

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

**PERSONNEL MANAGEMENT
AT A TOURISM ENTERPRISE**

**Guidelines to practical studies
for Bachelor's (first) degree students
of speciality 242 "Tourism"**

**Kharkiv
S. Kuznets KhNUE
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Guidelines to practical lessons on the academic discipline are presented. Practical assignments and guidelines for doing them, essay themes, review questions and test tasks are given.

For Bachelor's (first) degree students of speciality 242 "Tourism".

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Introduction

The academic discipline "Personnel Management at a Tourism Enterprise" is substantively related to the disciplines "The Fundamentals of Tourism Activity", "Geography of Tourism", "Economics of Recreation and Tourism", "Hotel Business", "Organisation of the Restaurant Industry", "Organization of Tourist Travels".

The academic discipline has a practical orientation. The aim of the discipline is to prepare students for effective human resource management in the tourism industry, to form a set of theoretical knowledge and skills for the development and implementation of human resource policies in modern organizations, the selection and deployment of staff, personnel assessment, training and ensuring the effective use.

The syllabus of the academic discipline has the following content modules:

1. Specific features of the personnel management system of a tourism enterprise.
2. Personnel development of a tourism company.

The subject of study is the general patterns and features of the formation, functioning and development of the personnel of a tourism enterprise.

The main tasks to be solved in the process of teaching the academic discipline are the theoretical training of students on the following issues:

- justification of methodological principles of personnel management;
- formation and analysis of personnel policy;
- application of modern methods of planning personnel needs;
- organization of recruitment and selection of personnel in specific conditions;
- certification of personnel and the use of its results;
- assessment of the effectiveness and efficiency of personnel management.

As a result of studying the discipline, students should acquire the following **skills and abilities**:

- to calculate the optimal number of employees in an organisation;
- to use modern methods of personnel selection;
- to master the tools for staff motivation taking into account the internal potential of an employee;
- to carry out analysis of future needs and develop the main directions for the personnel development of a tourism enterprise;
- to provide informational and documentary support for personnel management of a tourist enterprise;

to apply methods of assessment of the personnel of a tourism enterprise;
to calculate the efficiency indicators of the tourism enterprise personnel.
The structural and logical scheme of the course is presented in Table 1.

Table 1

The structural and logical scheme of the course

Prerequisites	Postrequisites
The fundamentals of tourism activity	Hotel business
Geography of tourism	Organisation of the restaurant industry
Economics of recreation and tourism	Organization of tourist travels

In the process of learning students gain the necessary knowledge during lectures and carrying out practical assignments. After studying the academic discipline students acquire professional competences and receive learning outcomes, presented in Table 2.

Table 2

Competences and learning outcomes of the course

Competences	Learning outcomes
1	2
GC1. The ability to exercise rights and responsibilities as a member of society, to realize the values of civil (free democratic) society and the need for its sustainable development, the rule of law, human and civil rights and freedoms in Ukraine. GC8. Skills in the use of information and communication technologies. GC10. The ability to communicate in the state language both orally and in writing	LO10. To understand the principles and processes of work of a tourism business entity and its individual sub-systems (administrative, managerial, socio-psychological, economic, technical and technological)
SC2. The ability to apply the knowledge in practical situations. SC5. Understanding of current trends and regional priorities in tourism development in general and its particular forms and types. SC6. Understanding the processes of organisation of tourist travel and integrated tourism services (hotel, restaurant, transport, excursion, recreational). SC7. The ability to develop, promote, implement and organise the consumption of a tourism product	

Table 2 (continuation)

1	2
<p>SC9. The ability to ensure the safety of tourists in normal and complex force majeure circumstances.</p> <p>SC16. The ability to work with documentation and conduct settlement operations by a tourism business entity</p>	
<p>GC1. The ability to exercise rights and responsibilities as a member of society, to realize the values of civil (free democratic) society and the need for its sustainable development, the rule of law, human and civil rights and freedoms in Ukraine.</p> <p>GC5. Willingness to preserve the environment.</p> <p>GC8. Skills in the use of information and communication technologies.</p> <p>GC9. The ability to identify, set and solve problems.</p> <p>GC10. The ability to communicate in the state language both orally and in writing.</p> <p>GC11. The ability to communicate in a foreign language.</p> <p>GC12. Interpersonal skills.</p> <p>GC13. The ability to plan and manage time.</p> <p>GC14. The ability to work in a team and autonomously</p>	
<p>SC1. The knowledge and understanding of the subject area and the specifics of the professional activity.</p> <p>SC3. The ability to analyse the recreational and tourist potential of territories.</p> <p>SC8. Understanding the principles, processes and technologies of the organisation of the tourism industry entity and sub-systems.</p> <p>SC9. The ability to ensure the safety of tourists in normal and complex force majeure circumstances.</p> <p>SC11. The ability to use information technology and office equipment in the work of tourism enterprises.</p> <p>SC13. The ability to cooperate with business partners and clients, to ensure effective communication with them.</p> <p>SC14. The ability to work in an international environment based on a positive attitude towards other cultures, respect for diversity and multiculturalism, understanding of local and professional traditions of other countries, recognising intercultural issues in professional practice.</p> <p>SC15. The ability to act in the legal field, to be guided by legal norms</p>	<p>LO12. To apply the skills of productive communication with consumers of tourist services</p>

Table 2 (continuation)

1	2
<p>GC2. The ability to preserve and increase society's moral, cultural, scientific values and achievements through understanding the history and development patterns of the subject area, its place in the general system of knowledge about nature and society development, machinery and technology, different types and forms of physical activity for active recreation and healthy lifestyle.</p> <p>GC3. The ability to act socially responsibly and consciously.</p> <p>GC4. The ability for critical thinking, analysis and synthesis.</p> <p>GC6. The ability to search, process and analyse information from various sources</p>	<p>LO16. To defend the views while solving professional problems</p>
<p>SC1. The knowledge and understanding of the subject area and the specifics of the professional activity</p>	
<p>GC1. The ability to exercise rights and responsibilities as a member of society, to realize the values of civil (free democratic) society and the need for its sustainable development, the rule of law, human and civil rights and freedoms in Ukraine.</p> <p>GC4. The ability for critical thinking, analysis and synthesis.</p> <p>GC14. The ability to work in a team and autonomously</p>	<p>LO17. To identify problem situations and predict probable risks</p>
<p>SC11. The ability to use information technology and office equipment in the work of tourism enterprises.</p> <p>SC15. The ability to act in the legal field, to be guided by legal norms</p>	
<p>GC1. He ability to exercise rights and responsibilities as a member of society, to realize the values of civil (free democratic) society and the need for its sustainable development, the rule of law, human and civil rights and freedoms in Ukraine.</p> <p>GC3. The ability to act socially responsibly and consciously.</p> <p>GC4. The ability for critical thinking, analysis and synthesis.</p> <p>GC6. The ability to search, process and analyse information from various sources.</p> <p>GC10. The ability to communicate in the state language both orally and in writing.</p> <p>GC13. The ability to plan and manage time</p>	<p>LO21. To make informed decisions and take responsibility for the results of professional activity</p>
<p>SC1. The knowledge and understanding of the subject area and the specifics of the professional activity.</p> <p>SC3. The ability to analyse the recreational and tourist potential of territories</p>	

Table 2 (the end)

1	2
<p>SC7. The ability to develop, promote, implement and organise the consumption of a tourism product.</p> <p>SC8. Understanding the principles, processes and technologies of the organisation of the tourism industry entity and sub-systems.</p> <p>SC9. The ability to ensure the safety of tourists in normal and complex force majeure circumstances.</p> <p>SC10. The ability to monitor, interpret, analyse and systematise tourism information, the ability to present tourism information material.</p> <p>SC11. The ability to use information technology and office equipment in the work of tourism enterprises.</p> <p>SC13. The ability to cooperate with business partners and clients, to ensure effective communication with them.</p> <p>SC14. The ability to work in an international environment based on a positive attitude towards other cultures, respect for diversity and multiculturalism, understanding of local and professional traditions of other countries, recognising intercultural issues in professional practice.</p> <p>SC16. The ability to work with documentation and conduct settlement operations as a tourism business entity</p>	

In the process of teaching the academic discipline, to intensify the learning and cognitive activity of students, the use of both active and interactive learning technologies is provided, including: problem-based lectures, mini-lectures, seminar-discussions, work in small groups, brainstorming, presentations. The distribution of forms and methods of intensification of the learning process is given in Table 3.

Table 3

Distribution of forms and methods of intensification of the learning process according to the themes of the academic discipline

The theme of the academic discipline	Practical application of educational technologies
1	2
<i>Theme 1.</i> Human resources of labour activity	<p><i>Mini-lecture</i> on the issue "The history of the trade union movement".</p> <p><i>Case study.</i> Developing the mission of a travel company</p>

Table 3 (the end)

1	2
	<i>Homework.</i> Preparing an essay. <i>Presentation</i> of the work results in small groups
<i>Theme 2.</i> Resource provision of personnel management	<i>Mini-lecture on the issue</i> "Human resource management at tourism enterprises". <i>Practical task.</i> A seminar-discussion "Information and legal support of personnel management". <i>Practical task.</i> A demonstration role play game "Negotiations by phone"
<i>Theme 3.</i> The personnel management system of a tourist company. The collective	<i>Practical task.</i> Open discussion of personnel management problems. <i>Homework.</i> Doing a competence-oriented writing assignment. <i>Presentation</i> of the work results in small groups
<i>Theme 4.</i> Development of personnel management at a tourism enterprise	<i>Problem-based lecture</i> on the issue "Problems in resolving employment disputes". <i>Practical task.</i> Individual task on the topic. <i>Practical task.</i> Modular verification work
<i>Theme 5.</i> Personnel planning and policy of a tourism enterprise	<i>Problem-based lecture</i> on the issue "Features of personnel policy at tourism enterprises". <i>Case study.</i> Designing the human resources department of the Hotel "Zirka". <i>Practical task.</i> Development of a personnel policy for a travel company
<i>Theme 6.</i> Formation of the human capital of a tourism enterprise	<i>Mini-lecture</i> on the issue "Approaches to the study of human capital". <i>Practical task.</i> Corporate culture of the restaurant "Pan Stepan". <i>Case study.</i> Conflict between top managers at SkyUp Airlines. <i>Presentation</i> of the work results in small groups
<i>Theme 7.</i> Personnel development management at tourism enterprises	<i>Seminar-discussion</i> on the issue "Methods of personnel assessment at an enterprise". <i>Case study.</i> Organising training in the period of reorganisation of the Kharkiv International Airport. <i>Practical task.</i> Oral survey on the topic
<i>Theme 8.</i> Motivation of labour activity at tourism enterprises	<i>Case study.</i> Motivation system for employees of the "Betta" tourism enterprise. <i>Practical task.</i> The personnel decision-making process in the travel company "Vidpochinok" (the multidimensional matrix method). <i>Presentation</i> of the work results in small groups

The knowledge obtained by studying the academic discipline will help future specialists in the tourism industry to get a better understanding of the processes of personnel management, to stimulate its development and solve personnel problems.

A practical lesson is a form of academic studies aimed at deepening scientific and theoretical knowledge and mastering certain methods of independent work, in which the lecturer organises a detailed examination of certain theoretical issues of the academic discipline and forms the skills and abilities to apply them practically through individual performance of the tasks formulated by the student.

A practical lesson is an organisational form of a learning lesson in which the lecturer organises a students' discussion of issues on the topics defined in the curriculum. Practical lessons include discussions, reviewing and presentation of essays and reports, debates, etc.

Practical lessons provide for the consolidation of knowledge obtained during lectures and self-study on problem issues of the academic discipline, as well as the performance of individual research work.

The main goal of practical lessons is to expand, deepen and consolidate theoretical knowledge and increase the level of assimilation of educational material, the development of skills, scientific thinking and oral speech of students.

Content module 1

Specific features of the personnel management system of a tourism enterprise

Theme 1. Human resources of labour activity

General guidelines for studying the theme

In studying this topic, the following issues need to be considered.

1.1. Labour resources.

Labour resources. Labour resource potential. Economically active population. Economically inactive population. Pension payment. Pension system. The main types of pension systems in countries around the world.

1.2. Social and labour relations in a market economy.

Social partnership at an enterprise. Social policy. Entities and factors of social policy. Social protection. Minimum social standards. Social and labour relations. The system of social and labour relations, its structure. Subjects of social and labour relations. Types of social and labour relations.

1.3. The labour market and its characteristics.

Labour market. Features of labour market. Main characteristics of labour market. Labour market models.

1.4. Employment.

Employment, types and forms of employment. The main indicators of employment. Measures of state employment policy. Unemployment, its forms. Unemployment indicators. The Oaken's Law. Measures of state policy to promote employment. Employment service activities.

1.5. State system of labour management.

Labour Code. Trade unions. State and local human resource management institutions. The system of state human resource management institutions. Modern human resource management in a company.

Case study. Developing the mission of a travel company

The travel company "Alfa Tour" is one of the major tour operators in Kharkiv for Tunisia. Having started its activities on the tourist market later than many participants, the travel company almost immediately became one of the main tour operators in this direction and has been strengthening its position ever since. Within five years the company plans to take a stable position as a tour operator for Turkey (the second direction of the travel agency) and reach a sales volume comparable to the turnover of the leading companies in the travel market.

The travel company "Alfa Tour" was registered at the beginning of 2010 as a limited liability company and in early 2013 it was already one of the leading tour operators for Tunisia.

In less than two years, Alfa Tour managed to significantly increase its range of services. Starting in 2010 by selling rooms in a few of Tunisia's top-selling hotels, which are in the greatest demand, the company has signed contracts for 90 % of the hotels on the Mediterranean coast.

The main criteria for choosing the company's travel service providers are their quality and price. The travel agency strives to satisfy the needs of different customers: some consumers prefer exceptionally high quality travel services, while others buy cheaper ones. Therefore, the company offers

a wide range of services from different travel companies, and customers have the opportunity to choose the most suitable ones for their requirements. The company offers a standard system of benefits, discounts and deferrals. The number of Alfa Tour's regular customers is constantly increasing.

The company has created an integrated information system that helps managers, accountants and the company's management to receive online information on the status of settlements with customers and suppliers on fulfilment of contracts, to post tours in full on various advertising sites, etc. In 2012, a branch was opened with the same system installed, enabling the management to make decisions when the necessary information is available.

Kharkiv travel agencies sell about a third of all tour packages, branches sell the remaining two thirds. The company has an agency department to work with Kharkiv's travel agencies, where staff try to automate the processing of requests coming from agencies as much as possible.

Competition in the tourism market has changed somewhat in recent years as market players have also changed: there has been a division into large and small companies. Most small companies, being unable to compete in terms of quantity and quality of services provided, are leaving the market or will do so in the future. However, Alfa Tour management believes that a turnover sufficient for a high level of competitiveness can be achieved within the next few years.

The management of Alfa Tour is currently working on a development strategy until 2027, including a human resources strategy. As part of this strategy it is planned to develop the corporate culture and organise the role of personnel in the distribution of profits. An important stage is the development of the company's mission and bringing it to all employees of the travel company.

The task. Develop the mission of the travel company "Alfa Tour", following the suggested plan and the provided description of the activity of the travel company.

The suggested plan:

1. Define the mission of the organisation.
2. The structure of the mission.
3. The concept of the organisation's purpose (strategic, long-term, short-term).
4. A goal tree.
5. Characteristics of the goals (SMART).
6. The goal-based management method.

Guidelines for doing the practical task

There are two understandings of the organisation's mission in management theory and practice. The mission can be considered as a statement of the company's philosophy and purpose. Such a mission can be reflected in an advertising slogan, a corporate slogan and presented in the corporate code or company policy.

As an example, the following are excerpts from the missions of various organisations.

The division of the Swiss company "Novartis", which manufactures pesticides for the control of dicotyledonous weeds of cereal plants: "We exist to provide food for the world's population".

The Ford company: "Give people a cheap product".

Otis: "Our mission is to provide the customer with a more reliable means of moving people and objects up, down, sideways over short distances than our competitors".

American Red Cross: "Our mission is to improve people's living conditions, take care of people, and help them avoid and cope with critical situations".

Montana Zoo: "Create a pleasant entertaining and educational experience for the visitor, while providing quality care for animals and plants and implementing an appropriate breeding programme for animals that need it".

The mission can also be considered as a formulated statement (document) as to why or for what reason an organisation exists, which manifests the difference between that organisation and others like it. In this case, the mission of the organisation has a certain structure.

The structure of the mission as a document can be represented by the following sections:

1. A brief history of the company. A brief description of the company's area of activity.

2. What philosophy does the company follow?

3. The current style of behaviour:

towards consumers (what is the value system; what are the obligations to society: to the region in which it operates);

towards employees (what obligations to the employees does the firm have; how highly it values its employees);

in terms of its relationship with partners (what is the system of values and business ethics?).

4. Does the company's management concept have advantages over competitors?
5. Certain business abilities and opportunities:
the resources it can bring to bear to achieve its objectives;
the firm's policy on advanced technologies.
6. How stable is the company and what are the prospects for its development? Desirable image of the company in the future.

Homework. Preparing an essay

Essays themes

1. The efficiency of personnel management in a tourism organisation.
2. The impact of organisational culture on the work results of the staff of a tourism enterprise.
3. Evaluation of the level of competitiveness of the staff of a travel company.
4. Improving the efficiency of a tourism enterprise as a result of better use of its labour potential.
5. Rational staffing of a modern travel company.
6. Ways to improve the efficiency of the tourist enterprise through the use of internal reserves of labour productivity growth.
7. Evaluation of losses from inefficient personnel management of a travel company.
8. Optimisation of labour costs in travel company's activity.
9. Methodological approaches to planning the staffing requirements of a tourist enterprise.
10. Investment in human capital of a travel company.
11. Assessment of the human capital of a tourism enterprise.
12. The impact of an organisation's motivational resource on the dynamics of staff quality.
13. The impact of labour market conditions on personnel management of a tourism enterprise.
14. State regulation of social and labour relations.
15. The impact of organizational culture on career development in an organization.
16. Work and personnel certification in tourism enterprise activity.
17. Business career planning for the staff of a travel company.

18. Improving the system of labour motivation at a tourism enterprise.
19. Difficulties of training the personnel of a travel company under conditions of market relations.
20. Evaluation of the effectiveness of staff training.
21. Modern technologies of personnel marketing at an enterprise.
22. Effective application of forms of staff employment in a travel company.
23. Development of personal potential in the process of labour activity of a tourism enterprise.
24. Practical application of modern methods for assessing the business qualities of employees in the activities of a travel company.
25. Management of labour adaptation of tourism company personnel.
26. Socio-psychological climate in a team.
27. State personnel policy and the mechanism for the policy implementation.
28. Personnel policy of an organisation.
29. Analysis of staff composition and ways to improve the professionalism of employees.
30. Personnel assessment: goals, forms, methods.
31. Ways to improve the staff of an organisation: selection, personnel development.
32. Personnel placement and management of the personnel reserve of an organisation.
33. Regulation of personnel activities: analysis of job descriptions.
34. Regulation of personnel activities: analysis of regulations of structural subdivisions.
35. Personnel service of an organisation: tasks, functions, personnel.
36. Adaptation of personnel.
37. Conflict management in an organisation.
38. Difficulties in managing the workforce.
39. Motivation of the travel company staff activity.
40. Problems of adapting foreign experience in personnel management to modern domestic conditions.

Guidelines for doing the practical task

Preparing an essay involves independent study of the relevant literature, articles in periodicals and the use of computer tools.

The essay on the academic discipline "Personnel management of a tourism enterprise" is carried out by the student independently during the semester and must comply with the standard formatting requirements:

the title page (the exact name of the chosen topic and the academic discipline, the author, the supervisor, the name of the educational institution, the faculty, the group, the month, the year);

the plan or content;

the printed text that corresponds to the questions of the plan and covers all the main theoretical issues of the given topic;

statistical data and/or current practice examples – Ukrainian and/or international;

at the end of the essay: a list of references, necessarily including modern sources.

The volume of the essay should be not less than 10 pages of type-written text (page size A4, line spacing 1, font size 14). According to the proposed list of themes, the essay should be written on the actual theme of modern practice of tourist enterprises, and the student's understanding of this should be reflected in the content of this type of independent work (the named problems and ways to solve them).

An important requirement is the use of factual and/or statistical material from modern financial and economic practice, which can be derived from various sources: advertising and information materials of analytical and rating agencies, statistical compilations, scientific articles, Internet sites. It is obligatory for the essay that current factual data and laws, concepts and other official documents proving the connection of theory with the life of society be cited and commented on.

The criteria for essay evaluation:

1. Compliance with formal requirements for the essay.
2. Competent and complete development of the topic.
3. Independent work on the essay (the use of ready-made essays from the Internet is prohibited).
4. Ability to work with educational, professional literature.
5. Ability to work with periodical literature, electronic educational resources.
6. Ability to summarise and draw conclusions.
7. Ability to draw up a bibliographical list for an essay.
8. Adherence to the requirements for essay design.
9. Ability to summarize the main points of the essay during the defence.
10. Illustration of the essay defence by presentation.

A presentation is a speech to an audience aiming to present certain achievements, the results of the group's work, a report on the implementation of individual tasks and briefings.

Theme 2. Resource provision of personnel management

General guidelines for studying the theme

In studying this topic, the following issues need to be considered.

2.1. The legal framework for personnel management at tourism enterprises.

The Labor Code of Ukraine. Laws of Ukraine "Employment of Population", "Collective Agreements and Contracts", "The Procedure for Resolution of Collective Labour Disputes (Conflicts)", "Wages", "Labour Protection", "Pension Provision". Control over observance of labour legislation. Internal labour regulations. Collective agreement. Staff schedule.

2.2. Scientific and methodological support of personnel management at tourism enterprises.

The handbook of qualification characteristics of workers' professions. Interindustry norms and regulations. The International Labour Organisation (ILO). The Convention and Recommendations of the International Labour Organisation.

2.3. Information base of personnel management at tourist enterprises.

Information support of personnel management. Personnel management information system.

2.4. Staffing of personnel management at tourism enterprises.

Personnel service at tourism enterprises. Functions of the personnel service of a travel company.

Practical task. A seminar-discussion "Information and legal support of personnel management"

Issues for discussion:

1. Personnel management in a modern organisation's management system.
2. Conceptual foundations of personnel management of an organisation.
3. Characteristics of personnel management methods.
4. Fundamentals of strategic personnel management of an organisation.

5. Group management methods and their effectiveness.
6. Paradoxes and contradictions in personnel management.
7. The main theories of organisational conflict.
8. Culture of communication as a factor in the success of personnel management.
9. Corporate culture and organisational effectiveness.
10. Personality as an object and subject of management.
11. Managing the behaviour of the organisation's staff.
12. Management and leadership in an organisation's personnel management system.
13. Organisational behaviour.
14. Determination of the effectiveness of interaction between the leader and the subordinate in an organization.
15. Personnel audit and methods of personnel formation.
16. Styles of management and methods of managerial action.
17. Leadership: style and efficiency.
18. Characteristics of the main types of leadership style.
19. Methods of maintaining the work capacity of the staff.
20. Personnel management in a hotel.
21. Personnel management in a travel company.
22. Human resource management and recruitment in a hospitality enterprise.
23. Technology of recruitment, evaluation and selection of personnel.
24. Planning of human resources and personnel activities of an organisation.
25. Recruitment and selection of personnel.
26. The policy of recruitment and selection of personnel based on an example of activities of a travel company.
27. Professional development of personnel.
28. Policy of professional development of the staff of a tourism enterprise.
29. Improvement of personnel policy in an organization.
30. Improvement of the system of training, retraining and staff development.
31. Improving the efficiency of the organization's personnel management.
32. Personnel planning in an organization.

33. Methodology for developing a career strategy.
34. Optimisation of the recruitment process.
35. Calculation of the effectiveness of various methods of personnel selection.
36. Improving the efficiency of personnel assessment in an organization.
37. The impact of competitiveness on the quality of hotel services.
38. Motivation of organisational behaviour.
39. Motivation as one of the ways to improve the efficiency of personnel management in an organization.
40. Difficulties of motivation under modern conditions.

Guidelines for doing the practical task

Seminar-discussions are a consultative form of study that helps students understand what they have not understood at the lecture or while reading a book. Like lectures, they mainly focus on narrow but relevant topics. The main aim of this method of teaching is to consolidate and finalise the content of the material previously presented in the lecture. The main focus of the seminar is the dialogue between the students and the teacher, which helps to analyse the material from different angles, relate it with the experience and knowledge that students have. This increases the efficiency of mastering the topic under consideration and ensures the continuity of the educational process. Seminars, in contrast to lectures, are held in small groups, involve more active listeners and are characterized by two-way communication during classes. They make it possible for the teacher to establish stronger relationships between the material received by the students at the lecture and the knowledge and experience that they currently have, the most important place in them is given to the discussions and presentations of students.

Practical task. A demonstration role-playing game "Negotiations by phone"

Guidelines for doing the practical task

Role-playing games constitute a type of human activity that reflects (reproduces) its other types. In the process of such a game, decisions and patterns of thinking of the participants are analysed and revealed. If the

participants of the game are experts, the game is transformed from a role-playing game into an expert game.

Two people are invited to participate in the game, one as a sales manager and the other as a customer. The participants are asked to simulate a telephone conversation in which they demonstrate the manager's ability to effectively build a conversation.

Others are given the task to watch the negotiations and identify:
the goal that the manager realises during the negotiation;
the method of conducting the telephone conversation;
the meaning of the entire course of the negotiation.

When the game is over, an exchange of opinions of the negotiators is organised. After the teacher's commentary, it is advisable to organise a role-play game for other students to practise and consolidate the skills. It is recommended that students work in groups of 3 to 4.

In notebooks, it is necessary to record the algorithm of conducting a telephone conversation with a client, to call the travel agency and record the sales manager's actions in presenting the tour, and to evaluate the progress of the telephone conversation.

The following issues can be used to evaluate the telephone conversation:

1. I had mapped out the line of conversation before I made the call.
2. I thought about how future suggestions could be useful to me.
3. I knew what to answer to the question "Where would you like to relax?"
4. My voice sounded upbeat and businesslike.
5. I asked leading questions.
6. I was restrained and did not say too much.
7. My language was devoid of cliché.
8. I did not utter parasite words.
9. I made an appointment for a private meeting.

Theme 3. The personnel management system of a tourist company. The collective

General guidelines for studying the theme

In studying this topic, the following issues need to be considered.

3.1. The ratio of the notions of staff, personnel and human resources.
Classification of personnel at tourism enterprises.

The notion of staff, personnel and human resources. Human capital. The main features of the staff. Classification of personnel based on categories. Qualifications. Profession specialty. Job opportunities.

3.2. Personnel management system at tourism enterprises.

Personnel management. Tasks of personnel management. The main functions and principles according to personnel management. Methods of personnel management.

3.3. Personnel records management at tourism enterprises.

Personnel records management. Directions of personnel records management. Groups of documents according to management functions. Documentation support of accounting and movement of personnel. Employment contract.

3.4. The collective.

A social group. A collective. The workforce of a company. Collective types.

3.5. Psychological features of a collective.

Psychological climate. Components of psychological climate. The difficulties of mobility and harassment in labour collectives. The basic components that characterise the psychological profile of a person.

Practical task. Open discussion of personnel management problems

Knowledge test questions:

1. Provide a description of the stages in the development of personnel management in the twentieth century.
2. What is the essence of approaches to human resource management (managerial, humanistic, corporate)?
3. Describe the main principles of personnel management.
4. Describe the main ways to manage the personnel of a travel company.
5. What does the implementation of an integrated approach to the methodological support of the personnel management system of a tourist enterprise include?
6. What factors influence the effectiveness of training of the organisation's employees?
7. How is the success of on-the-job training programmes monitored?
8. Describe the stages (procedures) of personnel certification.
9. What is the stimulation of labour activity of the staff?

10. Describe the personnel policy of a tourism enterprise, its purpose and content.

11. Define the personnel requirement of a tourism enterprise, the essence, directions and methods of assessment.

12. Expand on the place and role of personnel management of a travel company in the management system.

13. Describe the stages of creating an effective organisational culture as part of strategic personnel management.

14. Justify the relationship between personnel policy and enterprise development strategy.

Guidelines for doing the practical task

Open discussions on problems in this problem area involve several students with equal rights. During such a free discussion, an open exchange of views and the issuance of general recommendations are organized. The task of such a discussion is to collectively, from different points of view, explore the controversial hypotheses of the subject area.

Homework. Doing the competence-oriented writing assignment

Guidelines for doing the competence-oriented writing assignment

The variant of the competence-oriented task is chosen according to the last digit of the student's grade book number (number 0 corresponds to variant 10). The volume of competence-oriented task is 10 – 15 printed sheets of A4 format. Only a computer version of the work is possible in accordance with the accepted requirements. It is obligatory for the paper to have a title page, contents, a list of references and other sources for the last 2 – 3 years (including electronic resources). The numbering of the work begins with the contents (page 2).

A competence-based assignment should be handled creatively. Its quality is assessed by how well and independently the answers to the questions are provided and to what extent not only the recommended, but also additional literature and specialised journals are used. Answers to the questions should show the ability to analyse and summarise the studied

material. Reference to the sources of literature should be made according to the numbering in the bibliography list. When referring to a website, the name of the author, the title of the article, the name of the website should be indicated.

The homework competence-based assignment includes three questions: two theoretical and one practical. Giving an answer to the question according to his own version, the student must first give it in full in the form of a heading, and then give answers. The text of the assignment should be printed, leaving space for the teacher's comments.

The homework competence-based assignment that has been completed in accordance with the requirements is corrected and evaluated by the teacher. If there are comments, after the student has made corrections and additions, the written homework shall be graded repeatedly. Work completed without compliance with the requirements will be returned to the student without grading.

Homework competence-oriented writing assignment

Option 1

1. Describe the characteristics of different categories of staff.
2. Describe the essence and types of personnel policy of a tourism company.
3. What is the reason for the emergence of people management as a special type of activity? What is the difference between the main issues of human resource management of a tribal community of hunters, a boot-making workshop using the labour of five hired workers, a battleship, a modern university?

Option 2

1. Describe the advantages and disadvantages of external and internal sources of recruitment for a tourism enterprise.
2. Describe the characteristics of different strategies for employee behaviour in conflict.
3. What methods of determining the requirements for a candidate to fill a vacant position do you know? Which method would you recommend to a company looking for candidates for the position of CEO (programmer, car assembly worker)?

Option 3

1. Describe the different types of personnel policy (active, passive, open, closed).
2. Describe the features of the competitive procedure for the selection of personnel of a tourism enterprise.
3. What is the internal logic of the traditional compensation system? Why did it become most widespread in the 1960s – 1970s?

Option 4

1. Justify the effectiveness of various types of employee incentives.
2. Describe the criteria for evaluating the work of managers of a travel company.
3. What are the goals of the employee compensation system? Which of them, in your opinion, are priorities for a private engineering concern? For a public library? For a family hotel?

Option 5

- 1 Describe the technology for interviewing a job applicant.
2. Name the elements of the wage system.
- 3 What are the staffing needs of an organisation? What factors influence the formation of personnel requirements? What are the human resource needs of a tourism organisation primarily determined by ... (give an example)?

Option 6

1. Name and describe different types of careers.
2. Describe the stages of staff selection for a tourism enterprise.
3. How to forecast the organization's staffing needs? Comment on the advantages and disadvantages of the methods you know. What methods would you recommend to a large commercial bank, a tourist operator, a fast food restaurant to determine staffing needs?

Option 7

1. Name and describe the essence of different labour performance evaluation methods (questionnaire method, graphical rating method, etc.).
2. Explain the specifics of different types of labour adaptation of a travel company personnel.

3. What does the success of performance appraisal interview depend on? How should the manager who conducts the performance appraisal (the appraised employee) prepare himself/herself for the appraisal?

Option 8

1. Name the types of labour motivation and describe the methods of staff motivation.

2. Name the sources of the organisation's talent pool.

3. What determines the needs of a travel organization in the professional development of its own employees? How might the professional development needs of an aviation design bureau and an international chain of travel agencies differ?

Option 9

1. Identify the conditions for successful labour adaptation of the staff of a travel company.

2. Describe the different forms of professional development.

3. What is a system of professional promotion? Give an example of professional promotion of a tourism enterprise manager.

Option 10

1. Name the features of the different forms of remuneration of staff.

2. Describe the features of the personnel appraisal procedure.

3. What is a talent pool? Expand on the structure, principles and procedure for the talent pool formation.

Theme 4. Development of personnel management at a tourism enterprise

General guidelines for studying the theme

In studying this topic, the following issues need to be considered.

4.1. Recruitment technology at tourism enterprises.

Staff recruitment. Stages of the recruitment process. Competence. Competence model. Job description. Qualification card. Workplace model. Personnel selection criteria. Types of selection interviews. Recruitment. Sources of staff recruitment. Recruiting. Headhunting.

4.2. Technology of personnel adaptation at tourism enterprises.

Adaptation. Directions of labour adaptation. Types of adaptation of a new employee in an organisation. Stages of adaptation. Coaching.

4.3. Staff release at tourism enterprises.

Dismissal. Release. Grounds for termination of an employment contract. Features of dismissal for various reasons. Procedures for termination of employment.

Practical task. An individual task on the topic

Topics for individual tasks

1. Development of approaches to human resource management: managerial, humanistic, corporate.
2. English, American, Japanese and domestic experience in the formation of personnel management philosophy.
3. The place of the personnel management system in the management system of a tourist enterprise.
4. Features of normative and legal support of personnel management in a modern organization.
5. Requirements for the system of personnel management based on the generalization of foreign and domestic experience.
6. Historical basis of the theory of human capital.
7. The cycle of reproduction of human capital.
8. Directions for the development of the personnel potential of tourism enterprises in a market economy.
9. Problems of formation of personnel potential of a tourist enterprise.
10. Prospects for the development of strategic personnel management.

Guidelines for doing the practical task

An individual task is one of the forms of organisation of the educational process in higher education institutions which provides conditions for full realisation of students' creative abilities, and aims to deepen, generalise and consolidate the knowledge that students receive in the learning process, as well as to apply this knowledge to practice.

Individual tasks include writing abstracts, essays, performing computational and graphic works, preparing reports, analysing practical situations, preparing abstracts for publications on various issues, research for olympiads, conferences, etc.

The aim of an individual task is to cover the topic in depth and in full, on the basis of generalization and critical analysis of the theoretical background to the issue under study, and to express your own viewpoint and justify your conclusions on a given issue.

A prerequisite for an individual task is that it is aimed at solving the problem posed, highlighting personal attitudes towards the issue under study and the creative nature of the work as a whole.

An individual task implies independent work with literature and internet resources on the relevant topic. Based on the results of the scientific analysis of the material, the student proposes his/her own solution to the problem and supports his/her work with a presentation of the research results.

The analytical-calculation task

Description of the situation. A tour operator is opening a branch office abroad. The Human Resources Department needs to recruit 285 new employees. To solve the problem, the following recruitment channels were used: advertisements in newspapers, on radio and television, on the Internet, an announced competition for filling new vacancies within the company; recruitment sources: a private recruitment agency, job fairs, the employment service, job rotation. 75 people responded to media advertisements, of which 25 were selected. 55 people were recruited via the Internet, of which 20 employees were selected. Job fairs recruited 75 people, of which 30 were selected. The employment service recruited 130 people, of which 75 were selected. 90 people took part in the internal competition, of which 60 were selected. 90 people were recruited through a private agency, 60 of them were selected. 20 people were offered for rotation and 15 of them were selected.

Problem statement. Determine the most effective sources, channels of recruitment for the specified enterprise.

Test tasks

1. *Competitive recruitment is:*

- a) a method of recruiting personnel based on creating conditions for competition among candidates or matching a candidate to a position;
- b) collection of information about the experience, level of knowledge and assessment of professionally important qualities of the applicant;

- c) qualities of potential employees;
- d) the last stage of the candidate assessment, which consists of a procedure for comparing the results of the candidate assessment.

2. The combination of knowledge, skills and abilities necessary for a person to successfully perform professional duties is:

- a) qualification;
- b) professional suitability;
- c) the competence of the employee;
- d) professionalism.

3. What functions does the personnel planning and marketing sub-system perform:

- a) development of personnel policy;
- b) determination of staff needs, labour market analysis;
- c) analysis of personnel potential, personnel selection;
- d) personnel training?

4. Labour potential is:

- a) part of the population with physical development, mental abilities and knowledge that are necessary for work in the economy;
- b) the totality of the spiritual and physical abilities of a person that he/she uses every time he/she creates consumer value;
- c) the ability of the organisation's personnel, if it has certain qualitative characteristics and appropriate socio-economic, organisational conditions, to achieve a certain end result;
- d) the working part of the country's population.

5. Which of the following is not part of the personnel management service:

- a) labour relations department;
- b) medical service;
- c) repair and maintenance service;
- d) departments involved in the organization of wages?

6. Which coefficient is used for the wage fund distribution:

- a) the labour participation rate;
- b) the coefficient of efficiency;

- c) the quality coefficient;
- d) the deflation coefficient?

7. *What is the name of the document for an employee who has passed certification:*

- a) certification sheet;
- b) conclusion of the commission;
- c) diploma;
- d) certificate?

8. *Which of the following is not a source of labour recruitment:*

- a) employment service;
- b) job fair;
- c) recruitment agencies;
- d) personnel audit;
- e) educational institutions?

9. *Which of the following is not a recruitment channel:*

- a) advertisements in the media;
- b) personal acquaintances;
- c) contacting an employee of their company;
- d) job rotation;
- e) Internet?

10. *Which of the following is not a recruitment activity:*

- a) part-time acquaintance with the applicant;
- b) preliminary interview;
- c) improvement of candidate's workplace;
- d) testing;
- e) final interview?

11. *A distinctive feature of human capital is:*

- a) the possibility of making a profit;
- b) the impossibility of separating it from the personality of the carrier;
- c) ease of diversification;
- d) high liquidity;
- e) rapid depreciation.

12. The features of human capital do not include this statement:

- a) ownership of human capital can be transferred;
- b) the cost of education is associated with a decrease in free time;
- c) the value of human capital is more difficult to measure than the value of physical capital;
- d) human capital is characterised only by obsolescence.

13. Which of the following questions does not give an answer regarding personnel planning:

- a) how many employees, what qualifications, when and where the firm will need;
- b) how to attract the necessary and unnecessary staff without causing social damage;
- c) to whom and in what amount the final products will be sold;
- d) how to ensure the development of personnel and how to maintain knowledge in accordance with production requirements;
- e) how much will the planned personnel measures cost?

14. Production training costs do not include:

- a) the time spent;
- b) the effort of the trainee worker;
- c) the costs of basic education;
- d) the teaching activities of a mentor;
- e) equipment and materials used for on-the-job training.

15. A small group with a high level of cohesion, with a common goal shared by each of its members, group norms and traditions is:

- a) a temporary group;
- b) a long-term group;
- c) a team;
- d) an informal group.

16. A change in behaviour or beliefs due to real or imaginary group pressure, resulting from a conflict between the opinion of the individual and the opinion of the group, is:

- a) conformism;
- b) compromise;

- c) group polarisation;
- d) group cohesion.

17. An employee has the right to:

- a) demand a written refusal of employment;
- b) appeal against the refusal in court;
- c) receive compensation for the refusal (if the enterprise has not justified the refusal);
- d) apply to a court to claim compensation for moral damage (if the company has not justified the refusal).

18. The work with personnel, their selection, development of documents on personnel management and their accounting is carried out by the following specialists:

- a) personnel service;
- b) marketing service;
- c) planning and forecasting service;
- d) director of an enterprise.

19. It is not possible to assess the performance and determine the degree of responsibility of each employee in the first place without:

- a) motivating and encouraging employees;
- b) correctly drawing the vacation schedule for employees;
- c) taking into account social and psychological factors in personnel work;
- d) strict regulation in personnel work (job descriptions, etc.).

20. The method of recruiting, which is characterized by the fact that a specific enterprise becomes the object of the search for qualified personnel, and the purpose of the search is to "poach" certain employees using available sources and "underground" methods, is:

- a) headhunting;
- b) benchmark marketing;
- c) outsourcing;
- d) franchising.

21. The motivation of the staff working in a tourism organization is characterized by:

- a) economic and moral incentives for the staff;

- b) conditions for employees to express their creative potential;
- c) professional development of personnel;
- d) all answers are correct.

22. Building an organisational structure depends on:

- a) the type of organisation and size of the enterprise;
- b) the size of the enterprise and form of ownership;
- c) the type of organisation, size of enterprise and form of ownership;
- d) the type of organisation and form of ownership.

Guidelines for doing the practical task

1. Only one answer is correct in the tests.

2. The effectiveness of sources, personnel search channels are determined by calculating the so-called selection coefficient (K_s). It is calculated by dividing the number of selected candidates by the number of applicants from which the selection was made. But the cost of each of these channels and sources plays an important role in determining the efficiency.

Content module 2

Personnel development of a tourism company

Theme 5. Personnel planning and policy of a tourism enterprise

General guidelines for studying the theme

In studying this topic, the following issues need to be considered.

5.1. The essence of personnel marketing.

Personnel marketing. The purpose of personnel marketing. The algorithm of the personnel marketing process.

5.2. Personnel planning at tourism enterprises.

Workforce planning. Levels of workforce planning. Operational plan of work with personnel. Ways to cover the need for staff. Human resource planning. The main methods for calculating the need for personnel. Headcount management. The main stages of headcount optimization. Personnel reserve.

5.3. The essence and types of personnel policy at tourism enterprises.

State personnel policy. Personnel policy of an enterprise. The meaning of personnel policy. The goals of personnel policy. General requirements for personnel policy under modern conditions. Types of personnel policy of an organization. Management styles. Stages of formation of personnel policy.

5.4. Borrowed labour and non-standard forms of employment at tourism enterprises.

Flexible forms of employment. Borrowed labour. Outsourcing, insourcing, selection of temporary staff. Outstaffing. Personnel leasing. Prospects for application of non-standard forms of employment in the tourism industry.

Case study. Designing the human resources department of the hotel "Zirka"

Prior to the arrival of the new manager, the hotel "Zirka", like most domestic organisations, had a traditional attitude towards the human resources management service (HRMS) as a staff service. The hotel did not have a long-term HR strategy. The HRMS performed only the technical functions of the human resources management. The heads of functional departments and services implemented basic personnel procedures. They independently searched for the necessary specialists, took care of professional development and prepared succession pools, thereby fulfilling the functions of a personnel service.

The following problems were found as a result of the personnel audit:

inconsistency of the organisation's structure with the tasks of the enterprise at its current stage of development;

failure to perform many HR management functions (lack of assignment of key HR management functions to employees);

understaffing in general and at management levels;

mismatch between the level of staff training and the requirements of the business;

high rate of staff turnover;

disinterest of employees in achieving the overall goals of the organisation.

It was decided to reorganize the management structure by creating a HRMS that fully meets the modern requirements of the organization and aims to build, maintain and develop the overall competitiveness of the enterprise, including the labour market.

Top managers have developed functional strategies, including a human resources strategy as part of the overall strategy of the organization.

The analysis of the staffing situation in the region showed that the enterprise operated under conditions of a qualified workforce shortage. The market (segment) of graduates of educational institutions occupied a significant part of the regional market of tourism and hospitality industry professions, which was an opportunity for the hotel. However, when assessing the potential of this segment, it can be noted that the potential staff had no practical experience.

Many educational institutions carried out retraining of specialists in this field, organized refresher courses.

In such circumstances, the following areas of work with personnel became a priority:

- staff development;

- career planning for employees;

- motivation problems (satisfying the need for stability, security, social acceptance);

- initiation of the innovation development process.

So, at this stage, the structuring of personnel management objectives was carried out. In the next stage of the design of the hotel "Zirka" HRMS, the managers determined the composition of the management functions that would allow these goals to be achieved.

1. Planning system:

- analysis of the composition and use of the workforce;

- monitoring and evaluation of activities;

- elaboration of workforce development programmes.

2. Personnel recruitment and assessment system:

- selection and placement of personnel based on the analysis of their qualifications and prospects for promotion (growth) in the organisation;

- establishment of relations with organisations operating in the labour market and educational institutions.

3. Personnel adaptation system:

- organising stable communication systems for all employees;

- establishment of conflict management procedures;

- organising and coordinating the mentoring system.

4. Motivational system:

- creation of a system of accounting for personal and group results;

establishment of an employee remuneration system using objective labour evaluation methods and taking into account innovative solutions in employee activities;

establishment of a system of incentives for new and significantly changed functions and jobs;

creation of a programme for the formation of the employee's motivational potential for productive work;

creation of a corporate culture support program.

5. Personnel development system:

organizing and coordinating the expansion of the employee's competence and his career growth in the organization;

organisation and coordination of staff performance appraisal system by line managers and on-the-job training system;

drawing up individual career plans (personal and career advancement) for all employees;

organisation of training and professional development of employees.

To implement these functions, the structure of the HRMS of the hotel "Zirka" was designed. The composition of the HR department has been determined and a staffing schedule has been developed.

When the top managers of the hotel "Zirka" planned the composition and number of staff in the HRMS, they gave higher priority to those departments that were responsible for fulfilling the main goals: motivation and development of staff.

The status of the HRMS of the hotel "Zirka" is defined by a special regulation covering:

general provisions;

functional responsibilities;

rights;

responsibilities;

job responsibilities of all employees of the service.

The regulation implies subordination, responsibility, appointment and transfer of managers and specialists.

Other regulatory documents (in accordance with the personnel policy) – manuals, instructions and other regulations – have also been developed to ensure that the work is organised correctly.

An important step is to determine the budget for the HRMS costs.

All costs during the design of the human resources department at the hotel "Zirka" were divided into the following areas: department maintenance costs, HRMS staff salaries (estimates for corporate events; staff recruitment, testing and training costs).

Tasks:

1. Name the stages of establishing a HRMS in an organisation.
2. Schematically represent a possible HRMS in the same organisation under the assumption that the following areas (relevant in an open personnel policy in a highly competitive labour market) are prioritised in personnel management activities:

recruitment of qualified personnel;

adaptation to the specifics of this enterprise;

creating a favourable image for the implementation of personnel policy;

improvement of the company's competitiveness on the labour market.

Describe managerial functions to the employees of HRMS department.

3. Provide a description of the document "Regulations of the HRMS Department" using the hotel "Zirka" as an example.

4. Draw a possible diagram of the functional relationships of the hotel "Zirka", showing the horizontal links between the functional units of the management apparatus and the HRMS units, as well as the functional relationships between the HRMS units.

Issues for discussion:

1. The concept and tasks of the personnel service.
2. The structure of the personnel service.
3. Stages of formation of personnel services.
4. Professional qualification of employees of personnel services.

Guidelines for doing the practical task

In many western corporations, the head of personnel management department is a vice-president. Due to the high status, the head of personnel management department is kept abreast of all the organisation's affairs and is aware of changes in its policy and development strategy. He can quickly make changes to personnel tactics because of this.

The construction of the Personnel Management Service (PMS) structure depends on a number of factors in the internal and external environment of the organisation. The set of functions that determine the managerial

composition of each subdivision of the PMS is directly dependent on the structure of the goals of personnel management of the enterprise. At the same time, an important factor influencing the design of the PMS structure is the characteristics of the current labour market situation. For example, when there is a shortage of labour force in the labour market, the priority direction in personnel management activities can be defined as the development of employees of the organization. This means that a separate structural unit (sub-unit) may be selected within the PMS structure to perform a number of training and promotion functions for the organisation's employees. In the highly competitive labour market, with the increasing need of the organisation for additional staff, the focus of personnel management activities may be on the recruitment and selection functions, so the unit performing the relevant functions may increase the number of employees and specialists (image-maker, psychologist, etc.) may also be involved. A unit that performs priority functions in personnel management can be divided into several departments.

Practical task. Development of a personnel policy for a travel company

Describe the possible components of the personnel policy of a travel company in the face of a reduction in production.

Issues for discussion:

1. The concept of personnel policy.
2. The content and objectives of personnel policy.
3. Types of personnel policy.
4. The relationship of the enterprise development strategy, personnel policy and personnel strategy.
5. The concept of personnel strategy.
6. The main types of personnel strategy (relationship with the organization life cycle stages).

Guidelines for doing the practical task

The organisation's choice of cost reduction strategy affects all areas of management, above all human resource management. Among the personnel decisions, one can mention incentive programs to reduce the consumption of raw materials and electricity. At the same time, part of the savings from the

implementation of these programs can be directed to the encouragement of those employees who provided it. Another way to reduce costs is to optimize the number of staff, but it is often accompanied by its reduction. A positive consequence of the implementation of staff reduction programs is an increase in the productivity of the remaining employees. The negative side for organizations that follow this strategy is that downsizing is a painful process. It disrupts normal work routines, complicates team relations and reduces the loyalty of employees to management. In addition, although staff reduction programmes aim to reduce costs, they themselves require additional funds (for example, for the payment of benefits, training of those who will have to perform the functions of the released employees, etc.). Therefore, the dismissal of employees without a well-thought-out strategy may not only fail to give the expected results, but may even lead to additional costs in the long run. The stage of downsizing and reorganisation of production is mostly accompanied by a serious aggravation of labour problems, which requires special efforts and targeted actions from human resources professionals.

Theme 6. Formation of the human capital of a tourist enterprise

General guidelines for studying the theme

In studying this topic, the following issues need to be considered.

6.1. The concept of human capital.

Human capital theory. Human capital. Features and differences of human capital.

6.2. Approaches to the study of human capital.

G. S. Becker's concept of human capital. The concept of human resource analysis.

6.3. Forms and components of human capital.

Total human capital. Specific human capital. Material and immaterial human capital. Consumption capital. Productive capital. Forms of embodiment of human capital. Components of human capital.

6.4. Human capital formation factors of a tourism enterprise.

Demographic, socio-demographic, social, economic, organizational, environmental, educational, institutional, mental factors.

Practical task. Corporate culture of the restaurant "Pan Stepan"

The restaurant "Pan Stepan" and the hotel "Pan Stepansky" is the only complex that is one of the best known in the Kharkov hospitality market.

The complex's management team, whose work is based on a commitment to European hospitality industry standards, is highly professional.

Ivanov's career as a restaurant service manager can be called a success: he worked as a cashier, waiter, maitre d'hôtel, and later became a manager. He learned how to work "European style" in Italy, where, as a student of S. Kuznets Kharkiv National University of Economics, he had an internship in a restaurant of a four-star hotel. After his internship in Italy, Ivanov was invited to work at the restaurant "Pan Stepan".

The 24-hour restaurant "Pan Stepan" can accommodate 160 people at a time. Guests come here mainly for business meetings. The buffet menu runs the gamut from cold snacks to desserts and features a range of national cuisines. Tuesday and Thursday are traditionally Ukrainian days. "Unlike restrained foreigners who know the measure, Ukrainian visitors like extremes, for example, very strong coffee (at the restaurant "Pan Stepan" it is brewed in a multifunctional machine from the German company WMF)", says V. Ivanov. These days, the menu features traditional Ukrainian dishes produced under the guidance of a Ukrainian chef.

The staff at Pan Stepan consider their team to be one big family. Pan Stepan sometimes hosts parties for the hotel's employees, where everyone from the stewards to the general manager has fun. Foreign management is harmoniously complemented by the initiative of domestic personnel. It is as if two cultures, two approaches to work – German and Ukrainian – are united in the hotel. Seminars on intercultural management constantly take place. Hotel employees are sent to Germany to study culture and business of this country. Pan Stepan chefs have presented Ukrainian cuisine in Switzerland and Bangkok.

The waiter of the restaurant "Pan Stepan" can be recognized by a slender posture, as well as a long apron and a special uniform.

Characteristically, the restaurant "Pan Stepan" and the hotel's units employ people with higher education. Many of the waiters are students of S. Kuznets KhNUE and they do not consider it indecent to serve the table. There are unwritten rules learned by every member of staff: not to use

the lifts, not to smoke during service, to work quickly, to look after their appearance. Each employee is clearly aware of his or her responsibilities as defined in the job description and other internal documents.

"V. Ivanov's subordinates repeatedly approached him", journalist I. Andreeva writes about her observations of the restaurant "Pan Stepan". "A girl in a uniform quietly said that two guests refused to pay for the ordered portion of salad. Another woman, who came up to him, panting, reported to her boss that she had not received all the decorations for the evening. With the words: "We'll sort it out in a moment", Ivanov stepped out for a while".

The hotel's room service is available 24/7. The peak hour is in the morning, when breakfasts are delivered to guests' rooms. There is no limit to the amount of tips paid to employees for service, but "abuse" is punished severely, up to and including dismissal.

According to I. Andreeva, Pan Stepan's unique style is made up of various features, with high quality restaurant service being one of the most important constituents.

Assignments:

1. Describe the organizational culture of the restaurant "Pan Stepan". What elements of culture are reflected in the above situation (categorize them into three main levels of corporate culture)?

2. What corporate culture support methods can be used (or shown in the situation) at Pan Stepan to improve organizational effectiveness?

Issues for discussion:

1. Definition of the corporate culture of an organisation.
2. The content of corporate culture (subcultures and countercultures, three levels of corporate culture).
3. Creation and support of corporate culture.
4. Development and change of corporate culture.
5. The impact of culture on organisational effectiveness.

Guidelines for doing the practical task

Corporate culture has many aspects and can be classified according to various criteria into formal and informal, objective and subjective, subcultures and countercultures, etc.

Organizational culture has a specific structure, being a set of assumptions, values, beliefs, symbols, and rules of behaviour. When determining

the elements of corporate culture, the scheme of dividing it into three levels according to E. Schein is often used:

the external facts or "symbolic" level;

"sub-surface" level, which refers to the deeper values shared by members of the organisation;

"underlying" level, which includes the implicit and taken-for-granted assumptions that guide people's behaviour by helping them perceive the attributes that characterise organisational culture.

Case study. Conflict between top managers at SkyUp Airlines

Confrontation between top managers of different ranks is one of the most common corporate conflicts, culminating in the departure of one of the conflicting parties.

Disagreements between SkyUp Airlines' CEO V. Shevchuk and his first deputy for financial and commercial activities A. Antoniuk began in 2012. Unofficially, SkyUp Airlines employees cited differences in views on business development as the reason for the conflict: Antoniuk allegedly offered to make the company more transparent, while Shevchuk was happy with the existing system of work. A circle of fans of SkyUp Airlines managers had formed around each of them.

The initial situation was typical of the "boss-subordinate" conflict: taking advantage of his position, Shevchuk squeezed Antoniuk and his like-minded people out of the company, forcing them off from the levers of management. For example, as one of the employees of SkyUp Airlines said, at the end of 2012, Shevchuk himself, his deputy Antonov, Antoniuk and deputy finance and planning Kuznetsov had the right to sign financial documents. But since the beginning of 2013, only Shevchuk and Antonov have had the right to sign, and Antoniuk and his associate Kuznetsov simply did not have power of attorney renewed. Then only Antoniuk was restored the right to sign. And Kuznetsov resigned from SkyUp Airlines in March 2013 and moved to Bees Airline.

Unexpectedly, SkyUp Airlines' main shareholder intervened in the conflict between Shevchuk and Antoniuk. He noted that according to the results of the company's work, shareholders will decide which of the two leaders will continue to manage the company. However, another expert believes that Antoniuk and Shevchuk will not work together, and the situation will be

resolved one way or another. The maximum term of working together, in his opinion, is one year at the most. In this aspect, the airline's private shareholder's demand for an Extraordinary Stockholders' Meeting was highly symptomatic. The main issue is a change in the composition of the Board of Directors.

Assignment:

1. Name the type, level, cause and stages of development of the conflict.
2. What steps have been taken to resolve the conflict?

Issues for discussion:

1. The role and personality aspects of human-organisational interaction.
2. The concept, characteristic of the group. Types of groups. Group dynamics. Teams.
3. The concept of communication. Communication process, communication networks.
4. Communication styles.
5. The concept of conflict. Types and levels of conflict.
6. Methods of conflict management.
7. Negotiation, negotiation process. Conflict management positions.

Guidelines for doing the practical task

Conflict management is one of the most important functions of personnel management. On average, leaders of organizations spend about 20 % of their working time on solving various kinds of conflicts.

Most often, researchers distinguish three types of conflicts: a conflict of goals, when the situation is characterized by the fact that the parties to the conflict have different visions of the desired state of the object in the future; conflict of views, when the parties to the conflict disagree on the choice of alternatives for solving the problem; personality conflict, manifested in a situation where participants have different feelings and emotions underlying their relations with each other as individuals. Separately, constructive and destructive conflicts, as well as vertical and horizontal conflicts, can be distinguished. Conflict can unfold at different levels: the individual, the group, the organisation. To solve conflicts at different levels, methods and styles are used accordingly. Structural methods can be used to deal with organisational conflicts.

The following stages of the development of the conflict as a process can be distinguished:

1. The preconditions. The emergence of the disagreement. The latent (hidden) stage of the conflict.
2. The growth of tension in relations.
3. Perception of the conflict. Awareness of the situation as a conflict by at least one of its participants.
4. Open conflict. Actually conflict interaction, the use of various inter-personal styles of conflict resolution, accompanied by an increase or decrease in emotional tension:
 - minor disagreements and misunderstandings;
 - open challenge;
 - aggressive verbal attacks;
 - threats and ultimatums;
 - aggressive nonverbal attacks.
5. Resolution of the conflict. The consequences of the conflict.

Theme 7. Personnel development management at tourism enterprises

Guidelines for studying the theme

In studying this topic, the following issues need to be considered.

7.1. Evaluation of personnel at tourism enterprises.

Personnel assessment. Ways of appraising the staff. Assessment methods. Programs and divisions for assessing the potential of employees.

7.2. Certification of personnel at tourist enterprises.

Personnel certification. Basic requirements for the certification procedure. Stages of the personnel certification process. Management decisions taken as a result of certification.

7.3. Business career at tourism enterprises.

Business careers. Conditions and types of career. Personal qualities of an employee. Career models. Business career management.

7.4. Training of personnel at tourism enterprises.

Training of staff. Improving the qualifications of personnel. Personnel retraining. Personnel development. Professional development.

Case study. Organising training in the period of reorganisation of Kharkiv International Airport

Kharkiv International Airport is one of the largest airports in the country. The number of flights declined sharply after the 2014 crisis, and the flight safety system required the support of the previous number of specialists. The restructuring of the company required major configurations in all management actions. The changes took place against a backdrop of financial turmoil, so monetary incentives for employees were complicated. In particular, bonuses were temporarily frozen and benefits were reduced to a minimum. The changes, although gradual, were implemented quite rapidly, creating a sense of instability and chaos among employees who had worked for the company for fifteen to twenty years. Units were reassigned, functions were handed over, job titles were changed. Many employees attributed the deterioration of the situation not to the crisis, but to the beginning of restructuring, so they did not approve of the management's actions.

One of the projects implemented by Kharkiv International Airport was aimed at building a talent pool through the development and training of employees.

Until that moment, the enterprise had a formed talent pool for promotion with the designation of specific positions and a training program. The reserve consisted of highly successful and visible professionals, but after much deliberation, an unconventional decision was made: to bet not on the reserve, but on employees, perhaps not the most successful at the time, but ready for a change. The fact was that the "reservists" had achieved certain success by this time and were oriented towards receiving dividends in the form of higher pay, a certain social status, and so on. The company's management and human resources department understood that meeting their needs at this time seemed likely. The interests of these employees were in conflict with those of the company. The administration could not offer a real position in a specific timeframe, all positions had to be created anew in the new structure and in parallel a lot had to be learned.

The idea of training seemingly unpromising employees did not initially generate enthusiasm among the management. Too many factors were not predictable. For example, no one could say who should be trained and what. However, the company focused on employees who were at the same stage

of development as the company at that time. The enterprise needs to be reorganised and the employee needs to change at the same time.

Consequently, the following key questions must be answered:

1. How do you select people who are ready for change?
2. How do you motivate these people?
3. What to teach and how?

Assignment:

1. Formulate methods and criteria for selecting employees of Kharkiv International Airport Ltd for training.
2. Formulate a programme (methods) of incentivising these employees.
3. Develop a training programme (covering certain stages and forms of training).

Issues for discussion:

1. The purpose of training (development) of employees.
2. Types and forms of training (development) of employees.
3. The main stages of the analysis of work performance and training needs.
4. Technologies of personnel development.
5. Training as a method of personnel development of the service enterprise.
6. Coaching and mentoring as modern methods of personnel development.

Guidelines for doing the practical task

Continuous employee development is a key prerequisite for the development of a company. The professional development program of the company's employees may include such components as determining the employee's suitability for the position held, training (organization of training, retraining and professional development) of personnel, assessment of training effectiveness in terms of changes in certain personnel performance parameters (productivity, quality), and employee job satisfaction.

The employee motivation system is related with the personnel training system according to two main criteria:

the possibility of training (development) can act as a motivating factor (incentive) for the employee, resulting in an increased level of job satisfaction at the enterprise;

there is a need to create an incentive system in the organisation that provides training for employees, based on increasing the interest of employees in undergoing training programmes.

The first stage in planning the professional development of employees is the monitoring of their development, which results in the identification of development directions: a professional development programme, a professional maintenance programme or a retraining programme implemented for a certain number of employees. Employment relations are terminated with employees who are not suitable for their position and it is not possible to train them or transfer them to another position within the company. At the same time, certain criteria for selecting employees for organizing their appropriate training program are highlighted. The criteria may cover qualities of employees or psycho-physiological characteristics.

Specific methods can be used to determine the level of employee characteristics that meet the required criteria. The most common method is the interview, but a number of other activities can be used in addition to the interview. Employee training programmes are developed taking into account the specifics of the activities of each enterprise. For example, in the service sector, the training programme for certain categories of employees may include lectures on the psychology of sales, as well as trainings aimed at teaching tactics in stressful situations.

Practical task. Oral survey on the topic

Questions for the survey

1. What factors have influenced the evolution of personnel management?
2. Describe the main stages in the development of personnel management.
3. Justify the differences in the approaches "personnel management" and "human resource management".
4. Describe the stages of personnel management development in the twentieth century.
5. What are the methods for building and improving the personnel management system at a tourism enterprise?
6. Expand the content of the functions of the personnel management system at a tourism enterprise.

7. What is the essence and the main differences between the employee potential and the personnel potential of a tourism enterprise?
8. What are the basic principles of human resource management?
9. Name the qualitative and quantitative characteristics of the personnel potential of a tourism enterprise.
10. List the main methods for assessing the labour potential.

Guidelines for doing the practical task

It is necessary to provide a complete and detailed answer to the question, to argue the answer.

Theme 8. Motivation of labour activity at tourist enterprises

General guidelines for studying the theme

In studying this topic, the following issues need to be considered.

8.1. The concept of motivation and its classification.

Motivation from a management viewpoint. The main factors complicating the process of managing the motivation of subordinates. The signs of motivation classification.

8.2. Motivation process at tourism enterprises.

Stages of the motivation process. Needs. Classification of needs. Properties of needs. Motivation.

8.3. Motives and incentives for activities at tourism enterprises.

Motives. Classification of motives. Incentives. Staff incentives, their functions. Material and immaterial incentives.

8.4. Theories of motivation.

Primary theories of motivation: X and Y Theory by D. McGregor, Theory Z of W. Ouchi. Content theories of motivation: A. Maslow's Theory of Hierarchy of Needs, ERG (Existence, Relatedness and Growth) Theory by K. Alderfer, Acquired Needs Theory by D. McClelland, F. Herzberg's Two-Factor Theory of Motivation. Process theories of motivation: Vroom's Expectancy Theory, Z. Adam's Theory of Justice, E. Locke's Goal-Setting Theory, the Porter and Lawler Theory of Motivation, B. Skinner's Reinforcement Theory of Motivation. The concept of participatory management.

Case study. Motivation system for the employees of the Beta tourism enterprise

In developing its HR strategy, Beta's management focuses primarily on developing a sense of individual responsibility and improving employees' skills. Attention is also paid to supporting corporate culture and team cohesion.

Betta employees have the opportunity for on-the-job (at the enterprise) or off-the-job training with partial or full payment at the organisation's expense.

All employees of the tourism enterprise have the advantage of free meals during the working day, company transport, and the opportunity to use the products (services) of the enterprise at preferential prices.

During the reporting period, Beta managers developed and introduced a pilot programme to promote a sense of responsibility and teambuilding among employees. The programme gives employees autonomy to make decisions (within the employee's area of expertise) on certain issues that had previously been the responsibility of line managers.

Activities were also carried out to improve the socio-psychological climate in the team. A specialist was invited to provide training in conflict resolution tactics. Joint holidays were organised.

Work activities have been analysed by mapping (photographing) the use of working time by employees. During the reporting period, 30 % of the workplaces were modified during the implementation of the work environment improvement programme.

During the summer tourist season, employees (tour sales managers) were paid a bonus of 7 % on overtime sales, as well as wage supplements for strenuous working conditions.

At the end of the year, the firm's client feedback book was examined and awards were given to three employees for the thank-you notes made therein.

Penalties are imposed for violation of corporate rules and labour discipline (routines) in the amount determined by internal company documents. During the reporting period, fines for lateness and failure to show up for work for unexcused reasons were recorded, as well as a fine for misrepresentation of information under customer service hours.

As a result of an ongoing performance appraisal, one staff member was displaced to a lower position, one staff member received a salary reduction and two received a salary increase.

Three employees were reprimanded for unsatisfactory performance and two employees were denied annual bonuses, which are calculated on an annual basis.

Assignment:

1. Which of the presented methods are the constituent elements of the system of moral/material motivation; incentive/coercive system?
2. Which of the presented methods aim to improve the efficiency of current activities of the enterprise, and what are the results in the long term?

Guidelines for doing the practical task

Personnel motivation is the creation of favourable conditions and incentives that encourage employees to work with more dedication, focusing on quality and results.

The personnel motivation system is a set of measures aimed at internal values and needs of subordinates, stimulating not only work in general, but above all diligence, initiative and desire to work, and also to achieve the goals set in their activities, to improve their professional level, and to increase the overall effectiveness of the company.

Types of staff motivation:

1. *Material*. It involves rewards in cash as well as the provision of services and material objects. It can be applied to one employee or group, and very rarely to the whole organisation, as it is considered a low-impact method.
2. *Immaterial*. The employee receives emotional benefits such as elimination of complexes, mental equilibrium, recognition of his own merits, etc. It can be applied to one employee and to the whole team as it helps to shape the attitude of each individual towards the organization.
3. *Positive motivation* is characterized by the application of positive incentives.
4. *Negative motivation* is based on negative incentives.
5. *External motivation* – a favourable or unfavourable impact on staff that leads to a desired outcome. A benefit or punishment is intended as a reward.
6. *Intrinsic motivation* involves the self-development of the employee's motivation. They get moral satisfaction by carrying out certain tasks. But at the same time, staff can remain in search of benefits. External motivational levers in intrinsic motivation are not enough to obtain the desired benefit.

The differences between staff motivation and incentives are that work motivation is the motivation of an employee to work effectively, while stimulation is an external influence on a specialist in order to make him work even better, increase his productivity. Motivation awakens an employee's inner desire to work, while stimulation forces him or her to work if there is no such desire.

Immaterial motivation of personnel:

1. *Career growth*. The employee tries to work better than others in order to get the desired promotion, and this is an increase in remuneration, and another status.

2. *Good atmosphere in the team*. A close-knit team is an additional motivation for effective labour productivity.

3. *Employment and full social package*, according to the current legislation, is a significant aspect when looking for a job, and in case of getting it, a good motivation.

4. *Organization of cultural and sports events*. Predominantly, spending time together as a team contributes to cohesion and a good working microclimate, as well as providing an excellent opportunity for quality rest and relaxation.

5. *The prestige of the enterprise*. Working for a company whose name is well known to everyone will also serve as an incentive for productive cooperation.

6. *Training opportunities at the company's expense*. This great opportunity allows personnel to improve skills.

7. *An endorsement from the head*. The praise of a leader is valuable. Companies still use actual boards of honour and virtual ones on official company websites for this purpose.

Practical task. The personnel decision-making process in the travel company "Vidpochinok" (multidimensional matrix method)

The travel company "Vidpochinok" has been working in the travel market of Ukraine since 2010 as a tour operator, developing and selling its own tourism product through an agent network – regular group and individual tours in Ukraine, as well as organizing direct sales of tourist services to consumers in the company's offices.

The staff of the travel agency "Vidpochinok" includes 20 people. Most of them are employees aged 23 to 35 years (which corresponds to the personnel

policy aimed at recruiting young workers), with about 3 – 6 years of experience in the tourism sector, with 1 to 2 years of work experience in the company, with secondary, incomplete higher (most of the tour sales managers) and higher (administrators) education. The team is predominantly female (in particular, senior managers).

The management of the company noted (based on the information provided by line managers) an insufficient supply of the travel company with employees with education in the speciality, as well as qualified managers. During the high seasons, there was also an acute shortage of couriers and sales managers of travel services, and therefore the quality of services provided during this period decreased.

Consequently, the need for additional recruitment of new employees has been identified, as well as the search for qualified managers with experience in the tourism sector.

The task assigned to HR managers and aiming to choose the most effective recruitment methods in a given situation, is determined by solving the following problems:

1. Recruitment of employees within a relatively short period of time, due to the need to quickly provide the company with workforce. Improving the quality of the staff.

2. Maintaining an optimal level of costs.

The personnel strategy of the Vidpochinok travel agency is aimed at improving quality: it prioritises the above-mentioned objectives (the quality of employees who are recruited by any method is of great importance).

Assignment:

1. Say what information about the external and internal environment of the travel agency is needed to make a decision about:

- a) the choice of a particular method and source of recruitment;
- b) the use of certain training techniques.

2. Choose the best method of recruitment for the Vidpochinok travel agency:

- a) identifying a possible alternative to solve the problem;
- b) evaluation on a 10- or 5-point scale of the proposed alternatives for each criterion;
- c) selection of the best solution for the use of recruitment sources (taking into account the priority of each criterion).

3. Describe the stages of decision-making on the choice of recruitment sources for the Vidpochinok travel agency.

Issues for discussion:

1. The concept of a managerial personnel decision.
2. The main stages of developing managerial personnel decisions.
3. Analysis of the situation (obtaining information about the situation, developing evaluation criteria).
4. Generation of alternative solutions (methods).
5. Selection of the main options of managerial personnel impacts (expert assessment of the main options of managerial decisions, collective expert assessment).

Guidelines for doing the practical task

Management theory and practice have developed a considerable number of decision-making methods, including the brainstorming method, the heuristic questions method, the free association method, the empathy method, the method of organised strategies and others.

One of the most used in practice methods is the method of multidimensional matrices. This method is also known among researchers as the morphological analysis method. The method of multidimensional matrices is based on the principle of system analysis of new relationships and relationships that emerge in the process of matrix analysis of the problem under study.

The advantage of the multidimensional matrix method is that it helps to solve complex problems and to find many new, unexpected ideas. The disadvantages and limitations of the multidimensional matrix method may be that even when solving problems of average complexity, the matrix may contain hundreds of solutions which complicates the choice of an optimal one. This method does not guarantee that all parameters of the system under study will be taken into account.

The multidimensional matrix method in its initial version can be a two-dimensional matrix, for example, 7×7 elements:

seven techniques for solving the problem;

seven characteristics of the indicators of the object that need to be improved.

As a result of expert evaluation of the degree of influence on each investigated characteristic of the considered problem-solving techniques, the best of all proposed alternatives can be determined.

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НАВЧАЛЬНЕ ВИДАННЯ

УПРАВЛІННЯ ПЕРСОНАЛОМ ТУРИСТИЧНОГО ПІДПРИЄМСТВА

**Методичні рекомендації до практичних занять
для студентів спеціальності 242 "Туризм"
першого (бакалаврського) рівня
(англ. мовою)**

Самостійне електронне текстове мережеве видання

Укладач **Стрижак** Олена Олегівна

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Подано методичні рекомендації до практичних занять із навчальної дисципліни. Наведено практичні завдання та методичні рекомендації до їх виконання, теми рефератів, питання для самоконтролю та тестові завдання.

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