Advanced Leadership & Management

**ECTS** : 6

**Volume horaire** : 36

**Description du contenu de l'enseignement :**

More than ever, the service/tourism/hospitality industries are struggling to attract and retain their talentsdespite the economic recession. Business world talks a lot about "brand employer, empowerment, slashing, coaching, people experience, soft skills, etc." as, indeed, Human Resources ("HR") must evolve & innovate to either improve performance or just survive!
HR needs to go to the next level. Initially it was the personnel department then companies realized it needed to transform this to something more human centric and it became the HR department. Now is the time to evolve again.
As potential future managers / executives / entrepreneurs, the way you will handle human capital, can either make you reach the highest levels or stop your professional advancement as you would reach a glass ceiling. Why? Because even if it does not seem important now or at the beginning of your carrier -Human Resources Management ("HRM"), might be the most complex & time-consuming task you will have to perform. Why? Because hard skills only will make you great professionals, but not a great leader, if you can't build a great team around you.
Worldwide trend is the globalization / standardization, but fortunately we are not there yet! We are lucky to still live in a multicultural environment. As future leader your playground will be multinational (firms,colleagues, customers) thus you also need to prepare yourself for managing people with different mindsets & backgrounds.
As a future inspiring leader, like it or not, your day-to-day will be human capital centric. So, prepare yourself by choosing this course! This course isn't on Moodle.
**1 Introduction & objectives + Recruiting & contracting Part 1/2**
**2 Homework + Recruiting & contracting part 2/2**
Employer brand // Personality test // Build a team // Contractual agility // Innovation
**3 Onboarding & integrating part 1/2**
Integration // Handover // Training // Internal network // Astonishment report // Trial period
**4 Homework +Onboarding & integrating part 2/2**
Integration // Handover // Training // Internal network // Astonishment report // Trial period
**5 Motivate & develop part 1/2**
Management style // Set goals // Appraisal // Progress // Training // Reward // sanction
**6 Homework +Motivate & develop 2/2**
Management style // Set goals // Appraisal // Progress // Training // Reward // sanction
**7 Loyalty & retention part 1/2**
Talent management // Retention plan // Well-being // Non-monetary // Internal transfer
**8 Homework + Loyalty & retention part 2/2**
Talent management // Retention plan // Well-being // Non-monetary // Internal transfer
**9 Departure & exit part 1/2**
Departure scenario // Transition // Skills Plan // Handover // Retraining // Employer Brand
**10 Homework + Departure & exit part 2/2 + Conclusion**
Departure scenario // Transition // Skills Plan // Handover // Retraining // Employer Brand
**11 Rehearsal & Final Presentations**
Prepare for the final case study presentations before the external jury
**12 Final Case study per group**
20-30' presentation + 10' Q&A in front of a jury

**Compétence à acquérir :**

This course aims to provide you with a 360° overview of human capital management within a multicultural organization. It will follow the employee journey main steps (recruiting, onboarding, develop, retention and exit) and the key interactions with human resources department.
You will better discover yourself, your values, your personality and the projection of your ideal professional life. We will also see how to:

- Use your management style to become a successful and inspiring leader;
- Identify and build a strong team around you;
- Empower and motivate them using innovative management techniques.

- Manage a team in a multicultural environment.

Everything you will learn here will help you both your personal and professional lives.

**Mode de contrôle des connaissances :**

- 50% continuous assessment based on your active participation in class and on your homeworks.
- 50% final case study per group in front of a Jury (20-30' presentation + 10' Q&A). The groups and subjects will be chosen at the end of the first course.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

**Attendance**

Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.

**Class Participation**

Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.

**Exam Policy**

Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.

**Communication and Grading**

All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted.
Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

**Bibliographie, lectures recommandées :**

Books & Articles
**Goleman, D.** (1995). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books.
Connects emotional intelligence to leadership effectiveness.
**Goleman, D.** The Six Leadership Styles.
Framework describing six emotional leadership approaches.
**Sinek, S.** (2014). Leaders Eat Last: Why Some Teams Pull Together and Others Don't. Portfolio.
Focuses on trust, empathy, and servant leadership in modern organizations.
**Lencioni, P.** (2002). The Five Dysfunctions of a Team: A Leadership Fable. Jossey-Bass.
A management fable about teamwork and trust within organizations.
**Deming, W. E.** The PDCA Cycle (Plan-Do-Check-Act): Continuous Improvement Method.
Also known as "Deming's Wheel," a key tool for iterative management improvement.
**Maslow, A. H.** The Hierarchy of Needs (Pyramid of Maslow).
A motivational theory explaining human needs and drivers of behavior
Filmography / Video Resources
**Simon Sinek - TEDx Talks:**
- Circle of Safety
- Trust vs. Performance
- Start with Why

**Itay Talgam - TEDx Talk:**
- Lead Like the Great Conductors

French born and mother of 2 lovely monsters. I studied in Dauphine and ESSEC. I speak 4 languages. After starting my carrier in finance & consulting in Ernst & Young TAS, I quickly joined the services industry - because I am passionate about the human capital - and the hotel industry is full of people and talent.
I was Vice President of International Operations in Louvre Hotels Group (French based Hospitality Group +11 brands / +40 countries & subsidiary of Jing Jang).
There, I oversaw:
- Our 22 Regional Offices (+40 countries / +300 hotels / +4500 employees);
- The post-acquisition & integration department;
- The international franchise & management contracts; and
- The Method & Process department.

One of my top priorities was to improve the brands quality and consistency thus I spend a lot of time in building and transferring know-how to my multinational colleagues. Another top priority was to work on the digitalization of our operational

services in order to increase our efficiency optimizing the resources.
I was afterwards Chief Development Officer in Deutsche Hospitality (German Hospitality Group owner of Steigenberger & Intercity Brands & subsidiary of H-World / +120 hotels / 13 countries / 9 Direct Reports).
There I was part of the Executive Committee and in charge of the:
- Corporate Development worldwide for the 8 brands. From Franchise to Lease agreements;
- Feasibility department assessing the long-term risk and profitability of a new contract; and
- Franchise Operations department, building & transferring know-how to the hotels.