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Federal State Budgetary Educational Institution of Higher Education
"Ural State University of Economics"

Approved
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by the Council for Educational and
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Education

December 16, 2025

Protocol # 4

Chairman

Karkh D.A.

(signature)



COURSE PROGRAMME

Title	Staffing of the tourism industry
Field of study	38.04.02 Management
Profile	Management of International Tourism (in English)
Form of study	Full-time
Year of enrollment	2026

Compiled by:
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Ekaterinburg
2025

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INTRODUCTION

The work program of the discipline is part of the main professional educational program of higher education-the master's program developed in accordance with the Federal State Educational Standard of Higher Education/

State Educational Standard of	Federal State Educational Standard of Higher Education -Master's degree in the field of training 38.04.02 Management (Order of the Ministry of Education and Science of the Russian Federation No. 952 of 12.08.2020)
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1. THE PURPOSE OF MASTERING THE DISCIPLINE

is to form students ' holistic understanding of the personnel management system in hotels and other accommodation facilities

2. THE PLACE OF THE DISCIPLINE IN THE STRUCTURE OF THE MAIN PROFESSIONAL EDUCATIONAL PROGRAM

The discipline refers to the part formed by the participants of educational relations.

3. SCOPE OF THE DISCIPLINE

Intermediate certification	Hours					credit units
	Just a semester	Contact work (according to study assignments)			Independent work Independent work including preparation of tests and term	
		papers Total	Lectures	Practical exercises, including course design e		
Semester 1						
Exam	144	20	8	12	97	4

4. PLANNED RESULTS OF MASTERING THE MAIN PROFESSIONAL EDUCATIONAL PROGRAM

As a result of mastering the main professional educational program, the graduate must have formed the competencies established in accordance with the Federal State Educational Standard for Higher Education.

Code and name of competencies	Indicators of achievement of competencies
UC-3 is able to organize and manage the work of a team, developing a team strategy for achieving the set goal	AI-1.UC-3 Know: teamwork strategies; ways and methods of selecting team members to achieve the set goal
	AI-2.UC-3 Be able to: organize and adjust the work of the team, including on the basis of collective decisions

UC-3 is able to organize and manage the work of the team, developing a team strategy to achieve the set goal	AI-3.UC-3 Has practical experience in organizing and managing team interaction in solving set goals; experience in overcoming disagreements, disputes and conflicts that arise in the team based on taking into account the interests of the parties
UC-6 is able to determine and implement priorities for its own activities and ways to improve it based on self	AI-1.UC-6 To know: theoretical and methodological foundations of self-development, self-realization, use of creative potential; fundamentals of planning a professional trajectory; technologies and methods of self
	AI-2.UC-6 Be able to: determine the priorities of professional activity and ways to improve it on the basis of self-assessment; develop, monitor, evaluate and research the components of professional activity; plan independent activities in solving professional tasks
	AI-3.UC-6 Have practical experience determining the effective course of action in the field of professional activity; making decisions at the level of one's own professional activity; planning one's own professional activity

Professional competencies (PC)

Code and name of competence	Indicators for achieving competencies
<u>organizational and managerial</u>	
PC-3 Defining the concept and strategy for the development of a tourist organization	AI-1.PC-3 Know: Laws and other regulatory legal acts in the field of tourism and consumer protection; industry rules and standards; labor and civil legislation; Local regulatory acts of the organization, including internal labor regulations and instructions on labor protection and fire safety; Priority areas for tourism development in Russia and in the world; Organization of financial and economic activities Organization of marketing and advertising activities of a tourist organization;
	AI-2.PC-3 Should Be Able To: To plan the activities of a tourist organization; To determine promising areas of activity of a tourist organization; To use specialized software;
	AI-3.PC-3 Have practical experience: Defining the concept of development of a tourist organization; Developing a strategy and development plan for a tourist organization; Ensuring the implementation of projects in accordance with the approved development strategy of a tourist organization.

PC-5 Formation and implementation of the personnel policy of the tourist organization	AI-1.PC-5 Know: Specialization and features of the structure of a tourist organization; Economy of a tourist organization; Labor organization; Culture of interpersonal and business communication; Fundamentals of psychology and conflictology;
	AI-2.PC-5 Should Be Able To: Take measures to equip the tourist organization (subdivision) with qualified personnel; Create conditions for encouraging employees of the tourist organization (subdivision), effectively using their knowledge and experience; Promote professional development of employees of the tourist organization (subdivision); Promote the creation of healthy and safe working conditions; Ensure the strengthening of labor and industrial discipline; Ensure compliance with labor protection requirements and fire safety;
	AI-3.PC-5 Have practical experience: Development of the staff schedule of the tourist organization; Ensuring compliance with the internal labor regulations of the tourist organization; Organization of compliance with labor protection requirements by employees of the tourist organization.

5. THEMATIC PLAN

Topic	Name of topic	Total hours	Contact work (according to study assignments)			independent work	Control of independent work
			Lectures	Laboratory exercises	Practical exercises classes		
			of Hours				
Semester 1		117					
Topic 1.	The human factor in the field of hospitality and public catering (PC-3)	14	2		2	10	
Topic 2.	Corporate culture-the basis for building personnel policy in the field of hospitality and public catering (PC-3, PC-5)	23	1		2	20	
Topic 3.	Personnel management system in the field of hospitality and public catering (PC-5)	13	1		2	10	
Topic 4.	Features of personnel formation in the field of hospitality and public catering (UC-6)	13	1		2	10	
Topic 5.	Training and development of personnel in the field of hospitality and public catering (UC-6)	21	1		2	18	
Topic 6.	Motivation and evaluation of personnel in the field of hospitality and public catering (UC-3)	19	1		1	17	
Topic 7.	Increasing staff loyalty in the field of hospitality and public catering (UC-3)	14	1		1	12	

**6. FORMS OF CURRENT CONTROL AND INTERIM CERTIFICATION
ШКАЛЫ ASSESSMENT OF THE ASSESSMENT SCALE**

Section/Topic	Type of evaluation tool	Description of the evaluation tool	Evaluation criteria
Current control (Appendix 4)			
topics 1-7	test (Appendix 4)	thematic questions with multiple choice answers to consolidate the material	reasonableness of answers; knowledge of the material.
topics 2-5	tasks (Appendix 4)	problem solving and answer justification	correctness and reasonableness correctness, reasoned knowledge of educational material
topics 1-7	abstract topics (Appendix 4)	topic selection, disclosure of material, validity	of conclusions correctness, reasoned problem solving, structure and completeness; knowledge of educational
Intermediate Attestation (Appendix 5)			
1 semester (Ec)	exam tickets	2 questions of theoretical and 1 practical task	5 points

DESCRIPTION OF ASSESSMENT SCALES

The indicator for assessing the development of the main professional educational program is formed on the basis of combining the current control and intermediate certification of the student.

The rating indicator for each discipline is expressed as a percentage, which shows the level of preparation of the student.

Current control. A 100-point rating system is used. Assessment of student performance during the semester is carried out by the teacher in accordance with the developed system of assessment of academic achievements in the course of training in this discipline.

The working programs of disciplines and practices set out the types of ongoing control, planned results of control activities, and criteria for evaluating academic achievements.

During the semester, the teacher conducts at least 3 control activities to assess the student's performance. If class attendance in a discipline is included in the rating, then this indicator is no more than 20% of the maximum number of points in the discipline.

Intermediate certification. A 5-point rating system is used. Assessment of the student's work at the end of the discipline (part of the discipline) is carried out by the teacher in accordance with the system developed by him for evaluating the student's achievements in the course of training in this discipline. Intermediate certification is also carried out at the end of competence formation.

The procedure for transferring the rating provided for by the rating system for a discipline to a five-point system.

High level-100% - 70% - excellent, good.

Average level-69% - 50% - satisfactory.

Rating indicator	5-point rating indicator	Indicator characteristics
100% - 85%	excellent	have excellent theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, carry out evaluation
84% - 70%	good	have good theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. There may be some errors corrected by the student independently in the course of work (answer, etc.)
69% - 50%	satisfactory	have satisfactory general theoretical knowledge, are able to apply, investigate, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, etc. evaluate results at an average level. Mistakes are allowed that the student finds difficult to correct on their own.
49 % or less	unsatisfactorily	do not have a full amount of general theoretical knowledge, do not know how to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. Skills and abilities for solving professional tasks are not formed
100% - 50%	credited	indicator characteristics correspond to "excellent", " good", "satisfactory"
49 % or less	not credited	indicator characteristics correspond to "unsatisfactory"

7. CONTENT OF THE DISCIPLINE

7.1. Content of lectures

Topic 1. The human factor in the field of hospitality and public catering (PC-3)

The human factor in the field of hospitality and public catering.

Personnel planning process. Planning the quantitative need for personnel. Planning of high-quality personnel requirements. Budgeting in HR management. The role of the HR department of a tourist enterprise and line managers in personnel planning.

The concept of HR management. The main and key roles of the HR manager in the organization. HR manager's activity on personnel adaptation in the organization. Ethics of professional activity of the HR manager.

Topic 2. Corporate culture-the basis for building personnel policy in the field of hospitality and public catering (PC-3, PC-5)

Features of corporate culture. History of the emergence and development of corporate culture.

The expediency of forming the corporate culture of the organization. Types, structure and mechanisms of corporate culture formation. Trends in the development of modern corporate culture. Features of corporate culture formation in travel

companies. The mission of a travel company.

Topic 3. HR management system in the field of hospitality and public catering (PC-5)

Features of the HR management system. Essential characteristics. Axioms of personnel management. Evolution of personnel management concepts.

Characteristics of the staff of a tourist enterprise, requirements for it. Regularities and principles of personnel management in tourism.

Economic approach. An organic approach. Humanistic approach. Organizational

cultures as an object of management activity. Comparative assessment of these approaches

The essence of resource management and personnel management of departments (services, divisions) of the hospitality and public catering organization

Topic 4. Features of personnel formation in the hospitality and public catering sector (UC-6)

Features of personnel formation in the hospitality industry.

Personnel planning process. Planning the quantitative need for personnel. Planning of high-quality personnel requirements. Budgeting in HR management. The role of the HR department of a tourist enterprise and line managers in personnel planning.

Monitoring and evaluation of the effectiveness of departments (services, divisions) of the organization of the hospitality and catering

sector The concept of personnel management. The main and key roles of the HR manager in the organization. HR manager's activity on personnel adaptation in the organization. Ethics of professional activity of the HR manager.

Topic 5. Training and development of personnel in the field of hospitality and public catering (UC-6)

Training and development of staff in the hospitality industry. Place of professional training in HR management. Content of the professional training process. Principles and methods of professional training. Evaluation of the effectiveness of professional training.

The essence of making managerial decisions. The process of making managerial decisions.

Basic concepts of the management decision-making process. Social management and personnel policy. Influence of personnel decisions on the company's management efficiency.

Topic 6. Motivation and evaluation of personnel in the field of hospitality and public catering (UC-3)
Monitoring and evaluating the effectiveness of the departments of the organization of the hospitality and public catering sector. Motivation and evaluation of personnel. The concept of motivation. Basic human needs. Basic principles underlying work motivation.

Job satisfaction and performance indicators. Compensation package: content, structure, and creation. Methods of non-material incentives. Organizational commitment and its formation. Evaluation of the effectiveness of staff motivation. Motivational process. Theories of motivation. Meaningful theories of motivation. Procedural theories of motivation. Modern approaches to staff motivation in tourist organizations.

Topic 7. Increasing staff loyalty in the field of hospitality and public catering (UC-3)

Increase staff loyalty in the hospitality industry. The concept of loyalty. Concept, stages and types of career. Employee goals and business career management.

System of professional promotion. Working with the talent pool. Release of personnel. Theoretical aspects of training and advanced training of personnel. Business career development. Professional development of personnel as a condition for the development of tourist organizations. Training and retraining of personnel. Training in second specialties and advanced training. Planning and management of professional training processes for personnel.

7.2 Content of practical classes and laboratory works

Topic 2. Corporate culture-the basis for building personnel policy in the field of hospitality and public catering (PC-3, PC-5)
situational task

Topic 3. Personnel management system in the field of hospitality and public catering (PC-5)
situational tasks

Topic 4. Features of personnel formation in the field of hospitality and public catering (UC-6)
thematic tests

Topic 5. Training and development of personnel in the field of hospitality and public catering (UC-6)
situational tasks

Topic 6. Motivation and evaluation of personnel in the field of hospitality and public catering (UC-3)
essay related topic

Topic 7. Increasing staff loyalty in the field of hospitality and public catering (UC-3)
thematic tests

7.3. Content of independent work

Topic 2. Corporate culture-the basis for building personnel policy in the field of hospitality and public catering (PC-3, PC-5) essay preparation
Topic 3. Personnel management system in the field of hospitality and public catering (PC-5) abstract preparation
Topic 4. Features of personnel formation in the field of hospitality and public catering (UC-6) preparation of material for the report
5. Training and development of personnel in the field of hospitality and public catering (UC-6) preparation of a presentation on the topic
Topic 6. Motivation and evaluation of personnel in the field of hospitality and public catering (UC-3) preparation of material for the report
Topic 7. Increasing staff loyalty in the field of hospitality and public catering (UC-6) preparation of the presentation

7.3.1. Sample questions for self-preparation for the test/exam
Appendix 1

7.3.2. Practical tasks in the discipline for self-preparation for the test/exam
Appendix 2

7.3.3. The list of coursework
is not provided

7.4. The student's electronic portfolio
materials are not placed

7.5. Methodological recommendations for
Not provided

7.6 Methodological recommendations for completing the course work
are not provided

8. FEATURES OF THE ORGANIZATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE FOR PERSONS WITH DISABILITIES

At the request of the student

In order to make the program accessible for persons with disabilities, if necessary, the department provides the following conditions:

- a special procedure for mastering the discipline, taking into account the state of their health;
- electronic educational resources on the discipline in forms adapted to the limitations of their health;
- studying the discipline according to an individual curriculum (regardless of the form of study);
- e-learning and distance learning technologies that provide for the possibility of receiving and transmitting information in forms that are accessible to them.
- access (remote access) to modern professional databases and information reference systems, the composition of which is determined by the discipline's work program.

9. LIST OF BASIC AND ADDITIONAL EDUCATIONAL LITERATURE REQUIRED FOR MASTERING THE DISCIPLINE

Сайт библиотеки USUE Library Website

<http://lib.usue.ru/>

Main literature:

2. Chuvatkin P. P., Gorbatov S. A. Personnel management of hotel enterprises [Electronic resource]: textbook for universities. - Moscow: Yurayt Publ., 2024. - 280-Available at: <https://urait.ru/bcode/541243>

3. Bolshanik P. V., Dzhuraev A. T., Makhmudova N. U., Kholov E. D. Management in tourism [Electronic resource]: Training manual. - Moscow: INFRA-M Scientific Publishing Center, LLC, 2025. - 207-Available at: <https://znanium.com/catalog/product/2132108>

Additional literature:

2. Romanova M. M. Organization of hotel business [Electronic resource]: Practicum. - Moscow: Rusains, 2024. - 251 p. - Available at: <https://book.ru/book/954864>

3. Klyuchevskaya I. S. Personnel management of a hotel enterprise. Novye puti I resheniya [New ways and solutions]: Monograph. - Moscow: INFRA-M Scientific Publishing Center, 2024. - 187-Available at: <https://znanium.com/catalog/product/2118068>

4. Pugachev V. P. Personnel management of the organization [Electronic resource]: textbook and practical course for universities. - Moscow: Yurayt Publ., 2024. - 523-Available at: <https://urait.ru/bcode/540540>

10. LIST OF INFORMATION TECHNOLOGIES, INCLUDING THE LIST ЛИЦЕНЗИОННОГО OF LICENSED SOFTWARE AND INFORMATION REFERENCE SYSTEMS, ONLINE COURSES USED IN THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE

List of licensed software:

Astra Linux Common Edition. Contract No. 0417-U / 2019 dated 08.05.2019, Act No. Sk000343 dated 24.05.2019 and Contract No. 35-U / 2018 dated 13.06.2018, Act No. UT213 dated 17.12.2018. The license - is valid for an unlimited period of time.

MyOffice is standard. Agreement no. SK-281 of 7 June 7, 2017. Date of conclusion - 07.06.2017. The license - is valid for an unlimited period of time.

List of information reference systems and resources of the Internet information and telecommunications network:

Garant reference and legal system. Agreement No. 58419 of 22 December 22, 2015. The license is valid for an unlimited period of time limit

Legal reference system time in the Consultant +Reference and Legal System. Contract No. 143/223-U / 2025 of 02.12.2025 License validity period until 31.12.2026

11. DESCRIPTION OF THE MATERIAL and TECHNICAL BASE NECESSARY FOR THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE

The implementation academic of the discipline is carried out using the material and technical base of USUE, which provides all types of training sessions and research and independent work of students:

Special premises are training rooms for all types of classes, group and individual consultations, ongoing monitoring and interim assessment.

Rooms for independent work of students are equipped with computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment of USUE.

All rooms are equipped with specialized furniture and multimedia equipment, special equipment (information and telecommunications, other computer equipment), access to information and search systems, reference and legal systems, electronic library systems, databases of current legislation, and other information resources that serve to present educational information to a large audience.

For conducting lecture -type classes, presentations and other educational and visual aids that provide thematic illustrations.

7.3.1. Sample questions for self-preparation for the test/exam

for the exam

1. Organization personnel as a socio-economic category.
2. Content of the HR management concept.
3. Features and main trends of staff employment in the field of hospitality and public catering.
4. Corporate culture: concept, functions, structure.
5. Characteristics of the key values of the corporate culture of the organization of hospitality and public catering.
6. HR policy of a hospitality and catering organization: concept, purpose
7. The main stages of formation and implementation of the personnel policy of the organization of the hospitality and public catering sector.
8. The concept of personnel management system. Composition of functional subsystems of the personnel management system of a hospitality and public catering organization.
9. Structure and functions of the personnel management service of a hospitality and public catering organization.
10. The role of the HR department of a hospitality and catering organization in ensuring the quality of service
11. Defining requirements for the personnel of a hospitality and catering organization based on competence models.
12. Tasks that are solved at the strategic and operational level of personnel marketing.
13. Comparative characteristics of external and internal recruitment sources.
14. Interviewing as a staff selection method
15. Advantages and limitations of professional candidate testing
16. Adaptation of new employees in the organization of the hospitality and catering sector: types, aspects, role in personnel management
17. Content of the main stages of staff training in the organization of the hospitality and public catering sector.
18. Methods of staff training in the organization of hospitality and public catering.
19. Formation of a reserve of personnel in the organization of the hospitality and public catering sector: purpose, stages.
20. Training organization as a modern concept for the development of hospitality and catering personnel.
21. Factors of team formation in the organization of hospitality and public catering.
22. Criteria for the effectiveness of team building for the organization of hospitality and public catering.
23. Mechanism of motivational personnel management: concept, principles of construction.
24. System of internal standards in the organization of the hospitality and public catering sector: purpose, structure.
25. Evaluation of personnel in the organization of the hospitality and catering industry: purpose, stages.
26. Traditional methods of personnel evaluation.
27. Modern methods of personnel evaluation.

28. Staff loyalty: concept, types.
29. Factors affecting the loyalty of staff in the organization of the hospitality and public catering sector.
30. Content of loyalty programs for employees of a hospitality and public catering organization.

7.3.2. Practical tasks in the discipline for independent preparation for the test/exam

Closed tasks

Task number Task	content	Competence
1.	What doesn't apply to the main features of services that are taken into account when managing a restaurant business: a) high capital intensity; b) non-simultaneous production and consumption processes; c) limited storage capacity; d) unlimited storage capacity.	PC-3
2.	What procedure is the most important stage in the selection of personnel: a) survey; b) interview; c) medical examination; d) testing.	PC-3
3.	With such a management structure, the entire power is assumed by the line manager who heads a specific team: a) linear-functional (staff) management structure; b) horizontal management structure; c) functional organizational management structure; d) vertical management structure.	PC-3
4.	The intermediary between hotel owners and management personnel is: a) head of the HR department; b) middle-level manager; c) steward; d) General director	PC-3
5.	The main functions of the HR department of a modern enterprise: a) hiring and firing of labor, record keeping; b) planning, organization, coordination, stimulation, control, development of personnel policy, ongoing work with employees. c) calculation of the number of employees, organization, rationing and payment of labor, planning of labor costs, organization of social services. security features.	PC-5
6.	Professional adaptation is (choose the right options): a) adaptation to work activity at the level of the employee's physical condition, which results in less fatigue, adaptation to high physical loads, etc.; b) full and successful mastery of a new profession, i.e. getting used to it, adaptation to the content and nature of work, its conditions and organization; c) adaptation to the nearest social environment in the future. to the traditions and unwritten norms of the team, to the style of work of managers, to the peculiarities of interpersonal relations that have developed in the team.	PC-5
7.	Career planning goal (choose the right options): a) ensuring the most rational use of the employee's labor potential;	PC-5

	<ul style="list-style-type: none"> b) creating conditions for the employee's self-realization as a person; c) analyzing spontaneous movement of employees and keeping records of movements; d) developing labor mobility, interchangeability of employees. 	
8.	<p>Tariff-free payment system:</p> <ul style="list-style-type: none"> a) earnings are defined as the number of points scored by an employee and multiplied by the price for one point; b) employee earnings are determined on the basis of the conclusion of an employment contract 	PC-5
9.	<p>Procedural theories of motivation include:</p> <ul style="list-style-type: none"> a) Maslow's hierarchy of needs theory; b) Herzberg's two-factor theory; c) Porter and Lawler's expectation theory; d) goal setting theory ;e) Alderfer's ERG theory; f) Justice theory; g) McClelland's theory of acquired needsМакКлелланда. 	PC-5
10.	<p>HR planning goals (choose the right options):</p> <ul style="list-style-type: none"> a) providing the production process of the organization with personnel, taking into account the necessary number and quality; b) effective organization of work with personnel both in the short-term (recruitment of personnel) and in the long-term (personnel development) aspects; c) organization of the work of the personnel management service. 	PC-5
11.	<p>The physically developed part of the population that has the mental abilities and knowledge that are necessary for working in the national economy is:</p> <ul style="list-style-type: none"> a) labor force; b) labor resources; c) labor potential; d) personnel. 	UC-3
12.	<p>The ability of a person to work, the totality of his physical and intellectual abilities, acquired knowledge and experience, which are used in the process of producing goods and providing services, is:</p> <ul style="list-style-type: none"> a) labor force; b) labor resources; c) labor potential; d) labor collective. 	UC-3
13.	<p>Employees of an enterprise who are employed and have an employment relationship with the employer are:</p> <ul style="list-style-type: none"> a) labor resources; b) human resources; c) personnel; d) labor potential. 	UC-3
14.	<p>. When participating in the production and management process, the staff is divided into:</p> <ul style="list-style-type: none"> a) managers and specialists; b) main and maintenance personnel; c) main, support and maintenance personnel; d) production and management personnel. 	UC-3
15.	<p>The main functions of the HR management system are:</p> <ul style="list-style-type: none"> a) analysis, planning, motivation and control; 	UC-3

	b) accounting, audit, planning, forecasting, control; c) planning, organization, motivation, control, regulation; d) planning, forecasting, organization, monitoring, control.	
16.	content of influencing performers, HR management methods are divided into the following groups: a) organizational, economic, psychological; b) economic, administrative, social; c) administrative, organizational, socio-psychological; d) administrative, economic, socio-psychological	UC-6
17.	The general principles of personnel management include: a) scientific, continuous, normative, economical; b) complex, planned, interested, responsible ; c) scientific, systematic, continuous, normative; d) all of the above.	UC-6
18.	Personnel management style, which has the following characteristics: "sole expression of will in the presence of managerial functions of the manager; formation of a strict moral and psychological climate in the team by the manager", is called: a) authoritarian; b) autonomous; c) participatory; d) consultative	UC-6
19.	In the historical development of HR management, we can distinguish a consistent change in the following modern concepts and approaches: a) human resources management, personnel management, human resource management, labor potential management, human capital management. b) personnel management, human resources management, human resource management. c) personnel management, human resource management, human resource management, human resource management. d) human resources management, HR management.	UC-6
20.	The process of improving the moral, psychological, social, professional and physical qualities of the individual in their unity is: a) spiritual development of the individual; b) moral development of the individual; c) harmonious development of the individual; d) professional development of the individual.	UC-6

Open tasks

Task Number	Task content	Competence
1.	Expand the essence of the main content of HR services ' work.	PC-3
2.	What main areas should be included in the development of a human resource management strategy?	PC-3
3.	Name three levels of corporate culture (according to E. Shine).	PC-3
4.	List the main tasks of the HR development division that is part of the CPA.	PC-3
5.	Name the types of HR planning.	PC-3
6.	Name the main stages of the HR planning process.	PC-5
7.	Describe the basic principles of competitive hiring.	PC-5

8.	Name the main goals of the company's activities in the following areas: areas of study.	PC-5
9.	List and briefly describe the main ones forms of staff motivation.	PC-5
10.	Name the main forms of training the personnel reserve.	PC-5
11.	The group of employee qualities that includes: honesty, education, responsibility , decency, and respect for people is:	UC-3
12.	The group of employee qualities that includes: loyalty, conflict-free behavior , ability to compromise, a penchant for intrigue, and the desire for leadership is:	UC-3
13.	The group of employee qualities that includes: quickness of mind, ability to adapt quickly, stress tolerance, and learning ability is —	UC-3
14.	Factors of formation of organizational behavior of the individual, which determine the behavior depending on the relationship of individuals, are:	UC-3
15.	The social structure of the staff is:	UC-3
16.	The staff structure consists of:	UC-6
17.	The group of employees that directs, coordinates and stimulates the company's activities, manages its resources, and is fully responsible for achieving the company's goals is:	UC-6
18.	You are the team leader. During the night shift, one of your workers in a state of alcoholic intoxication damaged expensive equipment. Another, trying to repair it, was injured. The culprit calls you at home on the phone and anxiously asks what they should do now? How will you answer the call?	UC-6
19.	A new manager, invited from the outside, has joined the labor collective where there is a conflict between two groups about the introduction of a new leadership style. How do you think it is better for him to act in order to normalize the psychological climate in the team?	UC-6
20.	What main areas should be included in the development of a human resource management strategy?	UC-6

Sample practical tasks for the exam

Task 1

1. Provide examples of competencies required to fill a vacant position in the hospitality and catering industry.
2. Give examples of competencies that are not acceptable for filling a vacant position in the hospitality and catering industry.
3. Give examples of competencies that can be formed in the process of working in the contact area.
4. Give examples of interview questions for a candidate for a vacant position in the hospitality and catering industry.
5. Give examples of testing an applicant for a vacant position in the hospitality and public catering industry.
6. Give examples of tests to test the applicant's knowledge of a vacant position in the field of hospitality and public catering.
7. Give examples of competencies that can be formed in the process of working in the contact area.
8. Give examples of the competencies that a mentor should have in the field of hospitality and public catering.
9. Give examples of additional benefits in the field of hospitality and public catering, indicate their benefits for the employee and for the organization.

10. Graphically represent the salary structure of a hospitality and catering employee, and evaluate its motivational role.

Task 2.

Training of contact area personnel

Use the example of a specific position of a contact zone employee to develop a professional training project. Project stages:

- learning objectives.
- the number of trainees;
- teachers;
- teaching methods and technologies;
- training materials.
- training base.
- class schedule.
- student reporting form;
- evaluation of project results.

Task 3.

Building a human resources management system

Task Description

According to the theoretical aspects, distribute the listed functions to the subsystems of the HR management system (HRMS), forming the HRMS model.

Based on the obtained model, make *a conclusion about the perfection of the personnel management system of this enterprise.*

List of functions управления of the HR management service:

- management of individual functional and production divisions;
- analysis of human resources;
- maintaining relationships with external sources;
- organization of interviews, evaluation, selection and recruitment of personnel;
- interaction with trade unions;
- compliance with the requirements of technical safety and labor protection;
- accounting of staff admissions, transfers, promotions, and dismissals;
- organization of innovation and inventive activities, rationing and pricing of the labor process;
- organization of social insurance;
- rationing and pricing of the labor process
- ensuring the need for personnel;
- use of personnel;
- development of a system of personnel management goals;
- determination of the content of work in the workplace;
- the choice of ways to cover the need for personnel;
- career guidance and labor adaptation of personnel;
- defining the functions and organizational structure of the HR management service;
- formation of the personnel management system;
- planning of qualitative and quantitative personnel requirements.
- personnel selection;
- industrial socialization of personnel;
- staff incentives;
- career management of personnel;
- release of personnel;
- business evaluation of personnel;
- staff development;

- organization of staff training.