in the field of gastronomy: the needs, the market and the applications of the gastronomy, hotel and culinary arts sector.

To apply advanced management and career development techniques.

## LEARNING RESULTS

El Estudiante aplicará el conocimiento a casos reales de empresas del sector de Hospitality

El Estudiante será capaz de identificar sus fortalezas y perfil de Liderazgo

El estudiante será capaz de identificar comportamientos y perfiles de liderazgo en profesionales de referencia en el sector de Hospitality

## LEARNING APPRAISAL SYSTEM

The student will never be allowed to pass the subject just by being successful in one exam.

Students of first enrollment

- Writing or oral exams: 40%
- Personal or team presentation: 30%
- Workshops: 20%
- Class assistance & participation: 10%

To succeed and pass the subject the student will need to get more than a 5 in both items.

Academic exemption or dispensation

The students that for a justified reason (health problems or any other important matter) and always with the agreement and the approval of the academic director cannot attend the programmed scheduled lessons will be marked just with the written theory exam and the practical one.

In this case the:

- Writing or oral exams: 40%
- Personal or team presentation: 60%

The students of second or subsequent enrollments will have the two options mentioned before, it is mandatory to communicate the professor at the beginning of the semester. The student will not be able to pass the subject with just one assessment.

Extraordinary examinations : will be necessary is to obtain a minimum of 5 in the final exam to be able to make an average with the rest of the evaluation% (participation, work, daily activities ...) that would be maintained with weight and qualification.

-The exams will be carried out in person if the health authorities allow it. (In the other it is)

-The evaluation system would be in the event that teaching became 100% remote.

If the health recommendations force us to return to a scenario in which teaching is exclusively delivered remotely, it would not be a modification of the evaluation percentages.

• Plagiarism behaviors, as well as the use of illegitimate means in the assessment tests, will be sanctioned in accordance with those established in the University's Assessment Regulations and Coexistence Regulations.

## BIBLIOGRAPHY AND OTHER RESOURCES

## Basic

Ford, R. C., Sturman, M. C., and Heaton, C. P. (2012). *Managing quality service in hospitality. How organizations achieve excellence in the guest experience.* Delmar Cengage Learning, USA.

Tisch, J. (2007). *Chocolates on the pillow aren't enough: reinventing the customer experience.* John Wiley & Sons, USA.

## Additional

Barrows, C. W., Powers, T., and Reynolds, D. (2012). *Introduction to management in the hospitality industry.* John Wiley & Sons (12th edition), USA.

Disney Institute, and Kinni, T. (2011). *Be our guest. Perfecting the art of customer service.* Disney Book Publishing Inc., USA.

Michelli, J. A. (2008). *The new gold standard. 5 Leadership principles for creating a legendary customer experience courtesy of The Ritz-Carlton Hotel Company.* McGraw-Hill, USA.

Schein, E. H. (2004). *Organizational culture and leadership.* John Wiley & Sons (3rd edition), USA.

Sinek, S. (2014). *Leaders eat last: why some teams pull together and others don't.* Portfolio, USA.

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