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 26th August 2025)

Head of Department _____ Igor PANDYAK

SYLLABUS

Educational discipline
«HR-management»

Educational and professional program: Food technologies
Educational level: The second (Master) level of higher education
Specialty: G 13 Food technologies
Language of study: English

Lviv

2025

Educational discipline	**HR-management**
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	G Engineering, production and construction G 13 Food technologies
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/academics/master/food-technologies-master
Information about discipline	The educational discipline "HR management" is a normative discipline for the master's degree in the educational program «Food technologies» in the specialty G 13 Food technologies, which is taught in the 1st semester in the amount of 3 credits (according to the European Credit Transfer System (ECTS)).
A brief abstract of the educational discipline	The course "HR-management" belongs to the cycle of general training disciplines and forms the profile of a future food technology specialist, 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"** is to prepare students for effective personnel management of restaurant business and food industry enterprises; 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 restaurants, the recruitment and selection, training and development, HR motivation and stimulation. **The tasks of studying the discipline are**: - to promote understanding of the essence and social significance of human resources of food industry enterprises 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:** 1. Kushniruk, H. (2023). Modern HR management technologies in the hotel and restaurant business: Outsourcing vs. Outstaffing. *Restaurant and hotel consulting. Innovations*, 6(2), 171-183. https://doi.org/10.31866/2616-7468.6.2.2023.291699 2. Dnistrianska, N., Kushniruk, H., & Chaika, I. (2023). Employer brand building in the hotel industry: the role of PR activities. *Economy and Society*, (52). https://doi.org/10.32782/2524-0072/2023-52-34

3. Kushniruk, H., & Khudoba, V. (2025). Marketing innovations in the restaurant business. *Innovations and Technologies in the Service Sphere and Food Industry*, 1(15), 58-63. DOI: https://doi.org/10.32782/2708-4949.1(15).2025.10
4. 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.
5. Kushniruk, H. Methodological guidelines for preparing for practical classes in the course "HR Management" for Master's degree students in specialty G13 Food Technologies, Educational and Professional Program "Food Technologies". Lviv: Ivan Franko National University of Lviv, 2025. 56 p.
6. Bosovska, M., Bovsh, L. (2021). Mentoring in HR-Management of Hotel. *University Scientific Notes*, 3(81), 76-86. https://doi.org/10.37491/UNZ.81.6
7. Davydova, O., Cherevychna, N. & Grechko, A. (2025). The Role of HR-Management in the Hotel and Restaurant Industry. *Business Inform*. 2. 262-269. https://doi.org/10.32983/2222-4459-2025-2-262-269
8. Kladova, O., & Zachosova, N. (2024). Methodological approaches to the formation of the HR management system as an element of strategic and innovative management of the organization's development. *Young Scientist,* 5(129), 128–133. https://doi.org/10.32839/2304-5809/2024-5-129-24
9. Larina, Y., & Rubel, K. (2025). Synergy of HR and marketing in human capital management. *Collection of Scientific Papers "Scientific Notes", 39* (2), 110-123. http://doi.org/10.33111/vz_kneu.39.25.02.09.061.067
10. Myronova, O., & Mazorenko, O. (2023). Organizational culture as a factor of personnel motivation under martial law. *Economy and Society,* (52). https://doi.org/10.32782/2524-0072/2023-52-6
11. Okhota, V. (2020). Foreign experience of personnel management in the hotel and restaurant business. *Innovative economy*, (3-4), 127-132. https://doi.org/10.37332/2309-1533.2020.3-4.18
12. Orel, Yu. L., & Smahliuk, A. A. (2023). HR management in Ukrainian business: Challenges of digitalization. *Academic Visions*, (19). http://dx.doi.org/10.5281/zenodo.7954499
13. Ukrainska, L. (2021). The impact of motivation on organizational culture. *Economy and Society*, (28). https://doi.org/10.32782/2524-0072/2021-28-42
14. Voskobiinyk, S., Polietaiev, V. & Orel, Yu. (2025). The role of HR management in shaping organizational culture. *Social Development: Economic and Legal Issues*. DOI: 10.70651/3083-6018/2025.5.11
15. Zachosova, N., Bilous, S. & Lych, Ye. (2025). People-centric HR-management: enhancing recruitment, motivation and intellectual-personnel security of enterprises. *Economics, Finance and Management Review*. 109-119. DOI: 10.36690/2674-5208-2025-2-109-119.

Supporting literature:

1. Arefieva, O., & Arefiev, S. (2023). The impact of generational change of personnel on the organizational culture of the company. *Economy and Society*, (52). https://doi.org/10.32782/2524-0072/2023-52-57
2. Dreichuk, M. & Sytnyk, Yo. (2025). HR analytıcs as a rısk monıtorıng tool ın personnel management systems. *Economics & Education*. 10. 22-28. DOI: 10.30525/2500-946X/2025-1-3
3. Dudneva, Y., & Sobolev, T. (2024). Transformation of the organizational culture of enterprises under martial law. *Adaptive Management: Theory and Practice. Series Economics*, 18(36). https://doi.org/10.33296/2707-0654-18(36)-10

	4. Pandey, S., & Mahesh, J. (2023). Emerging Trends in People-Centric Human Resource Management: A Systematic Literature Review. *Vision*, 29(4), 501-512. https://doi.org/10.1177/09722629231182853 5. Potluri, Rajasekhara Mouly & Serikbay, Diana. (2025). Artificial Intelligence (AI) Adoption in HR Management. *International Journal of Asian Business and Information Management*. 16. 1-18. DOI: 10.4018/IJABIM.376012 6. Sandeep Kumar Kautish, Anuj Sheopuri (2024). *HR Analytics: Fundamentals and Applications*, Bentham Science Publishers. 149 p. https://doi.org/10.2174/9789815274196124010 1 7. Thakur, Pankaj. (2025). HR Trends: Envisioning the Future of Human Resource Management. In book: *Effective Engineering Management: Fostering Sustainability and Responsible Leadership*. 176-192. https://doi.org/10.2174/9789815305661125010011 8. Thakur, Sanjeev. (2025). HR 5.0: Transforming Human Resource Management Through Technology and Empathy. *International journal of scientific research in engineering and management.* 09(05). 1-9. DOI: 10.55041/IJSREM49046 9. Vraňaková, N. & Gyurák Babeľová, Z. (2025). Organizational HR processes in compliance with the quality management system. *Business excellence and management*. 15. 92-108. DOI: 10.24818/beman/2025.15.2-07.
The scope of the course	32 hours of training classes, of which 16 hours of lectures, 16 hours of practical classes; 58 hours of independent work.
Expected learning outcomes	**As a result of studying the educational discipline, the student must** **know:** - the peculiarities of the system approach to personnel management; - basic functions of HR management in the restaurant business; - modern concepts and theories of HR management in restaurants; - the main functions of personnel services in 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 restaurant business and food technology; - 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. **be able:** - to determine the organizational structure of HR management; - to possess the necessary categorical apparatus; - to determine the main functions of restaurant services, requirements for business and personal traits of an HR manager; - to determine HR needs in restaurants; - to implement modern HR recruitment and selection trends in further work in the 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 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 achieve career goals in the restaurant business; - to develop loyalty programs for restaurant staff; - to plan your own career in the restaurant business;

	- to plan time and manage it effectively. **The study of the discipline "HR management" leads to the formation, development and improvement of general and professional competencies, including:** **Integral competence: Ability to solve research and innovation tasks in the field of food technologies** ***a) general competencies:*** GC 3. Ability to generate new ideas (creativity). GC 4. Ability to act in a socially responsible and conscious manner. GC 5. Ability to work in an international context. ***b) special (professional, subject) competencies:*** SC 2. Ability to plan and conduct scientific research considering global trends in scientific and technological development in industry. SC 4. Ability to develop programs for the effective functioning of food industry enterprises and/or restaurant business establishments in accordance with industry development forecasts in the context of globalisation. SC 5. Ability to present and discuss the results of scientific research and projects. ***After studying the discipline "HR management", the student must demonstrate the following program learning results***: PLR 1. Search, systematize and analyse scientific and technical information from various sources to solve professional and scientific problems in the field of food technology. PLR 2. Make effective decisions, evaluate and compare alternatives in the field of food technology, including in uncertain situations and with risks, as well as in interdisciplinary contexts. PLR 6. Develop and implement short- and long-term development programs for the industry's enterprises, analyse and evaluate their effectiveness, environmental and social impact. PLR 7. Have specialised conceptual knowledge, including modern scientific achievements in the field of food technology, and be able to clearly and unambiguously convey their knowledge, conclusions and arguments to specialists and non-specialists. PLR 9. Fluency in the state and foreign languages to discuss professional activities, research results and innovations in the field of food technology.
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, restaurant business, food technologies, time management, communication process, conflicts, socio-psychological climate, discipline, labor protection, social packages and standards.
Course format	Full-time
Themes	As presented in the course scheme
Final control, form	Exam
Prerequisites	The course is based primarily on basic knowledge of food technology and the restaurant industry and requires a sufficient level of English language skills.
Methods and techniques that will be used during the teaching of the course	Lecture, seminar class, practical class; multimedia, interactive lecture, presentation, training class, project-based learning, discussion, conversation, cases on modern HR practices, case solution, business game, interviews, questionnaires, elements of non-formal education, guest lectures, videos on the topic of the lecture, interactive tasks.
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	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

type of educational activity)

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.

Criteria for evaluating students' knowledge	**Maximum number of points**
1. Points of current academic performance for participation in practical classes	
Evaluation criteria	**5 points**
The student has a full command of the educational material, freely and reasonably presents it during oral presentations and written answers, deeply and comprehensively reveals the content of theoretical issues and practical tasks, using basic and additional literature. The students solved all test tasks correctly.	**5**
The student has a good command of the academic material, presents it reasonably during oral presentations and written answers, mainly revealing the content of theoretical issues and practical tasks, using the required literature. However, some issues lack sufficient depth and argumentation, with some minor inaccuracies and minor mistakes. The student solved most of the test tasks correctly.	**4**
The student has a general knowledge of educational material, presents its main content in oral presentations and written answers, but without a deep comprehensive analysis, justification and argumentation, without using the necessary literature, making some significant inaccuracies and mistakes. The student solved half of the test tasks correctly.	**3**
The student does not fully master the educational material, presents it in fragments, superficially (without argumentation and justification) during oral presentations and written answers, insufficiently reveals the content of theoretical issues and practical tasks, while making significant inaccuracies. The student solved a minority of the test tasks correctly.	**2**
The student does not know the material of the discipline.	**0**
2. Students' independent work	
Evaluation criteria	
The independent work of students, which is provided for in the topic along with classroom work, is assessed during the current control of the topic at the relevant practical lesson. Mastery of topics that are submitted only for independent work is controlled during the final semester control (completion of the final module, at the exam).	
3. Module tests	
Evaluation criteria	**5 points**
There are 2 module tests worth 5 points each. The module is conducted in test form. The form contains 10 test tasks; the correct answer is assessed at 0.5 points.	
4. Exam	
Evaluation criteria	**50 points**
A semester exam as a form of final control is mandatory for all students. The exam paper contains tasks of 3 levels of difficulty. **The first level (10 tasks)** - multiple-choice tasks - are theoretical questions with four answers, one of which is correct. For each correctly	

completed task, the student receives ***1 point (maximum 10 x 1 = 10 points).***
Second level (2 tasks) - tasks with a written analysis of the issues. For each correctly completed task, the student is awarded ***10 points (maximum 2 x 10 = 20 points).***
The third level (1 task) is a case study with a written analysis. A student is awarded a ***maximum of 20 points*** for a correctly completed task**.**
The result of the exam depends on the total number of points scored. The grade obtained at the exam is final.

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

Current control and independent work										Final test (exam)	Total points
Module 1					***Module 2***						
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.

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	
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 corrected 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.

Any form of violation of academic integrity is not tolerated.

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 the field of food technology.
4. Functions and tasks of HR management.
5. HR policy and strategy of human resources management.
6. Restaurant staff and their characteristics.
7. Organizational structure of HR management in restaurants.
8. The role of the HR department in the 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. Types of interview. 15. The essence and functions of the concept of "HR selection". 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" COURSE SCHEME

Week / time	Theme, plan, short theses	Form of activity (class)	Literature	Tasks / hours	Deadline
Module №1. Theoretical principles of HR management					
1th and 2th week	**Theme 1. HR management: basic concepts and main functions.** The history of HR management. Human resources (HR): concept, role in the system and features. Restaurant staff and their characteristics. HR management in food industry enterprises and restaurants. Organizational structure of HR management in food industry enterprises and restaurants. The role of the HR department in the food industry enterprises and restaurant business. Functions and tasks of HR management. HR policy and strategy of human resources management. * The origin of the term "HR", a historical review of the aspects of its formation. Areas of use of HR management.	Lecture / Practical class	1. Kushniruk, H. (2023). Modern HR management technologies in the hotel and restaurant business: Outsourcing vs. Outstaffing. Restaurant and hotel consulting. Innovations, 6(2), 171-183. https://doi.org/10.31866/2616-7468.6.2.2023.291699 2. 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. 3. Kushniruk, H. Methodological guidelines for preparing for practical classes in the course "HR Management" for Master's degree students in specialty G13 Food Technologies, Educational and Professional Program "Food Technologies". Lviv: Ivan Franko National University of Lviv, 2025. 56 p. 4. Davydova, O., Cherevychna, N. & Grechko, A. (2025). The Role of HR-Management in the Hotel and Restaurant Industry. Business Inform. 2. 262-269. https://doi.org/10.32983/2222-4459-2025-2-262-269 5. Kladova, O., & Zachosova, N. (2024). Methodological approaches to the formation of the HR management system as an element of strategic and innovative management of the organization's development. Young Scientist, 5(129), 128–133. https://doi.org/10.32839/2304-5809/2024-5-129-24 6. Orel, Yu. L., & Smahliuk, A. A. (2023). HR management in Ukrainian business: Challenges of digitalization. Academic Visions, (19). http://dx.doi.org/10.5281/zenodo.7954499	Prepare questions on Theme 1 / Practical class on Theme 1 2/2 hours	2nd week
3th and 4th week	**Theme 2. HR planning, recruitment and selection.** 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	Lecture / Practical class	1. Kushniruk, H. (2023). Modern HR management technologies in the hotel and restaurant business: Outsourcing vs. Outstaffing. Restaurant and hotel consulting. Innovations, 6(2), 171-183. https://doi.org/10.31866/2616-7468.6.2.2023.291699 2. Dnistrianska, N., Kushniruk, H., & Chaika, I. (2023). Employer brand building in the hotel industry: the role of PR activities. Economy and Society, (52). https://doi.org/10.32782/2524-0072/2023-52-34	Prepare questions on Theme 2 / Practical class on Theme 2 2/2 hours	4th week

	advantages and disadvantages. The essence of the recruiting process. Recruitment strategy. Sources of recruiting. HR recruitment interview. The essence and functions of the concept of "HR selection". Key differences between HR recruitment and HR selection. Salary negotiations. * The most common problems of employee selection. Creating a job offer letter.		3. Kushniruk, H., & Khudoba, V. (2025). Marketing innovations in the restaurant business. Innovations and Technologies in the Service Sphere and Food Industry, 1(15), 58-63. DOI: https://doi.org/10.32782/2708-4949.1(15).2025.10 4. Kushniruk, H. Methodological guidelines for preparing for practical classes in the course "HR Management" for Master's degree students in specialty G13 Food Technologies, Educational and Professional Program "Food Technologies". Lviv: Ivan Franko National University of Lviv, 2025. 56 p. 5. Kladova, O., & Zachosova, N. (2024). Methodological approaches to the formation of the HR management system as an element of strategic and innovative management of the organization's development. Young Scientist, 5(129), 128–133. https://doi.org/10.32839/2304-5809/2024-5-129-24 6. Larina, Y., & Rubel, K. (2025). Synergy of HR and marketing in human capital management. Collection of Scientific Papers "Scientific Notes", 39 (2), 110-123. http://doi.org/10.33111/vz_kneu.39.25.02.09.061.067 7. Zachosova, N., Bilous, S. & Lych, Ye. (2025). People-centric HR-management: enhancing recruitment, motivation and intellectual-personnel security of enterprises. Economics, Finance and Management Review. 109-119. DOI: 10.36690/2674-5208-2025-2-109-119		
5th and 6th week	**Theme 3. HR development and training.** 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. *Factors affecting the speed and effectiveness of implementation of HR development measures. HR reserve management. Employee competence.	Lecture / Practical class	1. Kushniruk, H. (2023). Modern HR management technologies in the hotel and restaurant business: Outsourcing vs. Outstaffing. Restaurant and hotel consulting. Innovations, 6(2), 171-183. https://doi.org/10.31866/2616-7468.6.2.2023.291699 2. Dnistrianska, N., Kushniruk, H., & Chaika, I. (2023). Employer brand building in the hotel industry: the role of PR activities. Economy and Society, (52). https://doi.org/10.32782/2524-0072/2023-52-34 3. Kushniruk, H. Methodological guidelines for preparing for practical classes in the course "HR Management" for Master's degree students in specialty G13 Food Technologies, Educational and Professional Program "Food Technologies". Lviv: Ivan Franko National University of Lviv, 2025. 56 p. 4. Bosovska, M., Bovsh, L. (2021). Mentoring in HR-Management of Hotel. University Scientific Notes, 3(81), 76-86. https://doi.org/10.37491/UNZ.81.6 5. Kladova, O., & Zachosova, N. (2024). Methodological approaches to the formation of the HR management system as an element of strategic and innovative management of the	Prepare questions on Theme 3 / Practical class on Theme 3 2/2 hours	6th week

			organization's development. Young Scientist, 5(129), 128–133. https://doi.org/10.32839/2304-5809/2024-5-129-24 6. Orel, Yu. L., & Smahliuk, A. A. (2023). HR management in Ukrainian business: Challenges of digitalization. Academic Visions, (19). http://dx.doi.org/10.5281/zenodo.7954499 7. Zachosova, N., Bilous, S. & Lych, Ye. (2025). People-centric HR-management: enhancing recruitment, motivation and intellectual-personnel security of enterprises. Economics, Finance and Management Review. 109-119. DOI: 10.36690/2674-5208-2025-2-109-119.		
7th and 8th week	**Theme 4. HR assessment.** 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. * Indicators of evaluation of various categories of managerial positions. Criteria and types of business evaluation of managers.	Lecture / Practical class	1. Kushniruk, H. (2023). Modern HR management technologies in the hotel and restaurant business: Outsourcing vs. Outstaffing. Restaurant and hotel consulting. Innovations, 6(2), 171-183. https://doi.org/10.31866/2616-7468.6.2.2023.291699 23. Dnistrianska, N., Kushniruk, H., & Chaika, I. (2023). Employer brand building in the hotel industry: the role of PR activities. Economy and Society, (52). https://doi.org/10.32782/2524-0072/2023-52-34 3. Kushniruk, H. Methodological guidelines for preparing for practical classes in the course "HR Management" for Master's degree students in specialty G13 Food Technologies, Educational and Professional Program "Food Technologies". Lviv: Ivan Franko National University of Lviv, 2025. 56 p. 4. Bosovska, M., Bovsh, L. (2021). Mentoring in HR-Management of Hotel. University Scientific Notes, 3(81), 76-86. https://doi.org/10.37491/UNZ.81.6 5. Kladova, O., & Zachosova, N. (2024). Methodological approaches to the formation of the HR management system as an element of strategic and innovative management of the organization's development. Young Scientist, 5(129), 128–133. https://doi.org/10.32839/2304-5809/2024-5-129-24 6. Orel, Yu. L., & Smahliuk, A. A. (2023). HR management in Ukrainian business: Challenges of digitalization. Academic Visions, (19). http://dx.doi.org/10.5281/zenodo.7954499 7. Zachosova, N., Bilous, S. & Lych, Ye. (2025). People-centric HR-management: enhancing recruitment, motivation and intellectual-personnel security of enterprises. Economics, Finance and Management Review. 109-119. DOI: 10.36690/2674-5208-2025-2-109-119.	Prepare questions on Theme 4 / Practical class on Theme 4 2/2 hours	8th week
8th week	**Module Test 1**			Prepare questions on themes 1- 4	8th week

Module №2. Peculiarities of the organization of HR work at food industry enterprises and restaurants					
9th and 10th week	**Theme 5. Motivation and stimulation of human resources at food industry enterprises and restaurants.** 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.	Lecture / Practical class	1. Kushniruk, H. (2023). Modern HR management technologies in the hotel and restaurant business: Outsourcing vs. Outstaffing. Restaurant and hotel consulting. Innovations, 6(2), 171-183. https://doi.org/10.31866/2616-7468.6.2.2023.291699 2. Kushniruk, H. Methodological guidelines for preparing for practical classes in the course "HR Management" for Master's degree students in specialty G13 Food Technologies, Educational and Professional Program "Food Technologies". Lviv: Ivan Franko National University of Lviv, 2025. 56 p. 3. Myronova, O., & Mazorenko, O. (2023). Organizational culture as a factor of personnel motivation under martial law. Economy and Society, (52). https://doi.org/10.32782/2524-0072/2023-52-6 4. Okhota, V. (2020). Foreign experience of personnel management in the hotel and restaurant business. Innovative economy, (3-4), 127-132. https://doi.org/10.37332/2309-1533.2020.3-4.18 5. Ukrainska, L. (2021). The impact of motivation on organizational culture. Economy and Society, (28). https://doi.org/10.32782/2524-0072/2021-28-42 6. Voskobiinyk, S., Polietaiev, V. & Orel, Yu. (2025). The role of HR management in shaping organizational culture. Social Development: Economic and Legal Issues. DOI: 10.70651/3083-6018/2025.5.11 7. Zachosova, N., Bilous, S. & Lych, Ye. (2025). People-centric HR-management: enhancing recruitment, motivation and intellectual-personnel security of enterprises. Economics, Finance and Management Review. 109-119. DOI: 10.36690/2674-5208-2025-2-109-119.	Prepare questions on Theme 5 / Practical class on Theme 5 2/2 hours	10th week
11th and 12th week	**Theme 6. Leadership at food industry enterprises and restaurants**. 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.	Lecture / Practical class	1. Kushniruk, H. (2023). Modern HR management technologies in the hotel and restaurant business: Outsourcing vs. Outstaffing. Restaurant and hotel consulting. Innovations, 6(2), 171-183. https://doi.org/10.31866/2616-7468.6.2.2023.291699 2. Dnistrianska, N., Kushniruk, H., & Chaika, I. (2023). Employer brand building in the hotel industry: the role of PR activities. Economy and Society, (52). https://doi.org/10.32782/2524-0072/2023-52-34 3. Kushniruk, H. Methodological guidelines for preparing for practical classes in the course "HR Management" for Master's degree students in specialty G13 Food Technologies, Educational	Prepare questions on Theme 6 / Practical class on Theme 6 2/2 hours	12th week

	Creative thinking. Creativity criteria. Basic creative techniques. Advices for managers on how to think creatively. *Features of HR management with different management styles at food industry enterprises and restaurants.		and Professional Program "Food Technologies". Lviv: Ivan Franko National University of Lviv, 2025. 56 p. 4. Kladova, O., & Zachosova, N. (2024). Methodological approaches to the formation of the HR management system as an element of strategic and innovative management of the organization's development. Young Scientist, 5(129), 128–133. https://doi.org/10.32839/2304-5809/2024-5-129-24 5. Okhota, V. (2020). Foreign experience of personnel management in the hotel and restaurant business. Innovative economy, (3-4), 127-132. https://doi.org/10.37332/2309-1533.2020.3-4.18 6. Zachosova, N., Bilous, S. & Lych, Ye. (2025). People-centric HR-management: enhancing recruitment, motivation and intellectual-personnel security of enterprises. Economics, Finance and Management Review. 109-119. DOI: 10.36690/2674-5208-2025-2-109-119.		
13th and 14th week	**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. * Corporate time management. Personal time management.	Lecture / Practical class	1. Kushniruk, H. (2023). Modern HR management technologies in the hotel and restaurant business: Outsourcing vs. Outstaffing. Restaurant and hotel consulting. Innovations, 6(2), 171-183. https://doi.org/10.31866/2616-7468.6.2.2023.291699 2. Kushniruk, H. Methodological guidelines for preparing for practical classes in the course "HR Management" for Master's degree students in specialty G13 Food Technologies, Educational and Professional Program "Food Technologies". Lviv: Ivan Franko National University of Lviv, 2025. 56 p. 3. Kladova, O., & Zachosova, N. (2024). Methodological approaches to the formation of the HR management system as an element of strategic and innovative management of the organization's development. Young Scientist, 5(129), 128–133. https://doi.org/10.32839/2304-5809/2024-5-129-24 4. Larina, Y., & Rubel, K. (2025). Synergy of HR and marketing in human capital management. Collection of Scientific Papers "Scientific Notes", 39 (2), 110-123. http://doi.org/10.33111/vz_kneu.39.25.02.09.061.067 5. Zachosova, N., Bilous, S. & Lych, Ye. (2025). People-centric HR-management: enhancing recruitment, motivation and intellectual-personnel security of enterprises. Economics, Finance and Management Review. 109-119. DOI: 10.36690/2674-5208-2025-2-109-119.	Prepare questions on Theme 7 / Practical class on Theme 7 2/2 hours	14th week
15th and 16th week	**Theme 8. Socio-psychological aspects of HR management at food industry enterprises and restaurants.** The role of the manager in the organization. Psychological features of the	Lecture / Practical class	1. Kushniruk, H. Methodological guidelines for preparing for practical classes in the course "HR Management" for Master's degree students in specialty G13 Food Technologies, Educational	Prepare questions on Theme 8 / Practical	16th week

	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.		and Professional Program "Food Technologies". Lviv: Ivan Franko National University of Lviv, 2025. 56 p. 2. Davydova, O., Cherevychna, N. & Grechko, A. (2025). The Role of HR-Management in the Hotel and Restaurant Industry. Business Inform. 2. 262-269. https://doi.org/10.32983/2222-4459-2025-2-262-269 3. Myronova, O., & Mazorenko, O. (2023). Organizational culture as a factor of personnel motivation under martial law. Economy and Society, (52). https://doi.org/10.32782/2524-0072/2023-52-6 4. Orel, Yu. L., & Smahliuk, A. A. (2023). HR management in Ukrainian business: Challenges of digitalization. Academic Visions, (19). http://dx.doi.org/10.5281/zenodo.7954499 5. Zachosova, N., Bilous, S. & Lych, Ye. (2025). People-centric HR-management: enhancing recruitment, motivation and intellectual-personnel security of enterprises. Economics, Finance and Management Review. 109-119. DOI: 10.36690/2674-5208-2025-2-109-119.	class on Theme 8 2/2 hours	
16th week	**Module Test 2**			Prepare questions on themes 5- 8	16th week

Note

* – for the student's independent work.