



<b>Code - Course</b>	<b>580020 – Talent Development and Diversity in Tourism</b>				
<b>Type</b>	Compulsory			<b>Credits</b>	3 ECTS
<b>Thematic Area</b>	Business Management				
<b>Professor in charge of the course</b>	Dr. Jesús Molina				
<b>In-class</b>	21 hours	<b>Teacher-led</b>	29 hours	<b>Individual</b>	25 hours

## BRIEF COURSE DESCRIPTION

In hospitality companies, due to their specific characteristics, the development of interpersonal relationships is extremely important. Core staff connects with the clients in a very direct and special way.

Additionally, personnel need to be trained to adapt to a wide range of cultural backgrounds in order to achieve goals for the common good of both internal and external customers. That is why managers have to master basic leadership and management skills, which allow them to connect with other employees in the company as well as with the final customers in a proper and efficient way.

Hospitality companies' management requires many different skills, being two of them especially important: prompt decision-making skills when facing uncommon problems, and the skill to make proposals and convince others of complex and sometimes intangible concepts. These skills are only acquired by means of strategic analysis and training, with both concepts being treated in this course unit.

## LEARNING OUTCOMES

The learning process designed for this course allows students to achieve the following Subject Related Learning Outcomes:

M01S3- Develop creativity and innovation in the company using techniques and tools to generate new ideas and solutions.

M01S5- Adapt corporate culture in work teams, considering the skills and weaknesses of all participants.

M01C8- Integrate ethical and sustainable considerations into the design and execution of business strategies.

Likewise, these contribute to the achievement of the following Degree Learning Outcomes: *TC01, TC02, TC03, TH02, TH05, TS01, TS03, TS04, TS05, TS06, TS07, TS08, TS09, TS10*. They are all available for consultation [in this link](#).



## ACADEMIC CONTENTS

---

1. Communication skills and conflict negotiation
  - 1.1. Effective negotiation. tactics and strategies
  - 1.2. The development of a negotiation
  - 1.3. Communication in negotiation
  
2. Management tools
  - 2.1. Interpersonal communication
  - 2.2. Communication and team management
  - 2.3. Team motivation
  - 2.4. Professional self-esteem
  - 2.5. Recruitment interview
  
3. Skills development
  - 3.1. Emotional intelligence
  - 3.2. Assertiveness
  
4. Talent retention and development: Ethics and leadership
  - 4.1. Ethical leadership
  - 4.2. Types and forms of leadership
  - 4.3. Leadership

## LEARNING METHODOLOGY

---

The learning methodologies planned for the subject combine a number of processes being the most remarkable the cognitive methods related to the comprehension of the principles of tourism and the global tourism system as well as the inclusion of a set of skills, mainly technical. The activities and methodologies -both group and individual- designed for this subject are the following:

- Lectures
  
- Case studies
  
- Guided discussions
  
- Practical exercises
  
- Problem-based learning

## ASSESSMENT SYSTEM

---

The assessment system measures the student's achievement of learning outcomes regarding the subject's learning outcomes and contents. Given the nature of this program, an essential part of the learning process is based on the active participation of the students during the sessions. For this reason, attending at least 80% of the sessions is considered mandatory. In each session, the student must sign the attendance control.



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 a minimum of 80% of the 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.

The assessment activities planning will be public for the students from the start:

Activities	Type	Continuous	Single	Week deadline <sup>1</sup>
Management case	Group	40%	60%	2 <sup>nd</sup> week
Final Exam	Individual	60%	40%	Exam Week
Total		100%	100%	

To pass the course, it is mandatory to have obtained a minimum final grade of "5", as long as the student has completed the individual exam/s or work/s established in the course. This exam/s or final work/s must be graded with a minimum of "4" in order to be able to calculate the average of all the assessment activities carried out during the course.

### **Revision and Reassessment of the Course**

The student has the right to revise all the evidence that have been designed for the assessment of learning. The revision period is public and is available in the evaluation section of the subject, on the virtual campus. It is the duty of the student to read and understand the review and reassessment processes of the subject. All requests for review must follow the established process in a timely manner. Any request for review outside the established process will not be considered estimated.

If a student fails to achieve the learning objectives of the course, in order to opt for the subject reassessment, it will be necessary to have obtained a final grade of the subject between "4-4.9", and to have attended the individual final exam/s or final work/s of the course.

---

<sup>1</sup> The week deadline is an estimation which may be subject to changes that may prompt modifications to the planning or context of the syllabus.



The reassessment process will only involve the modification of the final grade in case that the new assessment activity is passed and, in any case, the maximum grade will be "5". This grade will be averaged with the other grades of the assessment activities carried out by the student during the corresponding academic period, considering the percentages established in each subject, setting the final grade for the course.

## **COPY AND PLAGIARISM**

---

Without prejudice to others that are considered appropriate and in accordance with current academic discipline regulations, irregularities committed by a student that may lead to a variation in the grade will be valued with a zero (0) mark. Evaluation activities classified in this way and by this procedure will not be reassessed or recovered. These irregularities include, among others:

- The total or partial copy of a practical activity, report or any other assessment activity.
- Letting others copy the test/work.
- Submit group work that has not been fully completed by group members.
- Present as your own those materials produced by a third party, even if they are translations or adaptations, and in general, works with non-original and exclusive elements of the student\*\*\*
- Have communication devices (such as mobile phones, smart watches, etc.) accessible during theory assessment tests - individual practices (exams).

\*\*\* Artificial intelligence is considered a third party

## **REFERENCES**

---

AMORÓS, DÍAZ, L. (2007). Toma de decisiones para negocios: casos prácticos, Edición electrónica gratuita. Texto completo en [www.eumed.net/libros/2007a/](http://www.eumed.net/libros/2007a/)

ANTHONY ROBBINS. Poder sin Límites. Ed. Grijalbo

BAYON MARINE, F.; GARCÍA ISA, I. (1997). Gestión de Recursos Humanos: Manual para técnicos en empresas turísticas. Síntesis, Madrid

BLANCHARD Y O'CONNOR. La dirección por valores. Ed. 2000 BIBLIOTECA DEUSTO DE DESARROLLO PERSONAL. Las cualidades personales más necesarias en la empresa. Ed. Deusto, Bilbao

CÁRDENAS TABARES, F. Comercialización del Turismo. Ed. Trillas

PORTOCARRERO, F. (2003). La escritura rentable. Ediciones SM

GARCÍA CARBONELL, R. (2006). Presentaciones efectivas en público. Ed. Edad, Madrid

MANCHESTER OPEN LEARNING (1993). Cómo hacer presentaciones eficaces. Gestión 2000, Barcelona



- MONTES ALONSO, M.J. Selección de Personal
- MORGAN, N. ( 2004). Conquistando la audiencia. Barcelona: Deusto
- MORALES, C. J. (2001). Guía para hablar en público. Alianza, Madrid
- NAISDAT, I. (2004). Hablar sin miedo. Oniro, Barcelona
- PARDO, L. Y VALDES, T. (2003). Decisiones Estratégicas. Ed. Díaz de Santos S.A.
- ROBBINS, S.P. (1994). Comportamiento organizacional. Conceptos, controversias y aplicaciones. México: Prentice Hall.
- ROEBUCK, C. (2000). Comunicación Eficaz (Empresa y desarrollo personal). Blume Empresa, Barcelona
- SERRANO, S. (2004). El regalo de la comunicación. Anagrama, Barcelona
- URPÍ, M (2004). Aprender comunicación no verbal. Paidós, Barcelona
- VV.AA. La toma de decisiones en las empresas AAVV. Ed. Tapia-Libros S.A.
- Singh, N., Hu, C., & Roehl, W. S. (2007). Text mining a decade of progress in hospitality human resource management research: Identifying emerging thematic development. *International Journal of Hospitality Management*, 26(1), 131–147. <https://doi.org/10.1016/J.IJHM.2005.10.002>
- Russen, M., Dawson, M., & Madera, J. M. (2021). Gender diversity in hospitality and tourism top management teams: A systematic review of the last 10 years. *International Journal of Hospitality Management*, 95, 102942. <https://doi.org/10.1016/J.IJHM.2021.102942>
- Pham, N. T., Tučková, Z., & Chiappetta Jabbour, C. J. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72, 386–399. <https://doi.org/10.1016/J.TOURMAN.2018.12.008>
- Chang, S., Gong, Y., & Shum, C. (2011). Promoting innovation in hospitality companies through human resource management practices. *International Journal of Hospitality Management*, 30(4), 812–818. <https://doi.org/10.1016/J.IJHM.2011.01.00>