

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

ЗАТВЕРДЖЕНО

на засіданні кафедри
підприємництва, торгівлі та туристичного
бізнесу
Протокол № 2 від 01.09.2025 р.



ПОГОДЖЕНО

Проректор з навчально-методичної роботи
_____ Каріна НЕМАШКАЛО

ПІДПРИЄМНИЦТВО У ГОТЕЛЬНО-РЕСТОРАННОМУ БІЗНЕСІ

робоча програма навчальної дисципліни (РПНД)

Галузь знань
Спеціальність
Освітній рівень
Освітня програма

**Ж «Транспорт та послуги»
Ж2 «Готельно-ресторанна справа та кейтеринг»
другий (магістерський)
«Готельно-ресторанна справа»**

Статус дисципліни
Мова викладання, навчання та оцінювання

**обов'язкова
англійська**

Розробники:
к.е.н., доцент

Каріна ТИМОШЕНКО

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Гарант програми

Оксана ДАВИДОВА

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 № 2 of 01.09.2025



ACCEPTED

Vice-rector for study and methodological work

Karina NEMASHKALO

ENTREPRENEURSHIP IN THE HOTEL AND RESTAURANT BUSINESS

Program of the course

Field of knowledge
Specialty
Study cycle
Study Programme

**J «Transport and Services»
J2 «Hospitality and Catering»
second (master's) level
«Hospitality and Catering»**

Course Status
Language

**mandatory
english**

Developers:
PhD (Economics),
Associate Professor

Karyna TYMOSHENKO

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Maryna SALUN

Head of Study Programme

Oksana DAVYDOVA

Kharkiv
2025

INTRODUCTION

The programme of studying the course “Entrepreneurship in the Hotel and Restaurant Business” is compiled according to the Study Programme “Hospitality and Catering” for the second (master’s) level of higher education, specialty J2 “Hospitality and Catering”, field of knowledge J “Transport and Services”. The course “Entrepreneurship in the Hotel and Restaurant Business” belongs to the cycle of mandatory educational units of master’s training.

The hotel and restaurant business plays an important role in the development of the hospitality and tourism sectors and contributes to regional and national economic growth. The development of entrepreneurship in this field is associated with the need to provide high-quality accommodation, catering, leisure and related services that meet the needs and preferences of domestic and international consumers. In a competitive and rapidly changing business environment, hospitality professionals must understand entrepreneurial processes, be able to identify business opportunities, make sound managerial decisions and adapt business activities to changing market conditions.

In the process of learning, students acquire theoretical knowledge and practical skills related to the initiation, business planning, legal registration, organisation, operation, development, accounting and control of entrepreneurial activities in the hotel and restaurant business. The study of the theoretical provisions of the course is supplemented by practical tasks aimed at applying the acquired knowledge to business situations in the hospitality industry.

The purpose of the course “Entrepreneurship in the Hotel and Restaurant Business” is to develop general and special (professional) competencies in students of higher education necessary for the initiation, organisation, management and development of entrepreneurial activities in the hotel and restaurant business.

The objectives of the course are:

- studying the organisational, economic and legal foundations of entrepreneurial activity in the hotel and restaurant business;

- mastering modern methods, technologies and models for initiating, creating, operating and developing a business in the hospitality industry;

- developing skills in business planning and substantiating entrepreneurial ideas and business decisions;

- acquiring knowledge and practical skills related to the legal registration and organisation of entrepreneurial activities;

- developing the ability to evaluate business performance and substantiate managerial and entrepreneurial decisions;

- developing skills in coordinating and presenting business decisions and adapting entrepreneurial activities to changing market conditions.

The object of the course is the process of initiation, organisation, functioning, management and development of entrepreneurial activities in the hotel and restaurant business.

The subject of the course is the theoretical, methodological and practical foundations, principles, approaches, methods, technologies and models of entrepreneurial activity in the hotel and restaurant business.

The learning outcomes and competencies formed by the course are defined in Table 1.

Table 1

Learning outcomes and competences formed by the course

Learning outcomes	Competencies
LO 1	GC 3, SC 3, SC 7
LO 2	SC 6
LO 4	GC 4, SC 7
LO 5	SC 3
LO 6	GC 3
LO 7	SC3
LO 8	GC 3, SC 6, SC 7
LO 9	SC 3
LO 10	GC 4, GC 7, SC 5, SC 6, SC 7, SC 13
LO 11	SC 3
LO 12	SC 10
LO 13	SC 5, SC 7

where, GC 3. Ability to analyse, evaluate, synthesise, generate new ideas.

GC 4. Ability to work in a team.

GC 7. Ability to make informed decisions.

SC 3. Ability to plan and organise the provision of resources for the operations of businesses in the hotel and restaurant sector.

SC 5. Ability to ensure effective service, commercial, production, marketing, economic activities of hotel and restaurant business entities.

SC 6. Ability to coordinate and regulate relationships with partners and consumers.

SC 7. Ability to engage in entrepreneurial activity

SC 10. Ability to apply the principles of social responsibility in the activities of hotel and restaurant business entities.

SC 13. Ability to concentrate knowledge and skills on the main attractors of hotel and restaurant business development, to ensure the dynamic development of hotel and restaurant business entities by generating and implementing innovative solutions in conditions of uncertainty and alternatives.

LO 1. To develop and make effective decisions on the development of hotel and restaurant business entities, taking into account the goals, resources, constraints and

risks, ensure their implementation, analyse and compare alternatives, assess risks and the likely consequences of their impact.

LO 2. Communicate fluently orally and in writing in Ukrainian and English when discussing professional issues, research and innovation in the field of hotel and restaurant business.

LO 4. Monitor the market conditions of hotel and restaurant services.

LO 5. To assess new market opportunities, formulate business ideas and develop marketing activities under uncertain conditions and requirements that require the use of new approaches, methods and tools of socio-economic research.

LO 6. Search for the necessary data in the scientific literature, databases and other sources, analyse and evaluate these data, systematise and organise information to solve complex problems of professional activity.

LO 7. Research models of development of international and national hotel and restaurant chains (corporations).

LO 8. Initiate, develop and manage development projects of hotel and restaurant business entities, taking into account information, material, financial and personnel support.

LO 9. Apply specialised software to solve problems of managing the main and auxiliary business processes of hotel and restaurant business entities.

LO 10. To be responsible for the formation of an effective personnel policy of hotel and restaurant business entities, organisational communications, development of professional knowledge, assessment of the strategic development of the team, recruitment and motivation of staff for effective solution of professional problems.

LO 11. To conduct research and/or conduct innovative activities in order to obtain new knowledge and create new technologies and types of services (products) in the field of hotel and restaurant business and in broader multidisciplinary contexts.

LO 12. Clearly and unambiguously communicate own knowledge, conclusions and arguments to specialists and non-specialists, including students.

LO 13. To develop a structural and qualitative system of innovative management decisions for the activities of hotel and restaurant business entities and to ensure their dynamic development by generating and implementing innovative solutions.

COURSE CONTENT

Content module 1: Foundations of Entrepreneurship

Topic 1: Entrepreneurship as a modern form of economic activity

General characteristics of entrepreneurial activity. The essence, characteristics, functions and principles of entrepreneurship. Current trends in the development of

entrepreneurship in the Ukrainian economy. The role of entrepreneurship in the country's economy.

Prerequisites for entrepreneurship. Economic, Social, and Legal Preconditions for Starting a Business. The Impact of Globalization on Entrepreneurial Activities.

Topic 2. Legal background of entrepreneurship in Ukraine

State regulation of entrepreneurship

The legal framework governing entrepreneurial activity in Ukraine. State bodies that regulate entrepreneurship. Licensing and certification of business activities. Tax regulation of entrepreneurial activity. Investment policy of the state and its impact on entrepreneurship.

Enterprise as a legal entity in the legal environment of Ukraine

Concept and types of legal entities. Procedure of establishment and registration of enterprises. Statutory documents of the enterprise. Legal forms of organisation of enterprises (LLC, JSC, FOP and others). Interaction of enterprises with state authorities and local self-government.

Topic 3: Theoretical foundations of entrepreneurship

Principles of entrepreneurial activity

Principles of freedom of entrepreneurship. Principles of equality of all forms of ownership. Principles of legality of business activity. Principles of social responsibility of business. Principles of innovation and adaptability in entrepreneurship.

Entrepreneurial function

Functions of an entrepreneur in the economic system. Innovative function of the entrepreneur. Organisational and managerial function. Risk function of the entrepreneur. Social function of entrepreneurship.

Forms of entrepreneurial activity

Individual entrepreneurship. Collective forms of entrepreneurship (partnerships, cooperatives). Corporate entrepreneurship (joint stock companies). The form of franchising in entrepreneurial activity. Social entrepreneurship and its features.

Types of entrepreneurship and entrepreneurial activity

Commercial entrepreneurship. Production entrepreneurship. Innovative entrepreneurship. Consulting entrepreneurship. Environmental entrepreneurship.

Topic 4. Characteristics of business entities

Definition of business entities

Basic concepts and categories of business entities. Classification of business entities. The role of business entities in the economy.

Characteristics of a successful entrepreneur

Personal qualities and competences of a successful entrepreneur. Leadership skills and entrepreneurial intuition. Innovation and creativity in entrepreneurial activity. Management and decision-making skills. Emotional intelligence and stress resistance.

Rights, duties and responsibilities of an entrepreneur

Basic rights of entrepreneurs under Ukrainian law. Responsibilities of entrepreneurs towards the state, partners and clients. Responsibility for violations of the law and business ethics. Resolution of legal conflicts and protection of entrepreneurs' rights.

Individual entrepreneur in the economic environment of Ukraine

The procedure for registering an individual entrepreneur (IE). Tax regime for individual entrepreneurs. Peculiarities of accounting for individual entrepreneurs. Interaction of an individual entrepreneur with state authorities and local administrations.

Topic 5. Entrepreneurial idea and goals of entrepreneurship

The role of an entrepreneurial idea in the implementation of entrepreneurial activity

Definition of an entrepreneurial idea and its importance. Sources of entrepreneurial ideas (market research, consumer needs, innovations). The impact of an entrepreneurial idea on business strategy and development. Examples of successful entrepreneurial ideas

Generating and selecting an entrepreneurial idea

Methods of generating business ideas (brainstorming, trend analysis, competitor analysis). Criteria for selecting an entrepreneurial idea (realism, innovation, profitability). Assessment of risks and opportunities for idea implementation. Creating a business concept based on the selected idea. Testing the idea in the market (prototyping, minimum viable product).

Goals of entrepreneurship

Determining the goals of entrepreneurial activity. Types of goals: financial, social, environmental, innovative. Setting short-term and long-term goals. SMART criteria for setting goals (Specific, Measurable, Achievable, Relevant, Time-bound). The impact of goals on strategic planning and business management. Adjustment of goals in response to changes in market conditions.

Module 2: Strategic Management in Hospitality

Topic 6. Business planning and strategy development

Methodological aspects of starting an entrepreneurial activity (setting up your own business)

Definition and description of methodological aspects. Choosing a form of entrepreneurial activity. Legal and administrative procedures for setting up a business. Analysis of the market and competitive environment.

Main stages of preparation for entrepreneurial activity

Identification and formulation of a business idea. Characteristics of goods/services. Identification of the target audience and market analysis. Development of a marketing strategy. Organisation of resource provision.

The essence of business planning

Definition of business planning and its importance. Types of business plans and their purpose. Stages of business plan development.

Structure of a business plan and the procedure for its development

Cover page and content of the business plan. Description of the company and team. Description of products/services. Market analysis and marketing strategy. Production plan. Organisational plan. Financial plan (budgeting, income and expense forecasts). Risk assessment and management plan.

Business financing

Sources of funding (own funds, investors, loans, grants). Identification of financing needs. Preparation and submission of an application for financing. Management of financial resources.

Developing a strategy

Defining the mission and vision of the enterprise. SWOT analysis (analysis of strengths, weaknesses, opportunities and threats). Selection and development of a competitive strategy. Long-term and short-term strategic planning. Strategy implementation and monitoring.

Evaluating the effectiveness of an entrepreneurial project

Criteria for evaluating project effectiveness. Methods of financial analysis (NPV, IRR, payback period). Non-financial performance indicators. Continuous monitoring and adjustment of the project.

Topic 7. Organisational and legal aspects of entrepreneurship

State registration of business entities in Ukraine

The essence of state registration of entrepreneurship. Procedure for state registration of business entities. Terms of registration and required documents. Amendments to registration data.

Formation of initial capital

Sources of initial capital formation. Requirements to the share capital. Contributions of founders and their accounting. Distribution of shares in the authorised capital.

Preparation of constituent documents

Types of constituent documents (charter, memorandum of association). Content and structure of constituent documents. Requirements for the preparation and approval of constituent documents. Procedure for registration of constituent documents.

Peculiarities of registration

Registration of individual entrepreneurs (FOP). Registration of legal entities (LLC, JSC and others). Registration of enterprises with foreign investments. Peculiarities of registration of non-profit organisations.

Licensing and patenting

Types of activities subject to licensing. The procedure for obtaining a licence. Rights and obligations of the licensee. Patenting of innovative products and services. Protection of intellectual property.

Termination of business activity

Procedure for termination of business activity. Liquidation and reorganisation of the enterprise. Bankruptcy: causes and procedure. Amendments to the state register in case of termination of business activity. Payments and obligations in case of liquidation of a company.

Topic 8. Pricing. Accounting principles. Taxes.

Production costs and cost of production

Types of costs in business activities. Fixed and variable costs. Methods of calculating the cost of production. Analysis and optimisation of production costs.

Profit, rate of return

Definition and types of profit. Factors affecting the level of profit. Calculation of the profit margin. Strategies for increasing profits.

Entrepreneur's pricing policy

The concept and importance of pricing policy. Strategies of pricing in the market. The impact of competition on pricing policy. Price wars and ways to avoid them. Discount and promotional programmes.

Methods of pricing

Methods of price calculation (cost, market, competitive). Psychological aspects of pricing. Dynamic pricing. Pricing of new and innovative products.

Accounting for the income of individual entrepreneurs

Basic principles of accounting. Keeping records of income and expenses of individual entrepreneurs. Reporting and filing tax returns. Use of accounting software.

Payment of taxes by individual entrepreneurs operating under the single tax system

The taxation system for sole proprietorships on a single tax. Determination of tax rates and tax base. The procedure for paying taxes and submitting reports. Tax benefits and peculiarities of taxation for different groups of individual entrepreneurs. Liability for violation of tax legislation.

Topic 9: Establishing business relationships

Organisation of contractual relations

Types of contracts in business activities. The main stages of concluding contracts. Structure and content of business contracts. Requirements for drafting and signing contracts. Management of contractual risks.

Planning and conducting negotiations

Determining the purpose and strategy of negotiations. Preparation for negotiations (collection of information, analysis of positions). Negotiation techniques and methods. Building trust in the negotiation process. Resolving conflicts and reaching mutually beneficial agreements.

Business transactions

Types of business transactions (sale and purchase, lease, etc.). The process of concluding and implementing business transactions. Legal formalisation of transactions. Responsibility of the parties for the fulfilment of agreements. Risk management in transactions.

Establishing partnerships in business

The importance of partnerships in business. Choosing partners and establishing contacts. Forms of partnerships (joint ventures, consortia, strategic alliances). Benefits and challenges of partnerships. Maintaining and developing long-term partnerships.

Ethical aspects of business relationships

Ethical principles in business activities. The impact of ethics on business reputation. Solving ethical dilemmas in business. Corporate social responsibility.

Topic 10. Management of the Hotel Industry

Pricing and document flow in hotel facilities.

Factors influencing the formation of prices for accommodation and additional services. Pricing systems in the hotel business. Organisation and management of document flow in hotel establishments.

Features of accounting in hotel establishments.

Accounting of profits, expenses, inventories, assets and liabilities in the hotel industry. Use of software for automation of accounting and financial management.

Topic 11. Restaurant management

Pricing and document flow in restaurant business establishments.

Formation of prices for food and drinks. Methods of pricing in the restaurant business. Organisation and management of document flow in restaurants.

Features of accounting in restaurant business establishments.

Accounting for profit, expenses, inventory, assets and liabilities in the restaurant industry. Use of software for automation of accounting and financial management.

Topic 12. Models of hotel and restaurant organisation

Overview of models of hotel and restaurant business organisation.

The main forms of organisation and business in the hospitality sector: independent hotel; hotel under management; hotel chain; franchising. Centralisation and integration of management in the hospitality sector. Main characteristics of hotel chains

Selection of the optimal model for a particular establishment.

Analysis of the needs and characteristics of the establishment. Analysis of market conditions and competitive environment. Advantages and disadvantages of different models of organisation.

Topic 13. Canvas model for planning in the hospitality industry

Overview of the main elements of the Canvas model.

Definition of the Canvas model and its role in planning the hotel and restaurant business. Overview of the basic principles and concepts on which the model is based. Description of the main key elements of the Canvas model: customer segments, value proposition, distribution channels, customer relationships, key activities, key resources, partners, cost structure and revenue sources. Interrelationships and impact of each element on the business model.

Application of the Canvas model for planning the hotel and restaurant business.

Analysing customer segments and developing a value proposition. Selection and development of sales channels. Establishing and managing customer relationships. Key activities, resources and partners. Cost structure and sources of income.

Topic 14: Financial and Profit Management in the Hospitality Industry

Budgeting and financial analysis in the hotel and restaurant sector.

The role of budgeting in the hotel and restaurant business. The main components of the budget of a hotel and restaurant establishment: income, expenses, investments. Techniques of budgeting and control over its implementation. Basic methods of financial analysis in the hotel and restaurant industry. Assessment of financial stability

and profitability of a hotel and restaurant enterprise. Use of financial indicators for making management decisions.

Cost optimisation and profit management in the hotel and restaurant business.

The main sources of costs in the hotel and restaurant business. Methods of controlling and reducing costs: procurement, inventory management, labour optimisation. The role of profit management in the hotel and restaurant sector. Methods of increasing profitability: pricing, selling additional services, customer loyalty. Use of analytics and forecasting for profit management.

Financial and performance indicators in the hotel and restaurant industry.

Key financial indicators: asset turnover, profitability, margin. Use of financial indicators to assess the financial condition of a hotel and restaurant enterprise. Use of performance indicators to compare and evaluate the performance of different establishments.

The list of practical (seminar) / laboratory studies in the course is given in table 2.

Table 2

The list of practical (seminar)) / laboratory studies

Name of the topic and/or task	Content
Topic 2. Task 1.	Process and procedures for state registration of small businesses
Topic 5. Task 2.	Startup competition challenge: innovate a business idea
Topic 6. Task 3.	Comprehensive business plan and strategy development
Topic 8. Task 4.	Calculation of profit and profitability of hotel and restaurant enterprises
Topic 10. Task 5.	Hotel industry management: planning and operational excellence
Topic 11. Task 6.	Restaurant management: pricing strategies and accounting practices
Topic 13. Task 7.	Canvas model application for strategic planning in the hospitality industry
Topic 14. Task 8	Optimizing financial performance and profitability in the hospitality industry

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	Зміст
Topic 1 – 14	Search, selection and review of literature on a given topic
Topic 1 – 14	Preparation for practical classes
Topic 1 – 14	Preparing for the final test

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 acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Verbal (lectures (Topic 3, 5, 6, 8, 13), problematic nature lectures (Topic 10 – 12), mini-lectures (Topic 1, 2, 4, 9, 14)).

Visual (demonstration (Topic 1 – 14)).

Practical (cases (Topic 5, 14), work in small groups (Topic 3, 4, 7, 9), brainstorming (Topic 1, 11), presentations (Topic 2, 6, 8).

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, laboratory 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 grading: maximum amount is 100 points; minimum amount required is 60 points.

The final control includes current control and assessment of the student.

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

The final grade in the course is determined:

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

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

Current control: competence-oriented tasks on topics (8 tasks, total maximum number of points – 80); final control work (maximum score – 20 points).

Semester control: Grading.

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

RECOMMENDED LITERATURE

Main

1. Маркетинг в готельно-ресторанному господарстві : навчальний посібник / Цвілій С.М., Кукліна Т.С., Зайцева В.М. Запоріжжя : НУ «Запорізька

політехніка», 2023. – 260 с. [Електронний ресурс]. – Режим доступу: <http://eir.zntu.edu.ua/handle/123456789/9584>.

2. Готельно-ресторанний бізнес: навч. посібник. [Електронний ресурс] / О.А.Ніколайчук, Н.С.Приймак, О.А. Сімакова, А.В. Слащева, Ю.А. Горайнова, Ю.М. Коренець, О.А. Боднарук, О.А. Пусікова,Є.Г. Клевцов; ред. О.А. Ніколайчук. – Кривий Ріг : Вид.ДонНУЕТ, 2022. – 250с. [Електронний ресурс]. – Режим доступу: http://elibrary.donnuet.edu.ua/2504/1/2022_NP_Nikolaichuk_Hotelno-restoranniy%20busniss.pdf.

3. Організація готельно-ресторанної справи : наук.-допом. бібліогр. покажч. / [упоряд. О. В. Олабоді, Т. П. Фесун] ; Нац. ун-т харч. технол., Наук.-техн. б-ка. – Київ, 2021. – 213 с. [Електронний ресурс]. – Режим доступу: <https://dspace.nuft.edu.ua/jspui/bitstream/123456789/32930/3/gotel.pdf>.

4. Економіка готельно-ресторанного господарства : навч. посібник / С. А. Александрова, Л. В. Оболенцева, В. Ю. Світлична ; Харків. нац. ун-т міськ. госп-ва ім. О. М. Бекетова. – Харків : ХНУМГ ім. О. М. Бекетова, 2022. – 142 с. [Електронний ресурс]. – Режим доступу: <https://eprints.kname.edu.ua/61773/1/%D0%90%D0%BB%D0%B5%D0%BA%D1%81%D0%B0%D0%BD%D0%B4%D1%80%D0%BE%D0%B2%D0%B0%2C%20%D0%BD%D0%B0%D0%B2%D1%87.%20%D0%BF%D0%BE%D1%81%D1%96%D0%B1.%2C%20pdf.pdf>.

5. Організація готельно-ресторанної справи : навч. посіб.: [для закладів вищої освіти] / За заг. ред. д.е.н., проф. В. Я. Брича. – Київ : Видавництво Ліра-К, 2020. – 484 с. [Електронний ресурс]. – Режим доступу: <https://geography.lnu.edu.ua/wp-content/uploads/2021/11/Orhanizatsiia-hotelno-restorannoi-spravy-book-2020.pdf>.

6. Готельно-ресторанна справа : бакалаврський курс: навч. посібн. для студентів спеціальності 241 «Готельно-ресторанна справа» першого (бакалаврського) рівня освіти усіх форм навчання / колектив авторів ; за ред. проф. Н. В. Якименко-Терещенко ; Нац. техн. ун-т «Харків. політехн. ін-т». Частина 1. – Харків, 2022. – 549 с. [Електронний ресурс]. – Режим доступу: <https://repository.kpi.kharkov.ua/server/api/core/bitstreams/88704544-23b5-4908-afb4-7003227cbb8e/content>.

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10. Milwood P. (2022). A pop-up restaurant business guide for capstone hospitality entrepreneurship education. The Pennsylvania State University. [Електронний ресурс]. – Режим доступу: <https://scholarsphere.psu.edu/resources/f1b442fd-a4bf-4638-bb9e-2c04da7778fe>.
11. Westcott M., & Anderson W. (Eds.). (2021). Introduction to tourism and hospitality in BC (2nd ed.). BCcampus. [Електронний ресурс]. – Режим доступу: <https://opentextbc.ca/introtourism2e/>.

Additional

12. Мальська М. П., Пандяк І. Г. Готельний бізнес: теорія та практика. Підручник. 2- вид. перероб. та доп. – К.: Центр учбової літератури, 2012. – 472 с. [Електронний ресурс]. – Режим доступу: https://shron1.chtyvo.org.ua/Malska_Marta/Hotelnii_biznes_teoriia_ta_praktyka.pdf.
13. Практичний посібник з готельно-ресторанної справи : стандарти готельноресторанного обслуговування / Р. В. Корсак, Т. В. Гуштан, І. М. Годя, В. Д. Малец. – Ужгород : РІК-У, 2025. – 216 с. [Електронний ресурс]. – Режим доступу: <https://dspace.uzhnu.edu.ua/bitstreams/9f3ed73e-ce38-4057-92e0-a0b60a5b979e/download>.
14. Інноваційні ресторани технології: автоматизована система управління «GMS Ресторан»: навч. посіб. / О. В. Василенко, О. П. Бондарчук, О. Ф. Денисюк та ін. Київ: КУТЕП. 2014. 243 с.
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Information resources

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