

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

ЗАТВЕРДЖЕНО

на засіданні кафедри підприємництва,
торгівлі та туристичного бізнесу
Протокол № 18 від 30.04.2025

ПОГОДЖЕНО

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

Управління персоналом туристичного підприємства

Галузь знань
Спеціальність
Освітній рівень
Освітня програма

**І «Транспорт та послуги»
ІЗ «Туризм та рекреація»
перший (бакалаврський)
«Туризм»**

Статус дисципліни
Мова викладання, навчання та оцінювання

**вибіркова
англійська**

Розробники:

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Гарант програми

Олена СТРИЖАК

**Харків
2025**

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

APPROVED

at the meeting of the Entrepreneurship, Trade
and Tourism Business Department
Protocol № 18 of 30.04.2025

AGREED

Vice-rector for educational and methodical work

Karina NEMASHKALO



Personnel management of a tourism enterprise
Program of the course

Field of knowledge
Specialty

J «Transport and services»
J3 «Tourism and recreation»

Study cycle
Study programme

first (Bachelor)
"Tourism"

Course status
Language

elective
English

Developers:

PhD (Economics), Associate
Professor

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PhD (Tourism), Associate
Professor

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Trade and Tourism Business
Department

Maryna SALUN

Head of Study Programme

Olena STRYZHAK

Kharkiv
2025

INTRODUCTION

The program of studying the course “Personnel Management at a Tourism Enterprise” is compiled according to the study programme of preparation of bachelors. The course “Personnel Management at a Tourism Enterprise” belongs to the cycle of elective educational units of bachelor’s training. In the process of learning, students acquire the necessary knowledge during lectures, perform tasks related to the practical application of the acquired knowledge.

The knowledge of this academic course ensures the successful performance of research, preparation and defence of the thesis for the Bachelor's degree.

The course has a practical orientation.

The purpose of the course is to prepare students for effective human resources management in the tourism industry, to form a set of theoretical knowledge and skills for the development and implementation of human resources policies in modern organizations, the selection and deployment of staff, personnel assessment, training and ensuring the effective use.

The objectives of the course are

justification of methodological principles of personnel management;

formation and analysis of personnel policy;

application of modern methods of personnel needs planning;

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.

The object of the discipline is the formation, functioning and development of the personnel of the tourism enterprise.

The subject of the academic discipline is the general regularities and features of the formation, functioning and development of the personnel of a tourism enterprise.

The learning outcomes and competences formed by the discipline are defined in Table 1.

Table 1

Competences and learning outcomes of the course

Learning outcomes	Competences
LO10	GC1, GC8, GC10, SC2, SC5, SC6, SC7, SC9, SC16
LO12	GC1, GC5, GC8, GC9, GC10, GC11, GC12, GC13, GC14, SC1, SC3, SC8, SC9, SC11, SC13, SC14, SC15
LO16	GC2, GC3, GC6, SC1
LO17	GC1, GC4, GC14, SC11, SC15
LO21	GC1, GC3, GC4, GC6, GC10, GC13, SC1, SC3, SC7, SC8, SC9, SC10, SC11, SC13, SC14, SC16

where:

LO10. To understand the principles and processes of work of a tourism business entity and its individual subsystems (administrative, managerial, socio-psychological, economic, technical and technological)

LO12. To apply the skills of productive communication with consumers of tourist services

LO16. To defend the views while solving professional problems

LO17. To identify the problem situations and predict the probable risks

LO21. To make informed decisions and take responsibility for the results of professional activity

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.

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.

GC3. The ability to act socially responsibly and consciously.

GC4. The ability for critical thinking, analysis and synthesis.

GC5. Willingness to preserve the environment.

GC6. The ability to search, process and analyse information from various sources.

GC8. Skills in the use of information and communication technologies.

GC9. The ability to identify, set and solve problems.

GC10. The ability to communicate in the state language both orally and in writing.

GC11. The ability to communicate in a foreign language.

GC12. Interpersonal skills.

GC13. The ability to plan and manage time.

GC14. The ability to work in a team and autonomously.

SC1. The knowledge and understanding of the subject area and the specifics of the professional activity.

SC2. The ability to apply the knowledge in practical situations.

SC3. The ability to analyse the recreational and tourist potential of territories.

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.

SC8. Understanding the principles, processes and technologies of the organisation of the tourism industry entity and subsystems.

SC9. The ability to ensure the safety of tourists in normal and complex force majeure circumstances.

SC11. The ability to use information technology and office equipment in the work of tourism enterprises.

SC13. The ability to cooperate with business partners and clients, to ensure effective communication with them.

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.

SC15. The ability to act in the legal field, to be guided by legal norms.

SC16. The ability to work with documentation and conduct settlement operations as a tourism business entity.

COURSE CONTENT

Content module 1. Specific features of the personnel management system of a tourism enterprise

Topic 1. Human resources of labour activity

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.

Topic 2. Resource provision of personnel management

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.

Topic 3. The personnel management system of a tourist company.

The collective

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 by 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 in tourism enterprises.

Personnel records management. Directions of personnel records management. Groups of documents by 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 the 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.

Topic 4. Development of personnel management at a tourism enterprise

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 in tourism enterprises.

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

Content module 2. Personnel development of a tourism company

Topic 5. Personnel planning and policy of a tourism enterprise

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.

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

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.

Topic 7. Personnel development management at tourism enterprises

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.

Topic 8. Motivation of labour activity at tourist enterprises

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: XU theory by D. McGregor, Z theory 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 Motivation Two-Factor theory. Process theories of motivation: Vroom's Expectancy theory, Z. Adam's Theory of Justice, E. Locke's Goal-Setting theory, L. Porter-E. Lawler's Theory of Motivation, B. Skinner's Reinforcement Theory of Motivation. The concept of participatory management.

The list of practical (seminar) studies of the course is given in Table 2.

Table 2

The list of practical (seminar) studies

Name of the topic and/or task	Content
<i>Topic 1. Human resources of labour activity</i>	
<i>Mini-lecture</i>	The issue "The history of the trade union movement".
<i>Case study 1.1</i>	Developing the mission of a travel company.
<i>Homework 1.2</i>	Preparing an essay. <i>Presentation</i> of the work results in small groups
<i>Topic 2. Resource provision of personnel management</i>	
<i>Mini-lecture</i>	The issue "Human resources management at tourism enterprises".
<i>Case study 2.1</i>	Seminar-discussion "Information and legal support of personnel management".
<i>Case study 2.2</i>	Demonstration role play game "Negotiations by phone"
<i>Topic 3. The personnel management system of a tourist company. The collective</i>	

<i>Case study 3.1</i>	Open discussion of personnel management problems.
<i>Homework 3.2</i>	Doing a competence-oriented writing assignment. <i>Presentation</i> of the work results in small groups.
Topic 4. Development of personnel management at a tourism enterprise	
<i>Problem-based lecture</i>	The issue "Problems in resolving employment disputes".
<i>Case study 4.1</i>	Individual task on the topic.
<i>Case study 4.2</i>	Modular verification work.
Topic 5. Personnel planning and policy of a tourism enterprise	
<i>Problem-based lecture</i>	The issue "Features of personnel policy at tourism enterprises".
<i>Case study 5.1</i>	Designing the human resources department of the Hotel "Zirka".
<i>Case study 5.2</i>	Development of a personnel policy for a travel company.
Topic 6. Formation of the human capital of a tourist enterprise	
<i>Mini-lecture</i>	The issue "Approaches to the study of human capital".
<i>Case study 6.1</i>	Corporate culture of the restaurant "Pan Stepan".
<i>Case study 6.2</i>	Conflict between top managers at SkyUp Airlines. <i>Presentation</i> of the work results in small groups
Topic 7. Personnel development management at tourism enterprises	
<i>Seminar-discussion</i>	The issue "Methods of personnel assessment at an enterprise".
<i>Case study 7.1</i>	Organising training in the period of reorganisation of the Kharkiv International Airport.
<i>Case study 7.2</i>	Oral survey on the topic.
Topic 8. Motivation of labour activity at tourist enterprises	
<i>Case study 8.1</i>	Motivation system for the employees of the "Betta" tourism enterprise.
<i>Case study 8.2</i>	The personnel decision-making process in the travel company "Vidpochinok" (multidimensional matrix method). <i>Presentation</i> of the work results in small groups.

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
<i>Topic 1. Human resources of labour activity</i>	Search, selection and review of literature sources on the given theme; performing practical tasks on the theme
<i>Topic 2. Resource provision of personnel management</i>	Search, selection and review of literature sources on the given theme; performing practical tasks on the theme
<i>Topic 3. The personnel management system of a tourist company. The collective</i>	Search, selection and review of literature sources on the given theme; performing practical tasks on the theme
<i>Topic 4. Development of personnel management at a tourism enterprise</i>	Search, selection and review of literature sources on the given theme; performing practical tasks on the theme
<i>Topic 5. Personnel planning and policy of a tourism enterprise</i>	Search, selection and review of literature sources on the given theme; performing practical tasks on the theme
<i>Topic 6. Formation of the human capital of a tourist enterprise</i>	Search, selection and review of literature sources on the given theme; performing practical tasks on the theme
<i>Topic 7. Personnel development management at</i>	Search, selection and review of literature sources on the given theme; performing practical tasks on the theme

tourism enterprises	
Topic 8. Motivation of labour activity at tourist enterprises	Search, selection and review of literature sources on the given theme; performing practical tasks on the theme

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course, in order to obtain certain learning outcomes, to intensify the educational process, it is planned to use such learning methods as:

- verbal (lecture (topic 1-8), problem-based lecture (topic 4-5), mini-lecture (topic 6));
- visual (demonstration (topic 1-8));
- practical (case studies (topic 1-8), seminar-discussion (topic 7), etc.).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

- for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam.

The final grade in the course is determined:

- for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: tasks on themes (work on practical lessons) (15 points), individual surveys (15 points), competence-oriented tasks (20 points), written control works (10 points).

Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria.

Option 1

TASK 1 (stereotypical)

Describe the characteristics of different categories of staff.

TASK 2 (diagnostic)

Describe the essence and types of personnel policy of a tourism company.

TASK 3 (heuristic)

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 resources management of a tribal community of hunters, a boot-making workshop using the labour of five hired workers, a battleship, and a modern university?

The exam paper covers the course programme and provides a measure of students' knowledge and mastery of the competencies.

The exam paper includes:

Stereotypical task: maximum number of points - 10. On the basis of the knowledge, skills and abilities acquired during the classroom and independent work, the student should propose a solution to the situation presented in the assignment. The answer shall be clearly described and justified. The assignment is graded maximum if the student not only answers the questions, but also argues his/her answer in detail.

Diagnostic task: maximum number of points - 10. A student receives the highest score if the theory of the question is explained (demonstrating the ability to study, understand and translate the material) and the answer is illustrated with case studies and real data.

Heuristic task: maximum number of points - 20. The task is designed to assess the student's creativity. The assignment involves the analysis of real data required to assess the tourism industry. The highest score provides for a detailed analysis of the situation, the presence of additional references in the conclusions (using comparisons, awareness of the general state of affairs in the studied area, shows the general level of student erudition, the ability to synthesize knowledge in related disciplines). Conclusions should be clear and contain specific recommendations.

RECOMMENDED LITERATURE

Main

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Handbook of Human Resource Management in the Tourism and Hospitality Industries, editors: Burke R. J., Hughes J. C. – Edward Elgar Publishing, 2018. – 448p.
3. Hayes D. K. Human Resources Management in the Hospitality Industry, 2nd ed. / Hayes D. K., Ninemeier J. D. – Wiley, 2015. – 320 p.
4. Sustainable Human Resource Management in Tourism: African Perspectives (Geographies of Tourism and Global Change), 1st ed.; editors: Baum T., Ndiuini A. – Springer, 2020. – 413 p.

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Information resources

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