|  | LICENCIATURA EN GESTIÓN Y DESARROLLO TURÍSTICO  EN COMPETENCIAS PROFESIONALES | descarga |
| --- | --- | --- |

**DESARROLLO DE CAPITAL HUMANO EN LA ORGANIZACIÓN BIS**

| 1. **Competencies** | Manage the sustainable development of the tourism sector, through the design and implementation of innovative products, and administration of tourism organizations, considering public policies, the current legal framework, tourism management and distribution technologies as well as applicable quality systems, to contribute to collaborative planning and competitiveness of the tourism industry. |  |
| --- | --- | --- |
| 1. **Quarter** | Seventh |  |
| 1. **Theoretical Hours** | twenty |  |
| 1. **Practical Hours** | 40 |  |
| 1. **Total hours** | 60 |  |
| 1. **Total Hours per Week Semester** | 4 |  |
| 1. **Learning objective** | The student will propose human capital development plans in tourism organizations, based on diagnoses of training needs, culture and organizational climate, as well as the development of intervention strategies, to strengthen skills and increase staff productivity. | |
|  |  |  |

| **Learning units** | **Hours** | | |
| --- | --- | --- | --- |
| **Theoretical** | **Practices** | **Totals** |
| I. Diagnosis of human capital | 10 | twenty | 30 |
| II. Human capital development | 10 | twenty | 30 |
| **Totals** | **twenty** | **40** | **60** |

**DESARROLLO DE CAPITAL HUMANO EN LA ORGANIZACIÓN BIS**

*LEARNING UNITS*

| 1. **Learning unit** | I. Diagnosis of human capital |
| --- | --- |
| 1. **Theoretical Hours** | 10 |
| 1. **Practical Hours** | twenty |
| 1. **Total hours** | 30 |
| 1. **Objective of the Learning Unit** | The student will formulate diagnoses of human capital for the design of development programs. |

| **Topics** | **To know** | **Know to do** | **Be** |
| --- | --- | --- | --- |
| Personnel inventory | Define the concept and importance of the Personnel Inventory in tourism organizations    Describe the personnel inventory survey process    Describe the structure and elaboration of:  -Replacement boards  - Succession plans    Recognize the staffing needs screening process    Define the concept and importance of intellectual capital.    Identify the dimensions of intellectual capital:  - Human capital  - Structural capital  - Relational capital | Conduct Personnel Inventories | Analytical  objective  Organized  Responsible |
| Capacitation needs' detection | Describe the Training Needs Detection (DNC) process and its importance    Describe the training needs detection techniques, their instruments and use:  - Poll  - Interview  - Observation  - Questionnaire  - Description and profile of the position  - Performance evaluation | Detect training needs | Analytical  objective  Observer  Organized  Responsible |
| Organizational culture | Define the concept and elements that make up the organizational culture:  - Values  - Beliefs  - Attitudes  - Customs  - Behaviors    Identify the types of organizational culture and their characteristics:  - Bureaucratic culture  - Permissive culture  - Collaborative culture    Explain the characteristics of the organizational culture:  - Observed behaviors  - Rules  - Dominant values  - Rules  - Organizational climate | Determine the culture of tourism organizations | Analytical  Assertive  Empathic  objective  Observer  Organized  Responsible |
| Organizational climate | Define the concept of organizational climate and its importance.    Describe the organizational climate diagnostic tools and their development process:  - Poll  - Focus groups | Diagnose the organizational climate | Analytical  Assertive  Empathic  objective  Observer  Organized  Responsible |

**DESARROLLO DE CAPITAL HUMANO EN LA ORGANIZACIÓN BIS**

*EVALUATION PROCESS*

| **Learning result** | **Learning sequence** | **Instruments and reagent types** |
| --- | --- | --- |
| Based on a visit to an area of ​​an organization in the tourism sector, he prepares a human capital diagnosis that contains:    - General data of the organization and area  - Personnel inventory  - Capacitation needs' detection  - Description of the organizational culture  - Assessment of the work environment  - Conclusions | 1. Understand the concept and importance of the personnel inventory in tourism organizations, its process, structure    2. Understand the concept and importance of intellectual capital and its dimensions    3. Analyze the Training Needs Detection process, its importance, techniques and instruments    4. Identify the concept, elements that make up the organizational culture, its characteristics and types    5. Identify the concept of organizational climate, its importance and tools | Project    Rubric |

**DESARROLLO DE CAPITAL HUMANO EN LA ORGANIZACIÓN BIS**

# 

*TEACHING LEARNING PROCESS*

| **Teaching methods and techniques** | **Teaching aids and materials** |
| --- | --- |
| Project-based learning    Situated practice    Collaborative teams | Computer equipment  Internet  Printed  Projection equipment  Videos  Stationery  Specialized magazines |

*TRAINING SPACE*

| **Classroom** | **Laboratory / Workshop** | **Company** |
| --- | --- | --- |
| **X** |  |  |

**DESARROLLO DE CAPITAL HUMANO EN LA ORGANIZACIÓN BIS**

# 

*LEARNING UNITS*

| 1. **Learning unit** | **II. Human capital development** |
| --- | --- |
| 1. **Theoretical Hours** | 10 |
| 1. **Practical Hours** | twenty |
| 1. **Total hours** | 30 |
| 1. **Objective of the Learning Unit** | The student will design human capital development plans to strengthen the work environment, generate commitment and improve the performance of staff in tourism organizations. |

| **Topics** | **To know** | **Know to do** | **Be** |
| --- | --- | --- | --- |
| Organizational development | Identify the concept, background, characteristics and importance of organizational development    Identify the models of planned change:  - Kurt Lewin  - Fariah Mello    Describe the stages of the organizational development process:  - Initial diagnostic  - Data collection  - Intervention    Identify intervention strategies aimed at human capital:  - Human resources management  - Human processes | Select organizational development models | Analytical  Assertive  Empathic  objective  Observer  Organized  Responsible |
| Motivation | Recognize the concept and types of motivation    Define the concepts of incentive, reward and recognition  Describe the characteristics of the types of incentives:  - Financial  - Non-financial    Describe the incentive program as a means of motivation, its importance and objective | Formulate incentive programs | Analytical  Assertive  Empathic  objective  Observer  Organized  Responsible |
| Personnel management strategies | Describe personnel management strategies and their importance:  - Coaching  - Advisory  - Consulting  - Empowerment  - Involvement  - Mentoring | Propose personnel management strategies | Analytical  Assertive  Empathic  objective  Observer  Organized  Responsible |
| Human capital development plan | Identify the concept, importance and impact of the human capital development plan    Describe the structure of the human capital development plan:  - Objectives  - Willingness and motivation  - Budget  - Schedule  - Evaluation | Prepare human capital development plans | Analytical  Assertive  Empathic  objective  Observer  Organized  Responsible |

**DESARROLLO DE CAPITAL HUMANO EN LA ORGANIZACIÓN BIS**

*EVALUATION PROCESS*

# 

| **Learning result** | **Learning sequence** | **Instruments and reagent types** |
| --- | --- | --- |
| Based on the diagnosis of human capital in tourism organizations, it prepares a staff development project that contains:  - Selection and justification of a staff-oriented organizational development model  - Incentive program  - Proposal of personnel management strategies  - Human capital development plan  - Conclusions | 1. Identify the concept, characteristics, importance and models of organizational development, its process and intervention strategies aimed at human capital    2. Identify the concepts related to motivation, types and incentive program    3. Understand the strategies of coaching, counseling, consulting, empowerment, involvement and mentoring    4. Identify the importance of coaching as a managerial strategy, its tendencies and the managerial coach's profile.    5. Analyze the concept, importance and impact of the human capital development plan and its structure | Project    Rubric |

# DESARROLLO DE CAPITAL HUMANO EN LA ORGANIZACIÓN BIS

*TEACHING LEARNING PROCESS*

| **Teaching methods and techniques** | **Teaching aids and materials** |
| --- | --- |
| Project-based learning    Situated practice    Collaborative teams | Computer equipment  Internet  Printed  Projection equipment  Videos  Stationery  Specialized magazines |

*TRAINING SPACE*

| **Classroom** | **Laboratory / Workshop** | **Company** |
| --- | --- | --- |
| **X** |  |  |

# 

1. **DESARROLLO DE CAPITAL HUMANO EN LA ORGANIZACIÓN BIS**

*SKILLS DERIVED FROM THE PROFESSIONAL COMPETENCES TO WHICH THE SUBJECT CONTRIBUTES*

| **Capabilities** | **Performance Criteria** |
| --- | --- |
| Formulate the strategic planning of tourist organizations based on a situational diagnosis, the use of techniques, administrative tools and organization of resources to establish their guidelines | Prepare a strategic plan for the tourism organization that contains:  - Company data  - Objectives  - Organizational Philosophy (mission, vision, values ​​and objectives)  - Situational analysis (internal and external)  - Strategies  - Action plans  - Staffing guide  - Indicators  - Budgets |
| Implement management strategies in tourism organizations from strategic planning, organizational development, human talent management as well as the establishment of quality management systems to achieve the established objectives. | Design a program for monitoring management strategies, which contains:  - Area  - Process where applicable  - Responsibilities matrix:    Responsible    Activities  - Date of application  - Indicators  - Capacitation needs' detection  - Human Talent Training Program   - Quality management systems that apply |
| Control the operation of tourist organizations based on the established standards, performance indicators and evaluation of the results of the implemented planning, to generate proposals for continuous improvement | Deliver a report of the results of the operation of the tourist organization that includes:  - Analysis of indicators of the strategic plan  - Applied control techniques and tools  - Compliance with the matrix of responsibilities  - Compliance with the human talent training program  - Compliance with Quality Systems.  - Improvement proposals |

1. **DESARROLLO DE CAPITAL HUMANO EN LA ORGANIZACIÓN BIS**

*BIBLIOGRAPHICAL SOURCES*

| **Autor** | **Año** | **Título del Documento** | **Ciudad** | **País** | **Editorial** |
| --- | --- | --- | --- | --- | --- |
| Whetten, David A. / Cameron, Kim S. | (9a. Ed. 2016) | *Desarrollo de Habilidades Directivas* | México | México | Pearson Educación ISBN9786073227674 |
| Madrigal Torres, Bertha Ermila | (2017) | *Habilidades Directivas* | Distrito Federal | México | McGraw Hill ISBN-10: 145625748X ISBN-13: 978-1456257484 |
| Guizar Montufa, Rafael | (2015) | *Desarrollo Organizacional* | Distrito Federal | México | McGraw Hill |
| Robbins, Stephen / Coulter, Mary | (12a Ed. 2014) | *Administración* | Distrito Federal | México | Pearson Educación ISBN9786073227674 |
| Koontz, Harold / Weihrich, Heinz | (15a. Ed. 2016) | *Administración, una perspectiva global, empresarial y de innovación* | Distrito Federal | México | McGraw Hill ISBN9786071513915 |
| Alles, Martha | (3a. Ed 2018) | *Desarrollo del Talento Humano Basado en Competencia* | Buenos Aires | Argentina | Granica  ISBN9789506419288 |
| González, Martín / Olivares, Socorro / González, Nancy /  Ramos, Juan Manuel | (2014) | *Planeación e Integración de los Recursos Humanos: Capital Humano* | D.F. | México | Patria  ISBN: 9786074386400 |
| Kimsey-House, Henry / Kimsey House, Karem / Sandahl, Phillip / Whitworth,  Laura | (1a Ed. 2014) | *Coaching co-activo, cambiar empresas, transformar vidas* | Barcelona | España | Paidos ISBN 9789501210514 |
| Dessler, Gary | (14a Ed. 2015) | *Administración de Recursos Humanos* | D.F. | México | Person Educación ISBN: 9786073233118 |