



<b>Code-Course</b>	063217 - Organization and Human Resources Management in Tourism Companies				
<b>Year</b>	3rd	<b>Credits</b>	6 ECTS		
<b>Thematic Area</b>	Business Organization and Human Resources Management		<b>Course Type</b>	Compulsory Subject	
<b>In-class hours</b>	48 hours	<b>Teacher-led learning hours</b>	48 hours	<b>Individual work hours</b>	54 hours

## BRIEF COURSE DESCRIPTION

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This subject deals with the basic principles for planning in a tourism company incorporating the most current elements of the organization, coordination and supervision, in order to guarantee its sustainability and maximize the efficiency of the results by implementing a work culture based on quality, responsibility and striving to achieve customer and stakeholders satisfaction -according to sustainable tourism approach as well as efficient and motivating team work.

In this sense, special attention is given to management of people as a strategic resource within a company and the need for proper planning of the work organization, recognizing the importance of all the processes that make up this organization: selection, compensation, training, engaging...

## BASIC SKILLS

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BS04 – Students must be able to transmit information, ideas, problems and solutions to both specialized and non-specialized audiences.

## GENERAL SKILLS

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GS02- Have business vision

GS04- Have a commitment to ethics

## SPECIFIC SKILLS

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SS07- Planning, organize, manage and control the different types of tourism organizations

SS15- Planning and managing human resources in tourism organizations

SS17- Understand and implement quality standards in tourist service processes



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# COURSE CONTENT

## LEARNING OBJECTIVES

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1. Analyse the appropriate channels to facilitate the relationships between the different units or subsystems of the company.
2. Carry out in-depth work in relation to communication in the company and the tools for its management.
3. Know the most current concepts and tools of planning, organization, direction, coordination and control.
4. To know the different organizational models of tourism companies.
5. Plan, organize, direct, coordinate and control the different departments of tourism companies.
6. Set up a flexible organizational structure that adapts to the conditions of the environment.

## ACADEMIC CONTENTS

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### PART ONE: PROCESS AND ORGANIZATIONAL STRUCTURE

1. Strategical vision
  - 1.1. Corporate Culture
    - Mission, Vision, values and purpose
    - Business ethics and codes of conduct
  - 1.2. Introduction to CSR and Sustainability
    - CSR definition
    - Theories
    - Links to sustainability and sustainable Tourism
    - United Nations Global Agenda 2030
  - 1.3. Social Dimension
    - Human Rights
    - Corporate Giving and Social Business
    - Introduction to responsible Human Resources Management
  - 1.4. Economical Dimension
    - Community Development
    - Supply Chain



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# COURSE CONTENT

- Tourism negative Impacts
- Corruption keynote

## 2. Introduction to business organizations

### 2.1. Organizational Theories

- Industrial Revolutions
- Organization Theories: Classical & Neoclassical
- Organization Theories: System

## 3. Fundamentals of organizational structure

- Environment analysis
- Strategy definition
- Competitive advantage and its strategies
- Porter five forces
- Types of organizations
- Types of Departmental Grouping: structures
- Control mechanisms
- External Growth: Types, Advantages, and Disadvantages

## 4. Quality management

- Definition of Quality
- Quality management
- Costs of quality
- Quality principles
- ISO 9001
- PDCA Cycle
- EFQM
- Kaizen cycle

## PART TWO: PEOPLE MANAGEMENT IN ORGANIZATIONS

## 5. Work organization and job planning



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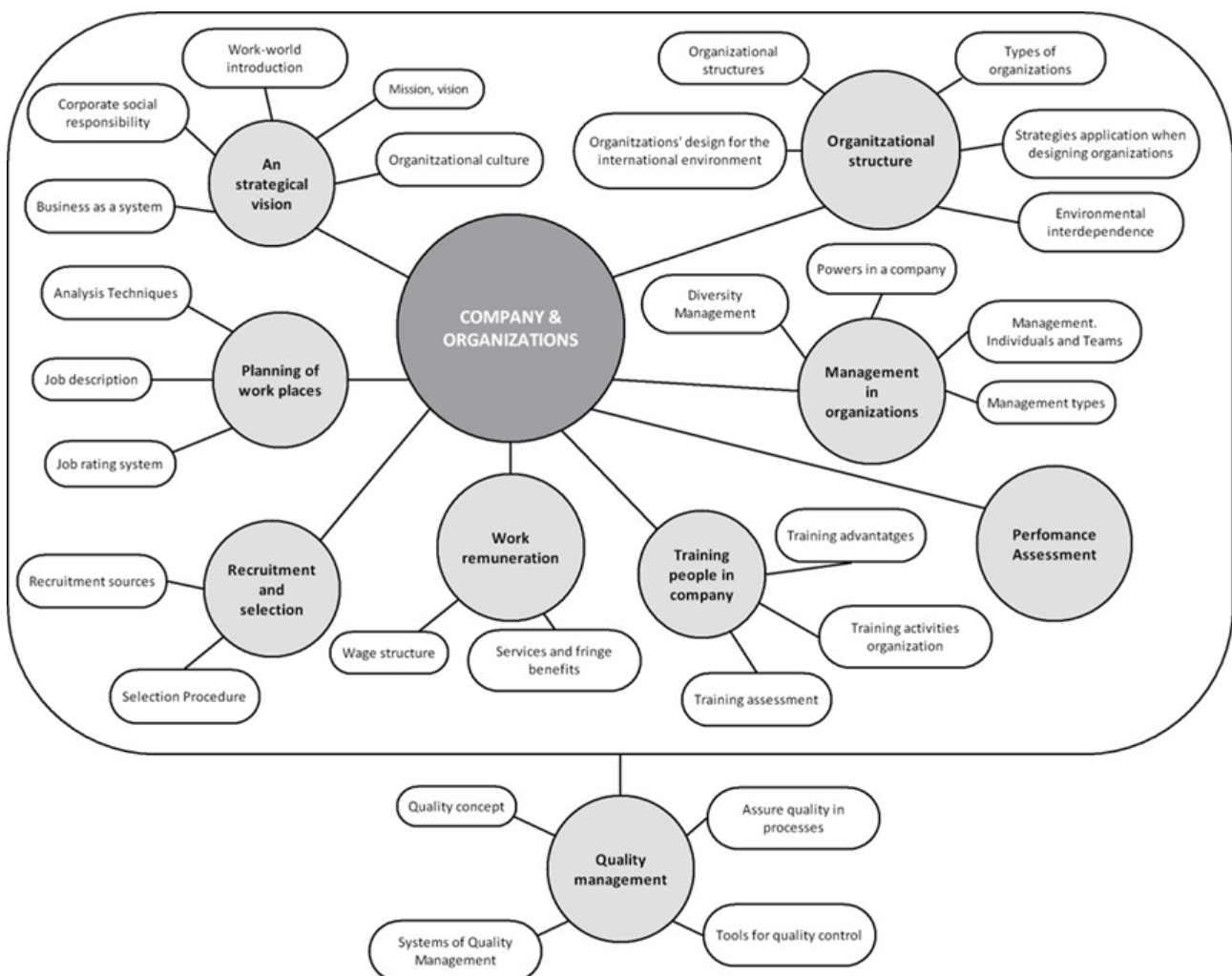
# COURSE CONTENT

- Key functions of the HR Manager
- 5.1. Stages of Job Planning
  - Analysis
  - Description
  - Evaluation
- 6. Talent acquisition, employer branding and hiring procedures
  - Attracting
  - Recruiting
  - Screening and Selecting
  - Employer branding strategies
- 7. Compensation & Remuneration Policy
  - Definition, Methods, Principles
  - Components to define the remuneration policy and salary
  - Dimensions of human motivation
  - Perspectives and criteria to develop a company's remuneration system
  - Collective agreements
  - Gross and net salary calculation. Tax & social security calculation
- 8. Business Training and Development
  - Concept, importance, levels, training plan
  - Methods of training
  - Employee Development Management
  - Evaluation of competences
- 9. Gender Management
  - Milestones in women fights
  - Compliance
  - Gender Pay Gap & Equal Pay
  - Glass Ceilings & Barriers for women to reach positions of power
- 10. Diversity Management
  - Unconscious bias
  - Three paradigms for managing diversity
  - Foster a Positive work environment and its challenges
  - Categories and elements of diversity

- Implementation phases

## 11. Managerial Role

- Levels of managers
- Types of power
- Management Styles
- Types of management
- Characteristics & differences between management and leadership
- Links with ethical leadership and emotional intelligence



## LEARNING METHODOLOGY

The learning methodology is designed to combine the theoretical approach to the different points dealt with practical applicability in the fields of tourism.



Attendance at the sessions is recommended for proper monitoring of the subject but is at the discretion and responsibility of the student. In any case, the time of delivery of each of the exercises throughout the course, will not be extended and are going to be agree along the course sessions, which means for the student to be aware of monitoring the evolution of the program.

In the case of this subject learning methodology it is part of the evaluation system of the subject, thinking that learning is not momentary, but always occurs continuously, and seeking in this regard the value the effort of this lifelong learning.

The learning methodologies planned for this subject contemplate different activities that contribute to develop the skills related to this course. Some of the learning activities that will be developed are the following:

- Lectures
- Flipped classroom
- Case studies
- Discussions
- Role playing
- Practical exercises based on research

If unfortunately, it is detected that the work presented by the student is not self-authorship and has been literally copied from other authors, the work will be automatically failed without the possibility of recovery.

## ASSESSMENT SYSTEM

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The assessment system measures the student's achievement of learning outcomes regarding the subject's competences and contents.

Students may choose continuous assessment or single assessment:

**Continuous Assessment:** the teaching-learning process is assessed by a continuous monitoring of the work done by the students throughout the course and a final individual examination. Students must attend classes in order to be assessed by continuous assessment.

**Single Assessment:** for those students who cannot come to class regularly, they can choose to be assessed by single assessment. The teaching-learning process is assessed by means of the assessment of all activities and in-person individual examination at the end of the course.

To qualify for this form of assessment, students must apply within the first 15 days of the start of the course through the assessment section of Virtual Campus.

Activities	Type	Continuous	Single (Individual)	Week deadline
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Activity 1 (2030 Agenda: links with tourism companies)	Individual / Pairs	10 %	10 %	Week 4
Activity 2 (Flipped Classroom)	Group	10 %	-	Week 5
Activity 2 (Analyzing the Employer Branding strategies in a selected tourist company)	Individual	-	10 %	Week 10
Activity 3 (Book reading and presentation)	Individual / Groups	10 %	10 %	Week 11
Attendance & Participation in Class	Individual	10 %	-	All course
Final Project	Group CA Individual SA	20 %	30 %	Week 15
Individual Final Exam	Individual	40 %	40 %	Week 19
	TOTAL	100%	100%	

To pass the subject it is mandatory to obtain a minimum score of "5" in the final individual exam.

### Review and Reassessment of the Course

The student has the right to review all the evidences that have been designed for the assessment of learning.

If a student fails to achieve the learning objectives of the course, in order to opt for the reassessment of the course and submit a new reassessment task, it will be mandatory to fulfil one of these conditions:

A) Students must have been awarded a mean grade of 5.0 or higher in relation to the activities carried out throughout the semester without taking into account the final exam/s (both continuous assessment and single assessment) and having attended the final exam.

B) Students must have been awarded a final minimum grade of 4.0 in the overall course. After the reassessment, the maximum grade is 5.0 in the overall course.

### REFERENCES



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## COURSE CONTENT

- Agueda Gallego, MA i Casanueva Roche, C. (2012). Business and Tourism Organizations. Madrid, Ediciones Pyramid.
- Agueda Gallego, MA i Casanueva Roche, C. (2012). Strategic Management of Tourism Organizations. Madrid, Ediciones Pyramid.
- Beech, J. and s. Chadwick (2006). The business of tourism management. Essex, Pearson Education Limited.
- Collings, D. G., McMackin, J. Et al. (2021). Strategic Human Resource Management and COVID-19: Emerging Challenges and Research Opportunities. *Journal of Management Studies*, 58(5), 1378–1382. <https://doi.org/10.1111/joms.12695>
- Daft, RL (2007). Theory and organizational design. Mexico City, Cengage Learning Editores, SA
- Darren, LR, Pryce, J. (2010). Human Resources and Tourism: Skills, Culture and Industry. Channel View Publications
- Der Wagen, L., White, L. (2014). Human Resource Management for the Event Industry. Routledge
- Evans Nigel, D. Campbell, et al. (2003). Strategic Management for Travel and Tourism. Oxford, Elsevier Butterworth-Heinemann
- Fontela, E. et al. (2003). Ethical Economy and social welfare. Madrid. Ed. Pyramid
- Hay Group (2006). HR Factbook. Editorial Aranzadi. Navarre
- Mintzberg, H. (1995). The Structuring of Organizations 1. Edition. 4th. Reimp. Ariel. Barcelona
- Nickson, D. (2007). Human Resource Management, for the hospitality and tourism industries. Oxford, Elsevier Butterworth-Heinemann
- Pes Backes, D. A., Arias, M. I. et al. (2020). Los efectos de la pandemia de Covid-19 en las organizaciones: una mirada al futuro. *Revista iberoamericana de estrategia*, 19(4), 1–. <https://doi.org/10.5585/riae.v19i4.18987>
- Ponce Alvarez, C. V. et al. (2020) Ecosistema tecnológico empresarial para la evaluación del control financiero ante la COVID-19. *3C empresa*. (1), 101–113.
- Riley, M. (2014). Human Resource Management in the Hospitality and Tourism Industry: Guide to Personnel Management in the Hotel and Catering Industries. Routledge
- Sukoco. I, Evitha, Y. et al. (2020). Optimizing Human Resources Empowerment in The Era of Covid 19: From Transactional to Transformational Leadership. *Technium Social Sciences Journal*, 13, 265–277.
- Teberga, A. (2021). Trabajo en cruceros. De la ampliación a la intensificación de las jornadas laborales. (Serie Informes en Contraste, núm. 15). Alba Sud Editorial. <http://www.albasud.org/publ/docs/100.pdf>





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# COURSE CONTENT

Tüzünkan, D., Altıntaş, V. (2018). Contemporary Human Resources Management in the Tourism Industry (Advances in Human Resources Management and Organizational Development). Business Science Reference

World Tourism Organization (2020). Supporting Jobs and Economies through Travel & Tourism – A call for Action to Mitigate the Socio – Economic Impact of COVID-19 and Accelerate Recovery. UNWTO. <https://www.e-unwto.org/doi/epdf/10.18111/9789284421633>

## RECOMMENDED READINGS

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- Blanchard, K. & Johnson, (2015) S. The one-minute manager
- Covey, Stephen R. (1989) S. The 7 Habits of Highly Effective People
- Fisher, L. (2013) 7 Lenses: Learning the Principles and Practices of Ethical Leadership
- Godin, S. (2011) Linchpin: Are You Indispensable?
- Lengioni, P. (2003) Overcoming the Five Dysfunctions of a Team
- Mackay And Sisodia (2014) Conscious Capitalism
- Stavros, J. & Torres, C. (2018) Conversations Worth Having
- Sinek, S. (2011) Start with Why: How Great Leaders Inspire Everyone to Take Action

## EMOTIONAL INTELLIGENCE

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- Chopra, D. (1996) The Seven Spiritual Laws of Success
- Jampolsky, G. (2016) Love Is Letting Go of Fear
- Ruiz, M. (1998) The Four Agreements
- Tolle, E. (2004) The Power of Now: A Guide to Spiritual Enlightenment