

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

IVAN FRANKO NATIONAL UNIVERSITY OF LVIV

Faculty of Geography

Department of Hotel and Restaurant Business and Food Technologies

Approved
by the Department of Hotel and
Restaurant Business and Food Technologies
Faculty of Geography
Ivan Franko National University of Lviv
(Protocol No. 1 of 29th August, 2023)

Head of Department  Assoc. Prof. Igor Pandyak

SYLLABUS

Educational discipline

«HR-management in the hotel and restaurant business»

Educational and professional program: «Hotel and restaurant business»

Educational level: The second (Master) level of higher education

Specialty: 241 Hotel and restaurant business

Language of study: English

Lviv

2023

Educational discipline	HR-management in the hotel and restaurant business
The address of teaching the discipline	Lviv, 41, Doroshenko St.; 39, Lesya Ukrainka St.
The faculty and department under which the discipline is established	Faculty of Geography, Department of Hotel and Restaurant Business and Food Technologies
Field of knowledge, code and name of specialty	24 Service sector 241 Hotel and restaurant business
Lecturer of the discipline	Halyna Kushniruk, PhD in Economics, Associate Professor of the Department of Hotel and Restaurant Business and Food Technologies, Faculty of Geography, Ivan Franko National University of Lviv
E-mail address of the lecturer	https://geography.lnu.edu.ua/employee/kushniruk-halyna-volodymyrivna kgv81282@ukr.net; halyna.kushniruk@lnu.edu.ua
Consultations	on Mondays at 2 p.m. (39, Lesya Ukrainka St., audience 57), or in online form
Discipline page	https://geography.lnu.edu.ua/course/hr-menedzhment
Information about discipline	The educational discipline "HR management in the hotel and restaurant business" is a normative discipline for the master's educational programs «Hotel and restaurant business» in the specialty 241 Hotel and restaurant business, which is taught in the 1 st semester in the amount of 4 credits (according to the European Credit Transfer System (ECTS)).
A brief abstract of the educational discipline	The course "HR-management in the hotel and restaurant business" belongs to the cycle of general training disciplines and forms the profile of a future specialist in the hotel and restaurant business, providing him with knowledge of the basics of the theory and methodology of human resources management in the conditions of a market economy.
The purpose and tasks of the educational discipline	The purpose of the educational discipline “HR-management in the hotel and restaurant business” is to prepare students for the effective management of hotel and restaurant personnel; formation of a coherent and logically consistent complex of theoretical knowledge about the essence of HR-management; formation of practical skills regarding the development and implementation of HR policy of hotels and restaurants, the recruitment and selection, training and development, HR motivation and stimulation. The tasks of studying the discipline are: <ul style="list-style-type: none"> - to promote understanding of the essence and social significance of human resources of hotels and restaurants in modern conditions; - to get a holistic view of HR management; - to master the skills of recruiting and career planning; - to acquire the skills of conducting business trainings and master the peculiarities of their evaluation; - to study HR theory, methodology, technologies and best practices that contribute to organizational stability and achievement of strategic goals; - to identify the challenges faced by HR in the context of globalization.
Recommended literature	Basic literature: <ol style="list-style-type: none"> 1. Armstrong M. (2006). A Handbook of Human Resource Management Practice. 9th ed. Kogan Page, 957. 2. Armstrong S. (2019). The Essential HR Handbook, 10th Anniversary Edition: A Quick and Handy Resource for Any Manager or HR Professional. Career Press. 3. Balabanova L.V., Sardak O.V. Personnel management: textbook. Kyiv: Center for Educational Literature, 2011. – 468 p. 4. Beardwell J., Thompson A. (2017). Human resource management: a contemporary approach. 8th edition. Pearson Education, 659. 5. Boella M., Goss-Turner S. (2005). Human Resource Management in the Hospitality

Industry, Eighth Edition: An Introductory Guide, 352.

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7. Bratton J., Gold J. (2001). *Human Resource Management: Theory and Practice*. Lawrence Erlbaum, 406.

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10. DeCenzo D., Robbins S. (2009). *Fundamentals of Human Resource Management*. Wiley, 436.

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12. Dundon, T., Redman, T., Wilkinson, A. (2017). *Contemporary human resource management: text and cases*. Fifth ed. Pearson Education Limited; Trans-Atlantic Publications, Inc, 608.

13. Hayes D. K., Ninemeier J. D. (2008). *Human Resources Management in the Hospitality Industry*, 504.

14. Henkin S. (2000). *Opportunities in Hotel and Motel Management Careers*, 160.

15. HR-management: lecture notes [Electronic resource]: teaching. manual for students specialty 073 Management / Igor Sikorskyi KPI; comp.: M.V. Shkrobot, L.L. Veduta . – Kyiv: Igor Sikorsky KPI, 2020. – 270 p.

16. HR-management: [methodical recommendations for independent study of the discipline] / compiled by O. V. Gridin. Kharkiv: Publication of "Stylish Typography" LLC, 2019. – 84 p.

17. HR-management: problems, strategies and prospects: collective monograph / by General ed. I. B. Shvets. – Donetsk: State Technical University "DonNTU", 2013. – 176 p.

18. Hughes, C., Byrd, M. (2015). *Managing Human Resource Development Programs: Current Issues and Evolving Trends*, 203.

19. *Human Resources Management Set: Concepts, Methodologies, Tools and Applications: Information Resources Management Association, IGI Global, 2012. - 1616 p.*

20. Krupyak L. B. *Management of human resources of the organization: training. manual* Kyiv: Condor, 2013. – 278 p.

21. Kotovs'ka I. V. *The course of lectures and handbook for practical classes on discipline "Human Resource Management" for the 3rd year students of the specialty 6.030601 "Management" (full-time study bachelors)*. — Ternopil: TNTU, 2017. – 170p.

22. Kushniruk, H. (2023). Modern HR management technologies in the hotel and restaurant business: Outsourcing vs. Outstaffing. *Restaurant and hotel consulting. Innovations*, 6(2).

23. Kushniruk, H., Kopot, M. (2023). The role of service in the promotion of a restaurant establishment / *Tourism and hotel and restaurant business in Ukraine: problems of development and regulation. Proceedings of the XIV International Scientific and Practical Conference (Cherkasy, March 23-24, 2023)*. – Cherkasy: CHSTU, 100-102.

24. Lussier R. (2018). *Human Resource Management: Functions, Applications, and Skill Development*. Sage Publications, Inc., 704

25. Malska M. P., Bordun O. Yu., Zhuk I. Z. *Personnel management in tourism: theory and practice: training. manual* Kyiv: Center for Educational Literature, 2013. – 234 p.

26. Malik A. (2018). *Strategic Human Resource Management and Employment Relations*. Springer Singapore, 268

27. Noe R., Hollenbeck J., Gerhart B., Wright P. (2017). *Fundamentals of Human Resource Management*. 7 ed. McGraw-Hill Education, 576.

28. Okhota, V. (2020). Foreign experience of personnel management in the hotel and restaurant business. *Innovative economy*, 0(3-4), 127-132. [doi:https://doi.org/10.37332/2309-1533.2020.3-4.18](https://doi.org/10.37332/2309-1533.2020.3-4.18)

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30. Palekha Yu. I. Personnel management: training. manual 2nd ed., Kyiv: Lira-K, 2012. 336 p.
31. Personnel management: training. manual / A. O. Azarova, O. O. Moroz, O. Y. Lesko, I. V. Romanets; VNTU. – Vinnytsia: VNTU, 2014. – 283 p. URL: <http://publish.vntu.edu.ua/txt/601-1.pdf>.
32. Purcell J., Wright P. (2007). The Oxford Handbook of Human Resource Management. Oxford, Oxford University Press, 674.
33. Scott A. Snell, Shad Morris (2018). Managing Human Resources. 18th ed. Cengage Learning, 672.
34. Stredwick J. (2005). Introduction to Human Resource Management, 416
35. Storey J., Ulrich D., Wright P. (2019). Strategic Human Resource Management: A Research Overview. Routledge, 118.
36. Torrington D. (2014). Human Resource Management, 9th ed. Trans-Atlantic Publications, 679
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38. Zhukovska V. M., Mykolaichuk I. P. Personnel management. Practicum: teaching. manual Kyiv: KNTEU, 2008. – 293p.

Supporting literature:

1. Briscoe D., Schuler R., Claus L. (2008). International Human Resource Management, 3rd Edition (Global HRM). Routledge, 418.
2. Bredin K., Söderlund J. (2011). Human Resource Management in Project-Based Organizations: The HR Quadriad Framework. Palgrave Macmillan UK, 252
3. Brewster C., Houldsworth E., Sparrow P., Vernon G. (2016). International Human Resource Management. 4th ed. The Chartered Institute of Personnel and Development, 529.
4. Das Gupta A. (2020). Strategic Human Resource Management-Formulating and Implementing HR Strategies for a Competitive Advantage. Productivity Press, 185
5. Dowling P., Festing M., Engle A. (2013). International Human Resource Management. Cengage Learning, 364.
6. Duboise D., Rothwell W., D. Jo King Stern, Kemp L. (2004). Competency-Based Human Resource Management. Davies-Black Publishing, 376
7. Edwards, T., Rees, C. (2017). International human resource management: globalization, national systems and multinational companies. Trans-Atlantic Publications Inc, Pearson, 352.
8. Gevko I. B. Methods of making managerial decisions: a textbook. Kyiv: Condor, 2009. 187 p.
9. Machado C. ed. (2015). International Human Resources Management: Challenges and Changes. Springer International Publishing, 143.
10. Manuti, A., de Palma, P. (2018). Digital HR: A Critical Management Approach to the Digitilization of Organizations. Springer International Publishing : Imprint: Palgrave Macmillan, 103
11. Monir H. Tayeb (2004). International Human Resource Management: A Multinational Company Perspective. Oxford University Press, 258.
12. Quirk T., Palmer-Schuyler J. (2016). Excel 2016 for Human Resource Management Statistics: A Guide to Solving Practical Problems. Springer International Publishing, 272.
13. Sparrow P. (2009). Handbook of International Human Resource Management: Integrating People, Process, and Context. Wiley-Blackwell, 540.
14. Smith S., Mazin R. (2004). HR Answer Book, An Indispensable Guide for Managers and Human Resources Professionals. AMACOM, 256.
15. Smith, P., Fagg, R., Porter, K. (2005). Leadership and management for HR

	<p>professionals. 3. ed. Routledge; Elsevier Butterworth-Heinemann, 596</p> <p>16. Söderlund J., Bredin K. (2011). Human Resource Management in Project-Based Organizations: The HR Quadriad Framework. Palgrave Macmillan, 288</p> <p>17. The Encyclopedia of Human Resource Management: HR Forms and Job Aids. 2012. Pfeiffer, 368.</p> <p>18. Thoren P.-M. Agile People: A Radical Approach for HR & Managers (That Leads to Motivated Employees)</p> <p>19. Torres-Coronas T., Arias-Oliva M. (2004). E-Human Resources Management: Managing Knowledge People. IGI Global, 297</p> <p>20. Ulrich D., Brockbank W., Younger J., Nyman M., Allen J. (2009). HR Transformation: Building Human Resources From the Outside In, 257</p> <p>21. Walker J. R., Miller J. E. (2009). Supervision in the Hospitality Industry: Leading Human Resources (6th Edition)</p>
Duration of the course	120 hours
The scope of the course	48 hours of training classes, of which 32 hours of lectures, 16 hours of practical classes; 72 hours of independent work.
Expected learning outcomes	<p>As a result of studying the educational discipline, the student must know:</p> <ul style="list-style-type: none"> - the peculiarities of the system approach to personnel management; - basic functions of HR management in the hotel and restaurant business; - modern concepts and theories of HR management in hotels and restaurants; - the main functions of personnel services in hotels and restaurants; - management methods in the HR management process; - features of HR policy; HR policy goals; - importance of proper HR planning, features of HR recruitment and selection in the hotel and restaurant business; - HR assessment criteria and methods; - principles and technologies of time management; - features of leadership positions in the team, psychological traits of the leader, social and psychological features of the team. <p>be able:</p> <ul style="list-style-type: none"> - to determine the organizational structure of HR management; - to possess the necessary categorical apparatus; - to determine the main functions of hotel and restaurant services, requirements for business and personal traits of an HR manager; - to determine HR needs in hotels and restaurants; - to implement modern HR recruitment and selection trends in further work in the hotel and restaurant business; - to analyze team relations and their further development; - to assess the professional, business and personal qualities of applicants for vacant positions in the hotel and restaurant business; - to implement and use compensatory, stimulating and incentive pay systems for human resources; - to calculate the employee's individual salary; - to manage one's own motivation and encourage employees to career achievements in the hotel and restaurant business; - to develop loyalty programs for hotel and restaurant staff; - to plan your own career in the hotel and restaurant business; - to plan time and manage it effectively. <p>The study of the discipline "HR management in the hotel and restaurant business" leads to the formation, development and improvement of general and professional competencies, including:</p>

	<p>a) general competencies: GC 1. Ability to act on the basis of ethical considerations (motives). GC 3. Ability to analyze, evaluate, synthesize, and generate new ideas. GC 4. Ability to work in a team. GC 5. Ability to use information and communication technologies. GC 7. Ability to make informed decisions. GC 8. Ability to work in an international context.</p> <p>b) special (professional, subject) competencies: SC 2. Ability to systematize and synthesize information to take into account the cross-cultural features of the functioning of hotel and restaurant business entities. SC 3. Ability to plan and implement resource support for the activities of hotel and restaurant business entities. SC 4. Ability to create and implement product, service, organizational, social, managerial, infrastructure, marketing innovations in the economic activities of hotel and restaurant business entities. SC 7. Ability to engage in entrepreneurial activity. SC 9. Ability to ensure the quality of service to customers of hotel and restaurant services. SC 10. Ability to apply the principles of social responsibility in the activities of hotel and restaurant business entities. SC 11. Ability to independently master new knowledge, use innovative technologies in the field of hotel and restaurant business.</p> <p>After studying the discipline "HR management in the hotel and restaurant business", the student must demonstrate the following program learning results: PLR 1. To develop and make effective decisions on the development of hotel and restaurant business entities, taking into account goals, resources, constraints and risks, ensure their implementation, analyze and compare alternatives, assess risks and possible consequences of their impact. PLR 2. Communicate fluently orally and in writing in Ukrainian and English when discussing professional issues, research and innovation in the hotel and restaurant business. PLR 8. Initiate, develop and manage development projects for hotel and restaurant business entities, taking into account information, material, financial and personnel support. PLR 10. To be responsible for the formation of an effective HR policy for hotel and restaurant business entities, organizational communications, development of professional knowledge, assessment of the strategic development of the team, recruitment and motivation of staff to effectively solve professional problems. PLR 12. Clearly and unambiguously communicate own knowledge, conclusions and arguments to specialists and non-specialists, including students.</p>
Keywords	Personnel, personnel management, human resources, HR management, motivation, HR incentives, salary, leadership, manager, organizational structure of HR management, career, personnel policy, recruitment and selection, recruiting, interviews, training, coaching, outplacement, staff loyalty, employee competence, staff turnover, hotel and restaurant business, time management, communication process, conflicts, socio-psychological climate, discipline, labor protection, social packages and standards.
Course format	Full-time / part-time
Themes	As presented in the course scheme
Final control, form	Exam at the end of the semester
Prerequisites	The course is based primarily on basic knowledge of the hotel and restaurant industry and requires a sufficient level of English language skills.
Methods and techniques that will be used during the teaching of the course	Presentation, lectures, seminar class, practical class, training class, project-oriented learning, discussion, conversation, case solution.
Necessary equipment	Studying the course requires the use of multimedia equipment. To study the course, it is enough to have commonly used programs such Microsoft Office Word, Microsoft Office

Excel, Microsoft Office Power Point.

**Evaluation criteria
(separately for each
type of educational
activity)**

An example of the distribution of points received by students (for exam)

Current control and independent work										Final test (exam)	Total points
<i>Module 1</i>					<i>Module 2</i>						
T1	T2	T3	T4	MT 1	T5	T6	T7	T8	MT 2	50	100
5	5	5	5	5	5	5	5	5	5		

T1, T2, T3 ... T8 – theme names of seminar and practical classes.
MT 1, MT 2 – module tests.

Knowledge is assessed on a 100-point scale. The maximum number of points in the assessment of students' knowledge of the discipline, which ends with an exam, is 50 points for current control and independent work, and 50 points at the exam. There are two module tests during the semester.

When preparing documents for the examination session, a table of correspondence between the assessment of students' knowledge by different systems is used.

The scales of assessment of learning outcomes of the students

The sum of points for all types of educational work	ECTS assessment	National scale assessment	
		for the exam, course project (work), practice	for the credit
90 – 100	A	Excellent	Credited
81-89	B	Good	
71-80	C		
61-70	D	Satisfactory	Not credited
51-60	E		
21-50	FX	Unsatisfactory	Not credited
0-20	F	Unsatisfactory (without the right to retake)	Not credited (without the right to retake the credit)

Policy on deadlines and retakes: Students are required to meet all deadlines for all written work assigned in the course.

Academic integrity policy: cheating during tests and exams is prohibited (including using mobile devices). Essays must have correct textual references to the literature used. Detection of signs of academic dishonesty in a student's written work is the basis for its non-accreditation by the teacher.

Attendance policy: Attendance at classes (lectures, practical and seminar sessions) is mandatory. For objective reasons (e.g. illness, international internship, individual schedule, quarantine), the course may be conducted online.

**Questions
for the exam**

1. The history of HR management
2. Human resources (HR): concept, role in the system and features.
3. HR management in hotels and restaurants.
4. Functions and tasks of HR management.
5. HR policy and strategy of human resources management in hotels and restaurants.
6. Hotel and restaurant staff and their characteristics.
7. Organizational structure of HR management in hotels and restaurants.
8. The role of the HR department in the hotel and restaurant business.
9. The structure of the HR planning process.
10. Factors influencing HR selection.
11. Types and selection of planning methods.
12. Functions and essence of the concept of “recruiting”.
13. Types of recruiting, their advantages and disadvantages.
14. HR recruitment interview. Типи інтерв'ю.
15. The essence and functions of the concept of “HR selection”.

	<ol style="list-style-type: none"> 16. Types of training programs. 17. Criteria for evaluating the results of HR training. 18. HR reserve: formation models, types, sources. 19. Career: essence, stages, types. 20. Basic career models. 21. Coaching as a new means of HR training and development. 22. HR assessment in a modern organization. 23. Basic principles of effective business evaluation of employees. 24. HR certification: essence and types. 25. Evaluation of the results of the activities of the company's divisions and the effectiveness of the use of HR. 26. HR motivation. Material, non-material forms of motivation. 27. Foreign theories of HR motivation. 28. Legal basis of pay and benefits. 29. Minimum wage. 30. HR stimulation. 31. Development of HR loyalty. 32. The essence of leadership. Leadership models. 33. Time management as a function of leadership. 34. Basic techniques of time management. 35. Personal time management. 36. Self-control and self-motivation 37. Delegation of authority and time management. 38. Psychological features of the manager's personality, requirements for him as a leader. 39. Socio-psychological features of the team as an object of management. 40. Psychology of communication. Types and means of communication. 41. Types and causes of conflicts. 42. Stress factors and their management. 43. Discipline and dismissal of employees. 44. Labor protection of employees. Health care of employees. 45. Social packages and standards.
Survey	An evaluation questionnaire for the purpose of assessing the quality of the course will be provided at the end of the course.

1. "HR-MANAGEMENT IN THE HOTEL AND RESTAURANT BUSINESS" COURSE SCHEME

Week / time	Theme, plan, short theses	Form of activity (class)	Literature	Tasks / hours	Deadline
<i>Module №1. Theoretical principles of HR management in the hotel and restaurant business</i>					
1 th and 2 th week	<p>Theme 1. HR management: basic concepts and main functions. The history of HR management. Human resources (HR): concept, role in the system and features. Hotel and restaurant staff and their characteristics. HR management in hotels and restaurants. Organizational structure of HR management in hotels and restaurants. The role of the HR department in the hotel and restaurant business. Functions and tasks of HR management. HR policy and strategy of human resources management in hotels and restaurants.</p> <p>* The origin of the term “HR”, a historical review of the aspects of its formation. Areas of use of HR management.</p>	Lecture / Practical class	<ol style="list-style-type: none"> 1. Armstrong M. (2006). A Handbook of Human Resource Management Practice. 9th ed. Kogan Page, 957. 2. Balabanova L.V., Sardak O.V. Personnel management: textbook. Kyiv: Center for Educational Literature, 2011. – 468p. 3. Beardwell J., Thompson A. (2017). Human resource management: a contemporary approach. 8th edition. Pearson Education, 659. 4. Boella M., Goss-Turner S. (2005). Human Resource Management in the Hospitality Industry, Eighth Edition: An Introductory Guide, 352 5. Bratton J., Gold J. (2012). Human Resource Management: Theory and Practice. 5th ed. Palgrave Macmillan, 673 6. Dessler G. (2020). Human resource management. 16 ed. Pearson, 684 7. HR-management: lecture notes [Electronic resource]: teaching manual for students specialty 073 Management / Igor Sikorskyi KPI; comp.: M.V. Shkrobot, L.L. Veduta . – Kyiv: Igor Sikorsky KPI, 2020. – 270 p. 8. HR-management: [methodical recommendations for independent study of the discipline] / compiled by O. V. Gridin. Kharkiv: Publication of "Stylish Typography" LLC, 2019. – 84 p 9. Noe R., Hollenbeck J., Gerhart B., Wright P. (2017). Fundamentals of Human Resource Management. 7 ed. McGraw-Hill Education, 576 	Prepare questions on Theme 1 / Practical class on Theme 1 4/2 hours	2 nd week
3 th and 4 th week	<p>Theme 2. HR planning, recruitment and selection in hotels and restaurants. The essence of planning. The structure of the HR planning process. The main stages of planning. Types and selection of planning methods. Personnel marketing. Factors influencing HR selection. Individual characteristics of job seekers. Functions and essence of the concept of “recruiting”. The purpose of recruiting. Types of recruiting, their advantages and disadvantages. The essence of the recruiting process. Recruitment</p>	Lecture / Practical class	<ol style="list-style-type: none"> 1. Armstrong M. (2006). A Handbook of Human Resource Management Practice. 9th ed. Kogan Page, 957. 2. Balabanova L.V., Sardak O.V. Personnel management: textbook. Kyiv: Center for Educational Literature, 2011. – 468 p. 3. Beardwell J., Thompson A. (2017). Human resource management: a contemporary approach. 8th edition. Pearson Education, 659. 4. Boella M., Goss-Turner S. (2005). Human Resource Management in the Hospitality Industry, Eighth Edition: An Introductory Guide, 352 5. Bratton J., Gold J. (2012). Human Resource Management: Theory and Practice. 5th ed. Palgrave Macmillan, 673 	Prepare questions on Theme 2 / Practical class on Theme 2 4/2 hours	4 th week

	<p>strategy. Sources of recruiting. HR recruitment interview. Outsourcing and Outstaffing. The essence and functions of the concept of “HR selection”. Key differences between HR recruitment and HR selection. Salary negotiations.</p> <p>* The most common problems of employee selection. Creating a job offer letter.</p>		<p>6. Dessler G. (2020). Human resource management. 16 ed. Pearson, 684.</p> <p>7. Hayes D. K., Ninemeier J. D. (2008). Human Resources Management in the Hospitality Industry, 504.</p> <p>8. Henkin S. (2000). Opportunities in Hotel and Motel Management Careers, 160.</p> <p>9. HR-management: lecture notes [Electronic resource]: teaching. manual for students specialty 073 Management / Igor Sikorskyi KPI; comp.: M.V. Shkrobot, L.L. Veduta . – Kyiv: Igor Sikorsky KPI, 2020. – 270 p.</p> <p>10. HR-management: [methodical recommendations for independent study of the discipline] / compiled by O. V. Gridin. Kharkiv: Publication of "Stylish Typography" LLC, 2019. – 84 p.</p> <p>11. Kushniruk, H. (2023). Modern HR management technologies in the hotel and restaurant business: Outsourcing vs. Outstaffing. <i>Restaurant and hotel consulting. Innovations</i>, 6(2).</p> <p>12. Malska M. P., Bordun O. Yu., Zhuk I. Z. Personnel management in tourism: theory and practice: training. manual Kyiv: Center for Educational Literature, 2013. – 234 p.</p> <p>13. Storey J., Ulrich D., Wright P. (2019). Strategic Human Resource Management: A Research Overview. Routledge, 118</p>		
5 th and 6 th week	<p>Theme 3. HR development and training in the hotel and restaurant business. The essence and need for HR training. Types of training programs. Basic elements of training. HR training results. HR development and training methods. The essence of evaluating the results of HR training. Subjects of the evaluation process. Criteria for evaluating the results of HR training. Calculation of the effectiveness of educational programs. HR development measures. HR reserve: formation models, types, sources. Career: essence, stages, types. Basic career models. Career planning systems. Main aspects of career development. HR business career management. Management of service and professional promotion of HR. Coaching and mentoring as new means of staff training and development.</p> <p>*Factors affecting the speed and effectiveness of implementation of HR development measures. HR reserve management. Employee</p>	Lecture / Practical class	<p>1. Armstrong M. (2006). A Handbook of Human Resource Management Practice. 9th ed. Kogan Page, 957.</p> <p>2. Balabanova L.V., Sardak O.V. Personnel management: textbook. Kyiv: Center for Educational Literature, 2011. – 468p.</p> <p>3. Beardwell J., Thompson A. (2017). Human resource management: a contemporary approach. 8th edition. Pearson Education, 659.</p> <p>4. Bosovska, M., Bovsh, L. (2021). Mentoring in HR-Management of Hotel. <i>University Scientific Notes</i>, 3(81), 76-86. DOI 10.37491/UNZ.81.6</p> <p>5. Bratton J., Gold J. (2012). Human Resource Management: Theory and Practice. 5th ed. Palgrave Macmillan, 673</p> <p>6. Dessler G. (2020). Human resource management. 16 ed. Pearson, 684</p> <p>7. Hayes D. K., Ninemeier J. D. (2008). Human Resources Management in the Hospitality Industry, 504.</p> <p>8. Henkin S. (2000). Opportunities in Hotel and Motel Management Careers, 160</p> <p>9. HR-management: lecture notes [Electronic resource]: teaching. manual for students specialty 073 Management / Igor Sikorskyi KPI; comp.: M.V. Shkrobot, L.L. Veduta . – Kyiv: Igor Sikorsky KPI, 2020. – 270 p.</p>	Prepare questions on Theme 3 / Practical class on Theme 3 4/2 hours	6 th week

	competence.		<p>10. HR-management: [methodical recommendations for independent study of the discipline] / compiled by O. V. Gridin. Kharkiv: Publication of "Stylish Typography" LLC, 2019. – 84 p.</p> <p>11. Malska M. P., Bordun O. Yu., Zhuk I. Z. Personnel management in tourism: theory and practice: training. manual Kyiv: Center for Educational Literature, 2013. – 234 p</p> <p>12. Noe R., Hollenbeck J., Gerhart B., Wright P. (2017). Fundamentals of Human Resource Management. 7 ed. McGraw-Hill Education, 576</p> <p>13. Storey J., Ulrich D., Wright P. (2019). Strategic Human Resource Management: A Research Overview. Routledge, 118.</p> <p>14. Vinogradskyi M. D., Vinogradska A. M., Shkanova O. M. Personnel management: training. manual 2nd edition Kyiv: Center for Educational Literature, 2009. - 502 p</p>		
7 th and 8 th week	<p>Theme 4. HR assessment in the hotel and restaurant business. HR assessment in a modern organization. The essence and types of HR assessment by objectives. HR evaluation criteria and methods. Basic principles of effective business evaluation of employees. Evaluation of the quality of work of various categories of the company's personnel. Management personnel evaluation methods. HR certification: essence and types. HR audit. Evaluation of the results of the activities of the company's divisions and the effectiveness of the use of HR.</p> <p>* Indicators of evaluation of various categories of managerial positions. Criteria and types of business evaluation of managers.</p>	Lecture / Practical class	<p>1. Balabanova L.V., Sardak O.V. Personnel management: textbook. Kyiv: Center for Educational Literature, 2011. – 468p.</p> <p>2. Beardwell J., Thompson A. (2017). Human resource management: a contemporary approach. 8th edition. Pearson Education, 659.</p> <p>3. Boella M., Goss-Turner S. (2005). Human Resource Management in the Hospitality Industry, Eighth Edition: An Introductory Guide, 352</p> <p>4. Henkin S. (2000). Opportunities in Hotel and Motel Management Careers, 160.</p> <p>5. HR-management: lecture notes [Electronic resource]: teaching. manual for students specialty 073 Management / Igor Sikorskyi KPI; comp.: M.V. Shkrobot, L.L. Veduta. – Kyiv: Igor Sikorsky KPI, 2020. – 270 p.</p> <p>6. HR-management: [methodical recommendations for independent study of the discipline] / compiled by O. V. Gridin. Kharkiv: Publication of "Stylish Typography" LLC, 2019. – 84 p.</p> <p>7. Malska M. P., Bordun O. Yu., Zhuk I. Z. Personnel management in tourism: theory and practice: training. manual Kyiv: Center for Educational Literature, 2013. – 234 p.</p> <p>8. Storey J., Ulrich D., Wright P. (2019). Strategic Human Resource Management: A Research Overview. Routledge, 118.</p> <p>9. Vinogradskyi M. D., Vinogradska A. M., Shkanova O. M. Personnel management: training. manual 2nd edition Kyiv: Center for Educational Literature, 2009. - 502 p.</p>	Prepare questions on Theme 4 / Practical class on Theme 4 4/2 hours	8 th week
8 th week	Module Test 1			Prepare questions on themes 1- 4	8 th week

Module №2. Peculiarities of the organization of HR work in hotels and restaurants

9 th and 10 th week	<p>Theme 5. Motivation and stimulation of human resources in the hotel and restaurant business. HR motivation. Material, non-material forms of motivation. Foreign theories of HR motivation. Legal basis of pay and benefits. Equal employment opportunities. Minimum wage. Overtime pay. Economic impact on wages. The salary structure. Wage rates. HR stimulation. Individual compensation programs. The principles of fairness of the release of HR. Regulation of discipline. Development of HR loyalty. Employee support programs. HR turnover management. HR fines system. System of incentives. Incentive programs. *Basic aspects of HR stimulation. The role of HR stimulation. The basics of outplacement.</p>	Lecture / Practical class	<ol style="list-style-type: none"> 1. Beardwell J., Thompson A. (2017). Human resource management: a contemporary approach. 8th edition. Pearson Education, 659. 2. Dessler G. (2020). Human resource management. 16 ed. Pearson, 684 3. Hayes D. K., Ninemeier J. D. (2008). Human Resources Management in the Hospitality Industry, 504. 4. HR-management: lecture notes [Electronic resource]: teaching manual for students specialty 073 Management / Igor Sikorskyi KPI; comp.: M.V. Shkrobot, L.L. Veduta . – Kyiv: Igor Sikorsky KPI, 2020. – 270 p. 5. HR-management: [methodical recommendations for independent study of the discipline] / compiled by O. V. Gridin. Kharkiv: Publication of "Stylish Typography" LLC, 2019. – 84 p. 6. Malska M. P., Bordun O. Yu., Zhuk I. Z. Personnel management in tourism: theory and practice: training manual Kyiv: Center for Educational Literature, 2013. – 234 p. 7. Okhota, V. (2020). Foreign experience of personnel management in the hotel and restaurant business. <i>Innovative economy</i>, 0(3-4), 127-132. doi:https://doi.org/10.37332/2309-1533.2020.3-4.18 8. Organization of hotel and restaurant business: training manual / V.Y. Brych, M.Y. Rutynsky, H.V. Kushniruk, Y.S. Dorosh et al. / edited by prof. V.Y. Brych. – Ternopil : Lira-K, 2019. 480 p. 9. Storey J., Ulrich D., Wright P. (2019). Strategic Human Resource Management: A Research Overview. Routledge, 118. 10. Vinohradskyi M. D., Vinohradska A. M., Shkanova O. M. Personnel management: training manual 2nd edition Kyiv: Center for Educational Literature, 2009. - 502 p. 	Prepare questions on Theme 5 / Practical class on Theme 5 4/2 hours	10 th week
11 th and 12 th week	<p>Theme 6. Leadership in the hotel and restaurant business. The essence of leadership. Sources of power. Leadership and management. Differences between management and leadership. Leadership models. The main components of leadership potential. Qualities of a true leader. Emotional leadership. Leadership styles. Scientific concepts of leadership. The mission of the company, manager, individual employee. Strategic goals. Strategies. Success criteria. Evaluation of results. Getting feedback.</p>	Lecture / Practical class	<ol style="list-style-type: none"> 1. Beardwell J., Thompson A. (2017). Human resource management: a contemporary approach. 8th edition. Pearson Education, 659. 2. Boella M., Goss-Turner S. (2005). Human Resource Management in the Hospitality Industry, Eighth Edition: An Introductory Guide, 352 3. Dessler G. (2020). Human resource management. 16 ed. Pearson, 684 4. Dnistrianska, N., Kushniruk, H., & Chaika, I. (2023). Employer brand building in the hotel industry: the role of pr activities. <i>Economy and Society</i>, (52). https://doi.org/10.32782/2524-0072/2023-52-34 	Prepare questions on Theme 6 / Practical class on Theme 6 4/2 hours	12 th week

	<p>Creative thinking. Creativity criteria. Basic creative techniques. Advices for managers on how to think creatively.</p> <p>*Features of HR management with different management styles in hotels and restaurants.</p>		<p>5. Hayes D. K., Ninemeier J. D. (2008). Human Resources Management in the Hospitality Industry, 504.</p> <p>6. Henkin S. (2000). Opportunities in Hotel and Motel Management Careers, 160.</p> <p>7. HR-management: lecture notes [Electronic resource]: teaching. manual for students specialty 073 Management / Igor Sikorskyi KPI; comp.: M.V. Shkrobot, L.L. Veduta . – Kyiv: Igor Sikorsky KPI, 2020. – 270 p.</p> <p>8. HR-management: [methodical recommendations for independent study of the discipline] / compiled by O. V. Gridin. Kharkiv: Publication of "Stylish Typography" LLC, 2019. – 84 p.</p> <p>9. Hughes, C., Byrd, M. (2015). Managing Human Resource Development Programs: Current Issues and Evolving Trends, 203.</p> <p>10. Malska M. P., Bordun O. Yu., Zhuk I. Z. Personnel management in tourism: theory and practice: training. manual Kyiv: Center for Educational Literature, 2013. – 234 p.</p> <p>11. Storey J., Ulrich D., Wright P. (2019). Strategic Human Resource Management: A Research Overview. Routledge, 118.</p>		
13 th and 14 th week	<p>Theme 7. Time management as an HR management tool. Time management as a function of leadership. The essence of time management. Principles of own time management. Basic techniques of time management. Organization of the workspace. Working hours of the employee. Planning a manager's personal career and the role of time management in this process. Self-control and self-motivation. Timing of time, timekeeping. Time inventory algorithm and time use analysis. Time absorbers, chronophages. Measures against irrational use of time. Delegation of authority and time management. The essence and content of the concept of delegation of powers. Peculiarities of delegation. Advantages and disadvantages of delegation.</p> <p>* Corporate time management. Personal time management.</p>	Lecture / Practical class	<p>1. Beardwell J., Thompson A. (2017). Human resource management: a contemporary approach. 8th edition. Pearson Education, 659.</p> <p>2. Boella M., Goss-Turner S. (2005). Human Resource Management in the Hospitality Industry, Eighth Edition: An Introductory Guide, 352</p> <p>3. Dessler G. (2020). Human resource management. 16 ed. Pearson, 684</p> <p>4. Hayes D. K., Ninemeier J. D. (2008). Human Resources Management in the Hospitality Industry, 504.</p> <p>5. Henkin S. (2000). Opportunities in Hotel and Motel Management Careers, 160.</p> <p>6. HR-management: lecture notes [Electronic resource]: teaching. manual for students specialty 073 Management / Igor Sikorskyi KPI; comp.: M.V. Shkrobot, L.L. Veduta . – Kyiv: Igor Sikorsky KPI, 2020. – 270 p.</p> <p>7. HR-management: [methodical recommendations for independent study of the discipline] / compiled by O. V. Gridin. Kharkiv: Publication of "Stylish Typography" LLC, 2019. – 84 p.</p> <p>8. Hughes, C., Byrd, M. (2015). Managing Human Resource Development Programs: Current Issues and Evolving Trends, 203.</p> <p>9. Malska M. P., Bordun O. Yu., Zhuk I. Z. Personnel management in tourism: theory and practice: training. manual</p>	Prepare questions on Theme 7 / Practical class on Theme 7 4/2 hours	14 th week

			Kyiv: Center for Educational Literature, 2013. – 234 p. 10. Storey J., Ulrich D., Wright P. (2019). Strategic Human Resource Management: A Research Overview. Routledge, 118.		
15 th and 16 th week	Theme 8. Socio-psychological aspects of HR management in the hotel and restaurant business. The role of the manager in the organization. Psychological features of the manager's personality, requirements for him as a leader. Socio-psychological features of the team as an object of management. Communicative process. Psychology of communication. Types and means of communication. Stress and its types. Stress factors and their management. Types and causes of conflicts. Conflict management. Social and psychological climate in the team. Labor protection of employees. Health care of employees. HR working conditions. Discipline and dismissal of employees. Flexible work schedule. Part-time employee. Social packages and standards. * Patterns of formation of a positive social and psychological climate in the team. Social and psychological reserves of the team and methods of their use to increase efficiency and improve the quality of work.	Lecture / Practical class	1. Beardwell J., Thompson A. (2017). Human resource management: a contemporary approach. 8th edition. Pearson Education, 659. 2. Dessler G. (2020). Human resource management. 16 ed. Pearson, 684 3. Hayes D. K., Ninemeier J. D. (2008). Human Resources Management in the Hospitality Industry, 504. 4. Henkin S. (2000). Opportunities in Hotel and Motel Management Careers, 160. 5. HR-management: lecture notes [Electronic resource]: teaching. manual for students specialty 073 Management / Igor Sikorskyi KPI; comp.: M.V. Shkrobot, L.L. Veduta . – Kyiv: Igor Sikorsky KPI, 2020. – 270 p. 6. HR-management: [methodical recommendations for independent study of the discipline] / compiled by O. V. Gridin. Kharkiv: Publication of "Stylish Typography" LLC, 2019. – 84 p. 7. Hughes, C., Byrd, M. (2015). Managing Human Resource Development Programs: Current Issues and Evolving Trends, 203. 8. Kushniruk, H., Kopot, M. (2023). The role of service in the promotion of a restaurant establishment / Tourism and hotel and restaurant business in Ukraine: problems of development and regulation. Proceedings of the XIV International Scientific and Practical Conference (Cherkasy, March 23-24, 2023). – Cherkasy: CHSTU, 100-102 9. Personnel management: training. manual / A. O. Azarova, O. O. Moroz, O. Y. Lesko, I. V. Romanets; VNTU. – Vinnytsia: VNTU, 2014. – 283 p. URL: http://publish.vntu.edu.ua/txt/601-1.pdf . 10. Storey J., Ulrich D., Wright P. (2019). Strategic Human Resource Management: A Research Overview. Routledge, 118. 11. Zhukovska V. M., Mykolaichuk I. P. Personnel management. Practicum: teaching. manual Kyiv: KNTEU, 2008. – 293p.	Prepare questions on Theme 8 / Practical class on Theme 8 4/2 hours	16 th week
16 th week	Module Test 2			Prepare questions on themes 5- 8	16 th week

Note

* – for the student's independent work.