

# Teaching guide

## IDENTIFICATION DETAILS

Degree:	Gastronomy
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Field of Knowledge:	Science
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Faculty/School:	Legal and Business Science
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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 the previous courses, related to Industry management.

## 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.

## 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	- Individual study 20h - Individual assignment 5h - Personal research 15h

## 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 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 apply advanced management and career development techniques.

To become familiar with the professional situation of the sector and gain experience working in real environments and situations under formal regulations, demands and supervision.

To be able to analyse the meaning and basis of human dignity, the basic elements of mankind, the evolution of the different anthropologies over history and their practical implications on the sector.

To be familiar with and know how to inter-relate all functional areas of the company.

To appreciate the link between the modern-day world and historic events and recognise the need to locate the historic framework of any event in order to understand it.

## LEARNING RESULTS

Learns how to implement leadership concepts.

Deliberates about team management, and is capable of identifying team communication risks.

Understands how leaders can influence company culture..

Learns how to drive change and promote challenge.  
Acquires knowledge of how leaders can lead any company strategy.  
Learns how to achieve long term and short term goals through leadership.  
Identifies his/her personal skills in relation to leadership concepts.

## 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 In this case the assessment criteria applied will be the same as the two previous ones

## 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.

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