

# 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
Guillermo Arce Ballesteros	g.arce.prof@ufv.es

## 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, the student should identify different Leadership and management styles and main company culture drivers, related mainly to Gastronomy & hospitality industry, being also aware of it's own personal leadership capabilities and needs.

## PRIOR KNOWLEDGE

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

## COURSE SYLLABUS

- 1.- Leadership concept, types & leadership styles.
- 2.- Leadership in the gastronomy & catering Industry.
- 3.- Company culture, & leadership roles.
- 4.- Team management. Driving change & decision making.
- 5.- Change & innovation management.

## 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 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 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

1.- Proactive application of Leadership concepts, abilities & skills regarding management fulfillment in any company.

Learning Results: An Exam and class participation will demonstrate the student knowledge on leadership management.

2.- Interactive on-site updated work with Industry companies and leaders, through strategic academic projects.

Learning Results: Interactive on-site work and group projects presentation will demonstrate the students skills and understanding.

3.- Understanding the importance and impact of different leadership styles and techniques related to the success of any company.

Learning results: personal projects and essays, as well as class work will help understanding different styles.

4.- Learning about team management and identifying team communication risk. Learning results: Group project development and class discussion.

5.- Understanding how leaders can influence company culture. Learning results: Essays and reading or video discussion in class.

6.- Driving change and challenge. Learning results: Essays and reading or video discussion in class and final project presentation.

7.- Understanding how leaders can lead any company strategy. Learning results: Final personal & group project presentation.

8.- Driving short term to long term goals through leadership. Learning results: Final personal & group project presentation.

9.- Learning through self-assessment personal skills, weak and strong personality points. Learning results: Final personal & group project presentation and class participation.

Practical understanding of the course concepts, regarding ethical and moral behavior thru an analysis of different situations and cases.

Comparing historical and anthropological situations of the course concepts, comparing today's leadership to previous historic leadership management, focusing in the industry development.

## 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

- GOLEMAN, Daniel. Leadership: The Power of Emotional Intelligence. Northampton, MA: More than Sound, 2011.

### Additional

- WILSON, Terry. Manual del empowerment: cómo conseguir lo mejor de sus colaboradores. Gestión 2000, 1997.

- ULRICH, Dave; SMALLWOOD, Norm; SWEETMAN, Kate. The leadership code: five rules to lead by. Harvard Business Press, 2009.

- DRUCKER, Peter F. The five most important questions you will ever ask about your organization. John Wiley & Sons, 2011

- ON LEADERSHIP. HBR's 10 must Read. Different Authors.

- KIM, W. Chan; MAUBORGNE, Renée A. Blue Ocean Leadership (Harvard Business Review Classics). Harvard Business Review Press, 2017.