



МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ
Федеральное государственное автономное образовательное учреждение высшего образования

**«Дальневосточный федеральный университет»
(ДФУ)**

ШКОЛА ЭКОНОМИКИ И МЕНЕДЖМЕНТА

СОГЛАСОВАНО

Руководитель ОП

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(Ф.И.О. рук. ОП)

« 13 » ноября 2019г.

УТВЕРЖДАЮ

Врио заведующий(ая) кафедрой
сервиса и туризма
(название кафедры)

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« 13 » ноября 2019г.

РАБОЧАЯ ПРОГРАММА ДИСЦИПЛИНЫ

International Hospitality Operations Management (Международный опыт управления отелями)

**Направление подготовки 43.03.03 Гостиничное дело
Форма подготовки очная**

курс 2 семестр 3
лекции 18 час.
практические занятия 36 час.
лабораторные работы 00 час.
в том числе с использованием МАО лек. 0 /пр. 0 /лаб. 0 час.
всего часов аудиторной нагрузки 54 час.
в том числе с использованием МАО 18 час.
самостоятельная работа 18 час.
в том числе на подготовку к экзамену 36 час.
контрольные работы (количество) не предусмотрены
курсовая работа / курсовой проект не предусмотрены
зачет не предусмотрен
экзамен 3 семестр

Рабочая программа составлена в соответствии с требованиями Федерального государственного образовательного стандарта по направлению подготовки 43.03.03 Гостиничное дело, утвержденного приказом Министерства образования и науки РФ от 8 июня 2017 г. № 515

Рабочая программа обсуждена на заседании кафедры сервиса и туризма
протокол № 11 от « 13 » ноября 2019г.

Врио заведующий(ая) кафедрой: канд. техн. наук., доцент Овчаренко Н.П.
Составители: ассистент Орловская Ю.В.

Владивосток
2019

Оборотная сторона титульного листа РПУД

I. Рабочая программа пересмотрена на заседании кафедры:

Протокол от « ____ » _____ 20__ г. № _____

Заведующий кафедрой _____
(подпись) (И.О. Фамилия)

II. Рабочая программа пересмотрена на заседании кафедры:

Протокол от « ____ » _____ 20__ г. № _____

Заведующий кафедрой _____
(подпись) (И.О. Фамилия)

III. Рабочая программа пересмотрена на заседании кафедры:

Протокол от « ____ » _____ 20__ г. № _____

Заведующий кафедрой _____
(подпись) (И.О. Фамилия)

IV. Рабочая программа пересмотрена на заседании кафедры:

Протокол от « ____ » _____ 20__ г. № _____

Заведующий кафедрой _____
(подпись) (И.О. Фамилия)

1. Goals and objectives of the discipline:

The purpose of the discipline: aimed at improving students ' understanding of the concepts, principles, problems and practices of hotel operations management.

Tasks:

- Develop an understanding of operations management functions in any organization (and in the hospitality industry in particular);
- Understanding the importance of productivity and competitiveness for organizations;
- Understand the importance of an effective production and operational strategy for the organization;
- Understand the various production and operational design solutions and their relationship to the overall strategies of the organizations;
- Ability to critically assess the operating structure of the hotel and specific objectives.

Professional competences of graduates and indicators of their achievement:

The task of professional activity	Objects or knowledge area	Code and name of professional competence	Code and name of the achievement indicator of professional competence	Basis (PS, analysis of other requirements for graduates)
Type of professional activity tasks: _____				
		PK-1	PK-1.1 PK-1.2 PK-1.3	

I. THE STRUCTURE AND CONTENT OF THE THEORETICAL PART OF THE COURSE

Part I. Overview and Historical Perspective (4,5 hr.)

Topic 1. Globalization, Tourism, and the Lodging Sector. (1,5 hr.)

In this topic, we have looked at a number of changing environmental forces shaping the rise of transnational hotel companies in an increasingly globalized economy. Among the more significant changes affecting the worldwide lodging industry are such factors as the extraordinary political shifts of the latter twentieth and early twenty-first centuries; the dismantling of trade barriers by numerous governments to encourage foreign investments and to facilitate international business; the continuous growth of world travel and tourism over the past four decades; increased visitor flows within and beyond national borders; and the restructuring of the lodging industry with respect to scope, ownership, management, affiliation, and consumption behavior.

Topic 2. The Emergence of International Hotels. (1,5 hr.)

In this topic, we have examined international lodging from a historical as well as a developmental context. We have seen how the lodging industry has successfully adapted itself to suit the times—from the Roman Empire's roadside inns to today's international hotel chains located in virtually every country. Most of the lodging industry's changes were necessitated by changes in transportation systems, which facilitated mass travel and hence the demand for different forms of lodging.

The lodging climate after World War II was marked by the foreign expansion of American hotels such as Hilton International and Pan Am's InterContinental. With the advent of the jet plane in the late 1950s, rapid development of American chains in Europe and Latin America paralleled the growing demands of mass travel, often in partnership with or as subsidiaries of air carriers. Today, hotels continue their ties with all sectors of the transportation and travel network—especially with the airline industry, providing rooms for affiliated carriers' passengers and flight crews while gaining access to the airlines' computer reservations systems.

Topic 3. Lesson 3. Political aspects of the international travel, tourism, and lodging industry. (1,5 hr.)

In the world of business, it is an axiom that there are no economic ideas that do not affect politics and no political actions that do not have economic consequences. This topic has discussed how politics intentionally and unintentionally affects international travel and tourism in general and the lodging industry in particular.

Travelers everywhere are vulnerable to many government-imposed restrictions and regulations. For example, a country may have a restrictive or non-restrictive documentation process intended to discourage or facilitate travel for its citizens. Other constraints hinder international travel as well, including exchange controls, the taxation of travelers, travel allowances, and custom regulations on foreign purchases.

Political actions may pose barriers that restrict foreign hotel developers, investors, and/or operators from easy market entry. Regulations or policies may favor or protect domestic hotel owners by giving them incentives or subsidies not available to foreign owners. Host country governments can discourage foreign investment by many other means as well. Today, however, many governments actively seek foreign investments for tourism development and are working diligently to eliminate barriers.

Part II. International Hotel Investment, Development, and Agreements (6 hr.)

Topic 1. Financing International Hotels. (1,5 hr.)

The globalization of financial markets and systems has had a significant impact on the nature of hotel investment. Current market trends, larger investment requirements, fluctuations in the availability of capital, conservative lending policies, and other issues have bred creative ways to finance hotels and hybrid forms of ownership. Investment funds for international hotel projects that in the past were raised largely from conventional sources are today more likely to come from nondomestic, non-traditional sources. The financial environment for hotel development has become far more complex.

A developer and other investors typically provide the front-end funds to initiate a lodging project by committing equity funds or risk capital. Long-term equity investors and long-term debt financing must then be found for the development. Before hotel equity investments are made, however, potential investors will normally set specific criteria regarding the country or region to determine the soundness and safety of the investment.

Lending institutions have adopted much stricter criteria in considering loan approvals. Lenders will generally evaluate the risk of a hotel project based on the developer's market feasibility reports, his or her success with previous projects, the expertise and reputation of the management company chosen to operate the hotel, and other equally important factors.

Topic 2. The Decision to go Global. (1,5 hr.)

The motivation for global expansion varies among chains, but the central purpose seems to be one of increasing market share and brand name recognition. International diversification, moreover, lessens overdependence on any one market, and often results in greater profit, since many host countries provide foreign investors with business advantages and incentives.

An international presence for hotel chains does not come without problems, however. Seldom are foreign ventures immediately profitable, and aside from language and political barriers, there are often concerns of cultural differences, skilled labor shortfalls, and inadequate local sources of supply to serve the ongoing requirements of an international hotel. Also, in various host countries, there may be difficulties complying with conflicting and adverse government regulations as well as reconciling different accounting and internal control systems. In addition, strategies that work well in the domestic market may not work in a foreign environment.

Transnational hotel chains were once predominantly U.S.-based; today, European and emerging Asian chains represent more than half of the hotel chains internationally. The pattern of transnational expansion appears to follow a certain logic. Established companies looking beyond their own borders usually seek

opportunities in nearby countries or in countries that have common ties with the home country—for instance, a commonwealth or former colonial country. Young companies, on the other hand, will more likely respond to opportunity whenever or wherever it may strike. A safe haven with a stable investment and business environment also has strong appeal.

Topic 3. Developing an International Hotel Project. (1,5 hr.)

Many factors influence the success of a new hotel. The use of a development team comprising local partners or consultants may be helpful in learning about a host country's government regulations, overall business climate, and cultural customs. Other team members provide guidance on architectural design, hiring local workers, obtaining construction permits, and so on. Because the hotel developer—the individual or company that conceives the project, initiates the development process, and arranges for the construction financing—is not usually the one who will operate the hotel after it is built, it is important to include a hotel operator on the development team early in the planning stages.

An assessment of existing and required infrastructure is essential. Developers should not take infrastructure for granted. A new hotel may add to the burden of already overloaded systems, or the needed systems may not even exist yet.

Many countries and geographic subdivisions have tourism master plans that affect hotel development. Addressing economic, social, and political goals, the master plan typically covers broad environmental conditions and concerns. It provides a basis for policies, procedures, and regulations governing all tourism development activities, including hotel building.

Topic 4. International Hotel Contracts and Agreements. (1,5 hr.)

Until recently, few foreign (or domestic) hotel owners had the experience, expertise, or inclination to operate their own properties. Given the high-risk nature of lodging properties, lenders have typically required owners to contract with known, reputable international hotel operators as a condition for obtaining loans.

However, the task of selecting a suitable international operator and determining the best form of agreement—be it a long-term lease, a management contract, or a franchise agreement—is not a simple exercise. It should not be done without appropriate financial and legal advice.

Under a management contract, the hotel operator acts fully and completely as an agent of the owner and for the account of the owner. The assets of the hotel, including its name and employees, belong to the owner; liabilities and losses resulting from litigation or judgments against the property are the responsibility of the owner. Likewise, profit or losses from hotel operations ultimately accrue to the owner and not the operator. The operator provides technical expertise, marketing services, qualified management of the hotel, and sometimes operating capital or loans. A known brand operator also offers greater assurance of higher room rates and occupancies. In return for providing management and marketing services, the operator receives a basic fee that is commonly a percentage of gross revenue plus an incentive fee based on profit or cash flow or some variation thereof.

Part III. Human Resources and Cultural Diversity (4,5 hr.)

Topic 1. Understanding Cultural Diversity. (1,5 hr.)

In this topic, we have discussed the need to understand other cultures and how culture shapes the behavior of people in any society, reflecting not only that society's visible traditions, customs and practices, language, art, architecture, dress, and so on, but perhaps more importantly its values, beliefs, code of conduct, and shared system of attitudes and feelings. Without such knowledge, it is difficult to imagine how a hotel executive can function successfully in the new global marketplace, for hotels in a very real sense are as much social and cultural institutions within the community as they are business enterprises. Service is the foundation of great hotels, and good service is perceived as being culturally sensitive to the needs of guests from many places and walks of life. The effective hotel manager knows this, not only from the perspective of his or her clientele, but also from the viewpoint of staff who are the service providers.

Topic 2. Selection and Preparation of International Hotel Executives. (1,5 hr.)

Transnational hotel companies generally rotate their more qualified executives through virtually all of their properties. Rotation allows companies to deploy their best people where they are needed and to perpetuate their standards of service delivery. While the use of expatriates may be both desirable and necessary, it is not without controversy as countries become more nationalistic and actively promote local employment.

The ultimate consideration for the hotel company must be to select managers who are best qualified to pursue the company's interests. Frequently, a hotel company will use an experienced expatriate management team to coordinate the preopening activities of a new hotel. Once the property is up and running, the foreign team may be reassigned to other hotels and replaced by competent local managers who have been appropriately trained for these positions.

Topic 3. Understanding Cultural Diversity. (1,5 hr.)

The supervision of employees in a multicultural or foreign environment requires management sensitivity to culturally based work behaviors. Employees from different cultures generally have different values and feelings about their companies, jobs, relationships with their supervisors, material rewards, free time, and so forth, and these will affect motivation. Likewise, culture may play a role in how decisions are made. Democratic decision processes, which work well in theory, may not work so well in a cultural environment attuned to a bureaucratic system of fixed rules and hierarchical authority. Communication will also be affected by the cultural environment in which it occurs. What is considered open and frank communication in one culture may be seen as threatening or intimidating in another, especially when there are also language differences to overcome.

The unionization of the hotel industry has not been a significant factor influencing hospitality employment around the world. Hotel workers have historically been isolated from the mainstream of the labor movement in industrialized nations. Nonetheless, where hotel unions do exist, management must

take the provisions of labor contracts into consideration in developing IHRM policies.

Part IV. International Hotel Operations (3 hr.)

Topic 1. Special Considerations in Managing International Hotel Operations. (1,5 hr.)

Hotel management is best defined in terms of the functions that all managers must perform, to a greater or lesser degree, whether they operate a domestic or an international property. These management functions include planning, organizing and staffing, coordinating, directing and communicating, controlling, evaluating, and representing. While the functions may be the same, how these functions are carried out will differ for hotel operators and owners in different countries. The domestic manager operates in a generally stable environment with a higher degree of predictability, which allows for better control over daily activities and planning for the future. The international hotel manager, on the other hand, must contend with many environmental uncertainties, and, no matter how well he or she has planned, "firefighting" or crisis management at times becomes the prevailing management mode. In some countries, political conditions change so rapidly that managers can only respond on a day-to-day basis, and their work is a constant challenge, requiring cultural insight, analytic skills, and the ability to adapt or improvise according to the situation.

Topic 2. International Hotel Classifications and Standards. (1,5 hr.)

Hotel classification has long been a controversial subject. The reasons for classifying hotels are clear enough: classification helps to market the hotel and provides information to lodging consumers and travel distributors. It also provides useful information to countries for tourism planning and regulatory purposes.

On the other hand, classification is far from being an exact science. The classification criteria and the objectivity of the evaluation concern both government and the private sector. Unfortunately, the quantitative and qualitative standards of facilities and service are often seemingly arbitrary or unclear with

respect to measurement and evaluation. While it is true, for example, that the size of a guestroom is measurable, space alone does not determine comfort or pleasure for the guest. Adding fuel to the debate is the confusion between classification (which refers to categorization) and grading (which refers to quality assessment).

II. THE STRUCTURE AND CONTENT OF THE PRACTICAL PART OF THE COURSE AND INDEPENDENT WORK

Practice 1. Globalization, Tourism, and the Lodging Sector (2,5 hr.)

Class Activities

A travel agent who handles international travel arrangements to discuss:

- Recent trends
- Differences between business and pleasure travel arrangements
- Problems caused by international differences—time, language, customs, etc.

Or a representative of an international hotel chain to discuss:

- Countries in which the chain is present
- What types of operations and procedures work well in which countries
- What types of operations and procedures cause problems
- Occupancy levels

Individual/Group Activities

Distribute Handout 1 to Group 1. Instruct the group to research domestic and world events that have significantly affected the travel and tourism industry over the past three years (Part 1). Have the group research contemporary issues affecting travel and add them to Part 2 of the handout.

Distribute Handout 2 to Group 2. Instruct the group to research current travel issues affecting the lodging industry (Part 1). Have the group choose one issue to describe in terms of its short- and long-term impacts on the industry (Part 2). Have the groups report their results at the next session.

Practice 2. The Emergence of International Hotels. (2,5 hr.)

Class Activities

A representative of a hotel-affiliated international airline to discuss:

- Advantages and disadvantages of hotel-airline alliances
- Boom and bust patterns of airlines and hotels
- The importance of having professional hotel managers to run hotels

and professional airline executives to run airlines

A representative of an international hotel chain to discuss:

- Hotel mergers and acquisitions
- The effects on the hospitality industry of Asian predominance in

world economic power

- Partnerships versus purchase

Practice 3. Political Aspects of the International Travel, Tourism, and Lodging Industry. (3,5 hr.)

Class Activities

A travel agent who arranges international travel to discuss:

• Documentation requirements for exiting your country and for entering various other countries

- Restrictions on travel abroad imposed by your country
- Entry and duration restrictions imposed by various other countries
- Any other barriers to international travel the agent has encountered

In addition or alternatively, you could ask a number of international students or employees to hold a panel discussion of the barriers they had to deal with in order to come to your country to study and/or work.

Individual/Group Activities

Activity 1: Ask each student or group of students to contact the appropriate branch of government (for example, the State Department in the United States) and ask for the current list of countries for which travel advisories have been issued. Then have each student or group discuss and answer some or all of the following

questions: Why have they been issued? Does there appear to be a political motivation for some of them? Have any of the advisories been criticized in the press for being politically motivated? Does the criticism seem to be valid, or does it seem that the criticism itself may be politically motivated? Is there evidence that the advisories are in fact affecting travel to the cited countries? How about travel to other countries?

Activity 2: Ask each student or group of students to identify a number of recent government actions and public policy issues that affect international travel and tourism. Have each student or group select two or three of these actions/issues and identify three or more short-term (within one year) impacts and three or more long-term (within three to five years) impacts on travel and tourism.

Activity 3: Have each student locate the nearest location to obtain a passport application (this is often the local post office in the United States). Have each student get an application, bring it to class, and fill it out. Interested students may actually apply for their passports.

Practice 4. Financing International Hotels. (2,5 hr.)

Class Activities

An international financial manager or a representative of an international investment firm to discuss:

- The effect of the rapid globalization of the financial markets on the way hospitality properties are financed
- The factors affecting a country's ability to attract investment, including foreign exchange rules and regulations
- Current funding sources and how they vary from country to country
- The role of development banks in providing necessary funding for hospitality projects
- Laws tending to favor either public or private ownership of hotels
- Regional preferences for certain debt-equity structures

Individual/Group Activities

- Ask each student or group of students to select a country and research the types of government investment incentives available (if any) in that country. Have them identify the purpose of each incentive (that is, reduce capital outlay, reduce operating expenses, secure the investment) and, if possible, determine whether the incentives are serving their intended purpose. If they are not, have the students speculate about why and suggest alternate approaches that might be effective. What might be some of the economic and political consequences of using these alternate approaches?

Practice 5. The Decision to Go Global. (2,5 hr.)

Class Activities

Consider inviting a guest speaker to this class session. An appropriate speaker would be the owner or franchisee of an international hotel chain. Help the speaker prepare by providing him or her with a copy of the competencies for this chapter. Have the speaker focus the presentation on the following points:

- The process used to decide where to locate.
- What type of affiliation agreement they have and how it was determined.
- Any problems associated with operating an international chain hotel.

Individual/Group Activities

- This activity is an opportunity for students to learn about a specific international destination through research. Both written and oral reports are part of the activity.

- Ask students—either individually or in groups—to select an international destination (preferably a city or some other specific locale—not an entire region) they think they would like to visit or work in. (You may want to tell them that acquiring special knowledge about a locale might give them an advantage in securing hotel positions in that area.)

- If you choose to divide the class into groups, each group might brainstorm during class which destination to select. If you use the project as an individual activity, give students some class time to make their choices. If you are

concerned about duplications, you should tell students that destinations will be selected on a first-come, first-served basis; in this instance, students would need to let you know as soon as they make their selections.

- Advise students that this project focuses on the following destination information:

- What language is spoken?
- What are the major religion(s), taboos, holidays?
- What currency is used?
- What are the cultural beliefs, ethics, and values?
- What forms of greeting are considered proper?
- How are names and titles used?
- What are common expectations regarding the giving and receiving of gifts?
- What are the major cultural negotiating styles?
- Are there any rules of verbal and nonverbal communication (for example, concerning standing distance during conversation, physical gestures, eye contact, and so forth) that are important for a visitor to that culture to know?
- Who owns the hotels?
- What is the culture's view of hospitality?
- What is the nature of the employer-employee relationship?
- How does the culture view personal achievement and competitiveness?
- Tell students that at the end of the project, everyone (or each group) will be expected to present their reports to the class and will be expected to have written versions of the reports to distribute to the class.

- Copy and distribute the "Destination Research Questions" handout. This handout is a list of the questions students need to research. Tell students to get as much of the information as possible, but note that it may not be possible to answer all of the questions for some destinations.

- You might begin presentations in two weeks and have them continue throughout the remainder of the course, or you may prefer to schedule all presentations for the last two weeks of the course.

Practice 6. Developing an International Hotel Project. (2,5 hr.)

Class Activities

An international hotel developer to discuss:

- Past, current, and anticipated sources of debt and equity funds
- Investment and lending criteria for international projects
- The role of government investment incentives in determining where to build
- Bureaucratic obstacles to development that have been or are being encountered
- The developer's main interest in the project—that is, is it basically a real estate venture or does the developer want to operate the hotel?
- The development team and the smoothness or difficulty of interactions among its members, especially those from different cultures
- Accommodations made to account for local customs and beliefs
- Anticipated and unanticipated effects of foreign business practices
- Any unique or illuminating development experiences

Practice 7. International Hotel Contracts and Agreements. (2,5 hr.)

Class Activities

A management company representative (if possible, of a foreign-based management company) to discuss:

- The services provided by the company
- The negotiated fee structure
- The nature of the contract negotiation—that is, did the management company impose a standard contract or negotiate specific issues?

- The division of responsibilities under the management contract
- Any problems or tensions experienced with the owner

The owner of a local franchise operation (if possible, of a franchise purchased from a foreign-based franchisor) to discuss:

- The elements of the decision to purchase a franchise
- The reasons the owner picked the franchise he or she picked
- The services available from or through the franchisor
- The fees involved
- The nature of the contract negotiation—that is, did the owner have to accept the franchisor’s standard contract or were certain issues negotiable?
- Termination rights under the contract
- Any problems or tensions experienced with the franchisor

If the franchise owner also uses a management company to operate the property, ask him or her to discuss:

- How the management company was chosen
- The nature of the contract negotiation
- The general nature of the fee structure
- The division of responsibilities under the management contract
- Any problems or tensions experienced with the operator

Practice 8. Understanding Cultural Diversity. (2,5 hr.)

Class Activities

A panel of international students representing different cultures to discuss their respective cultures with respect to:

- Verbal and nonverbal communication and personal space
- Employer-employee relationships
- Employee discipline
- Education
- Personal achievement

Practice 9. Selection and Preparation of International Hotel Executives.

(2,5 hr.)

Class Activities

A local hotel manager who has had one or more international assignments to discuss:

- The roles the manager filled while abroad
- How he or she was selected to go abroad
- The types of pre-departure training that were provided, if any, including training provided to family members
 - His or her experience with culture shock
 - The most significant problems he or she faced in adapting to the new assignment and environment
 - The changes in lifestyle faced both at work and at home
 - His or her experience—personal or observed in others—with excessive acculturation
- Any difficulties he or she encountered in repatriation
- Any other experiences or insights he or she thinks are worth mentioning

A foreign national on assignment to a local property in this country to discuss:

- How managing in this country is different from managing in other countries
 - How he or she was selected to go abroad
 - The types of pre-departure training that were provided, if any, including training provided to family members
 - His or her experience with culture shock
 - The most significant problems he or she faced in adapting to the new assignment and environment
 - The changes in lifestyle faced both at work and at home

- His or her thoughts and expectations about eventual repatriation
- Any other experiences or insights he or she thinks are worth mentioning

A human resource department representative of an international firm who is involved in screening, selecting, and/or training managers for placement abroad to discuss:

- The positions typically filled by expatriate employees in his or her organization and the rationale for filling those positions with expatriates
 - The costs of expatriate employment
 - The typical terms of an expatriate manager's contract
 - How the organization evaluates a candidate for foreign assignment
 - The types of training the organization provides for the manager and his or her family
- Difficult issues that have been encountered or must regularly be faced in placing a manager abroad
 - How the organization anticipates and/or deals with the problems of excessive acculturation, repatriation, and reverse culture shock
 - Any other issues he or she believes to be important

Practice 10. International Human Resource Management. (2,5 hr.)

Class Activities

A training director or trainer with experience in cross-cultural training to discuss:

- Training in a multicultural environment
- Training that prepares staff to address the needs and problems of international guests
 - Training that helps a multicultural staff communicate clearly and function smoothly
 - How to develop skills for interacting with culturally different people

- Any difficulties that may have been experienced in trying to apply a generic training program developed in one country to staff in another country
- The process used in determining whether training is needed, and if so, what types of training are needed
- The characteristics looked for in trainers and the steps taken in preparing them to carry out their task
- Any interesting or pertinent experiences he or she may have had involving multicultural training

A local hotel manager who has had one or more international assignments to discuss:

- The use and applicability of Western-style performance appraisals abroad
- The measurement of performance abroad, that is, the elements that are considered evidence of adequate or superior performance
- Any difficulties created or consequences experienced because of the use of a culturally inappropriate performance appraisal system
- Differences between the approaches to corrective actions and discharges used in this country and those used in the countries the manager has been assigned to

Practice 11. Special Considerations in Managing International Hotel Operations. (2,5 hr.)

Class Activities

A hotel manager who has had international chain hotel management experience to discuss:

- Corporate culture and its impacts on hotel management
- How the management functions overlap
- Provisions and protocol for international guests

A hotel purchasing agent who has had international hotel purchasing experience to discuss:

- Buying locally vs. importing

- Types of products that present special challenges
- Challenges of maintaining quality and consistency
- Governmental regulations

Practice 12. International Hotel Classifications and Standards. (2,5 hr.)

Class Activities

A representative of an official or commercial classification scheme used in this country to discuss:

- The structure, purpose, and goals of the system
- The standards used and the way those standards are determined and revised
- The target audience and how that audience affects the design of the system and the properties included in the ratings
- How the system design achieves and maintains credibility, and any design weaknesses that threaten the system's credibility
- The steps involved in implementing and operating the system
- His or her opinions concerning both the desirability and the practicality of a worldwide classification system
- Any stories or experiences he or she believes will provide interesting and useful insights

A travel agent who arranges international travel to discuss:

- The ways he or she uses the various classification schemes in operation around the world
- His or her opinions of both the usefulness and the limitations of such schemes in meeting a travel agent's needs
- The difficulties encountered because of the different standards used by different schemes
- His or her opinions concerning both the desirability and the practicality of a worldwide classification system

- Any stories or experiences he or she believes will provide interesting and useful insights

Practice 13. International Hotel Sales and Marketing. (2,5 hr.)

Class Activities

A travel agent with international experience to discuss:

- How a travel agent identifies client needs
- What questions a travel agent asks hotels
- How a travel agent matches clients with hotels
- Timely commission payments
- Travel agent relationships with hotels and airlines
- How a travel agent serves as a “travel partner” to hotels; e.g., how an agent can help hotel marketing efforts

- Use of computer reservation systems

A representative of an international hotel chain who has had international hotel advertising experience to discuss:

- Overcoming language barriers
- Use of imagery vs. words
- Media selection
- Avoiding cultural faux pas
- Advertising’s power or lack of power in various destinations
- Ad creation and production

Practice 14. Global Competition and the Future. (2,5 hr.)

Class Activities

Long-term tourism growth trends

Demographic, economic, and social trends

Competition for discretionary income—RVs, timeshare, cruises

Alternatives to travel—telecommunications

Home as entertainment center

Deregulation and free trade

European Union's impact on travel and tourism: single market, common currency, elimination of trade barriers, tax barriers reduced, deregulation of transportation, Single European Sky, airline takeovers/mergers, congested airports, Package Holiday Directive, smaller travel agencies disappearing, VAT, hotel rating system, construction industry reforms, standardized currency

Europe: largest generator and largest recipient of tourism, steady increase in guestrooms, significant increase in travel in Eastern Europe

North America: mature market, moderate levels of growth

Asia/Pacific: wide range of tourism attractions, China an important new tourist attraction, large hotels/resorts, rising land costs, infrastructure/transportation concerns, outbound travel increasing

South/Central America: economic conditions generally improving, market for global hotel companies

Africa: young population, low per capita income, weak domestic tourism market, tourist attractions, various tourism challenges

Middle East: strong tourism growth in many destinations, most tourists in the Middle East are Arabs, growth in number of guestrooms

III. TRAINING AND METHODOLOGICAL SUPPORT INDEPENDENT WORK OF STUDENTS

Schedule of the discipline independent work

№ п/п	Date / deadline	Type of independent work	Approximate time for standards implementation	Type of control
1.	Exercise 1 (november)	Study of the theoretical part of the topic, search for information about globalization, tourism and the hotel sector, preparation for the protection of tasks, preparation of files, preparation for discussion of the reports	6	Check the availability of lectures, files, assignments and their protection, passing the test, active participation in the discussion of issues on the topics of classes and assignments, reports

2.	Exercises 2, 3, 4, 5 December	Study of the theoretical part of the topic, preparation for testing, preparation for discussion of the group reports, preparation for assignments	6	Check the availability of lectures, files, assignments and their protection, passing the test, active participation in the discussion of issues on the topics of classes and assignments, reports
3.	Exercises 6, 7	Study of the theoretical part of the topic, preparation for testing, preparation for discussion of the group reports, preparation for assignments	6	Check the availability of lectures, files, assignments and their protection, passing the test, active participation in the discussion of issues on the topics of classes and assignments, reports
Tatal			18	

Recommendations for students independent work

Of particular importance for the development of theoretical material and for the acquisition and formation of skills is independent work of students.

Independent work of students in the discipline "International Hospitality Operations Management" provides for the study of the recommended basic and additional literature, writing essays, solving crossword puzzles, preparation for the implementation and protection of laboratory work and intermediate certification – exam.

For self-examination of mastering the theoretical material, preparation for the implementation and protection of laboratory work and passing the exam, students are offered questions for self-control.

Recommendations for working with literature

When working independently with the recommended literature, students should follow a certain sequence:

- when choosing a literary source of theoretical material, it is best to proceed from the basic concepts of the course topic to know exactly what to look for in a particular publication;
- for a deeper understanding and assimilation of the material should read not only the definitions and concepts available in the text, but also specific examples;
- order to get a broader and systemic understanding on the topic you want to

view a few of the literature (perhaps an alternative);

- it is not necessary to outline the entire text on the topic under consideration, as this approach does not make it possible to understand the material; it is necessary to highlight and outline only the main provisions, definitions and concepts that allow to build a logic of the answer to the studied questions.

Questions for self-control

Questions for self-control are designed for self-examination of the student mastering the theoretical material, preparation for the implementation and protection of laboratory work and the exam. For ease of use questions for self- control are divided into sections and topics of the theoretical part of the course.

Part I Overview and Historical Perspective

Topic 1. Globalization, Tourism, and the Lodging Sector.

1. What factors have contributed to globalization and a global economy?
2. What are transnational hotel companies?
3. What types of businesses does the tourism industry comprise?
4. What are tourism's major contributions to the world?
5. How does the volume of domestic travel compare with the volume of international travel in large, developed countries? In smaller countries sharing a common border with a larger country?
6. What factors have influenced travel growth in the Asia-Pacific region?
7. International travel is affected by what economic determinants ? othe determinants?
8. What demographic changes are likely to have a significant effect on the international lodging industry?

Topic 2. The Emergence of International Hotels.

1. What were some of the innovations introduced by American hoteliers in the early twentieth century?

2. What situations and events influenced international hotel expansion efforts after World War II?
3. When and why did foreign hotel operations begin establishing themselves in the United States?
4. What factors influenced hotel expansion in the Middle East? in the Asia-Pacific region?
5. What is meant by the separation of ownership from management? What have been its effects with regard to the international hotel industry?
6. What major international hotel chains began in the United States?
7. What are some significant characteristics of European hotel chains? Indian hotel chains? Asia-Pacific hotel chains?
8. What are the chief advantages and disadvantages of airline-hotel alliance?
9. What are some of the major airline-hotel linkages?
10. What effect did the mergers and acquisitions begun in the 1980s have on the lodging industry?

Topic 3. Political aspects of the international travel, tourism, and lodging industry.

What sorts of barriers to travel, tourism investment, and business often exist in an international setting?

2. How do government hotel regulations affect the lodging industry of various countries?
3. How do international organizations affect international travel? How do the agendas of the various international organizations relate to one another?
4. Why is government support of tourism and the lodging industry so critical? In what ways do governments support or undermine travel and tourism?
5. What is the focus or purpose of national tourism organizations? How is this different from international organizations?

6. What roles do international lodging chains play in developing countries? What sorts of conflicts are likely to arise between the chains and the host governments?

7. Why is political stability an essential element of tourism? How does political instability affect travel and investment decisions?

8. What are travel advisories? What factors might affect their objectivity?

9. Why is political risk difficult to assess? How might businesses reduce their vulnerability to political risk?

10. What is a crisis management plan? Why is it important?

Part II. International Hotel Investment, Development, and Agreements

Topic 1. Financing International Hotels.

1. What are some of the factors that affect investors' interests in foreign investment? Which factors relate more to the receiving country than the source country?

2. Why are hotels generally considered to be high-risk international investments?

3. What are the likely investment criteria for private sector investment in a country or region? In a specific international hotel?

4. What are the standard criteria for obtaining hotel loans?

5. How do the goal of public and private investors typically differ?

6. What factors have led the Japanese to take aggressive action in the international hotel industry?

7. What are the most common methods of hotel financing used in developing countries?

8. What types of government investment incentives are commonly used to promote hotel development?

9. What are the major attractions of listing a hotel on a stock exchange? How might a publicly listed hotel raise equity capital?

10. How do the accounting conventions of the United States discourage property ownership, while those of the United Kingdom encourage property ownership? What effect do these conventions have on a company's debt capacity?

Topic 2. The Decision to go Global.

1. What are the three general forms of organization in the international business

field and how do they differ from one another?

2. What strategy or strategies might a hotel chain use in expanding nationally? Internationally?

3. Why is it important for lodging chains to standardize products and provide consistent service quality ?

4. What are some advantages and disadvantages of international expansion?

5. What factors explain the differing geographical distribution patterns of international hotel chains?

6. What is one of the key markets that foreign chains target when establishing properties in the United States?

7. What are corporate hotel chains, voluntary associations, and conglomerates?

8. What is the purpose of an operator loan?

9. What are the chief operational problems and concerns in multinational chains?

Topic 3. Developing an International Hotel Project.

1. Who should be on the development team for an international hotel?

2. What are the five phases of hotel development?

3. What general factors should be considered when determining investment opportunities in a foreign country?

4. Should developers take infrastructure for granted? Why or why not?

What types of infrastructure needs might a hotel developer have?

5. What function does a country's tourism master plan serve?

6. What criteria are generally used for selecting a specific site for an international hotel?

7. What is a preliminary site and building analysis? Why is it important?

8. Why is it important to develop a strategy for the approval process?

What sorts of approvals are likely to be needed?

9. Why is hotel design an especially sensitive matter? What factors should be considered when making design decisions?

10. What are the seven basic categories of regulatory control an international developer is likely to encounter?

11. What is “sustainable development”, and what are some of the organizations and initiatives that are supporting this concept?

Topic 4. International Hotel Contracts and Agreements.

1. What criteria should be applied to any qualified operator bidding or negotiating to manage a property?

2. Why are management contracts often very popular in developing countries?

3. What services are typically included in a management contract?

4. What are the basic components of most management contract fee structures? Which types of fees do owners and operators prefer? Why?

5. Has the length of the initial management contract period gotten longer or shorter in recent years? Why?

6. What contract termination rights always exist for both operators and owners under management contracts? What types of termination provisions have become more common recently?

7. Why is the right to maintain operating control often a contentious one in management contract negotiations?

8. What is an owner's most important tool for controlling and monitoring a hotel's operation? How do owners use this tool?
9. What are the advantages and disadvantages of joint ventures?
10. What are the advantages and disadvantages of franchising from the owner's perspective?

Part III. Human Resources and Cultural Diversity

Topic 1. Understanding Cultural Diversity.

1. What is culture?
2. What is the significance of the analogy of the United States as a tossed salad?
3. What are some positive effects of cultural diversity in the workplace?
Some negative effects?
4. Generally, how do Japanese hotel companies differ from American hotel companies in regard to company loyalty, treatment of workers, compensation for senior managers, and upward mobility for Americans?
5. In which abstract relations and behaviors do cultural perceptions differ significantly?
6. Why is it important for hoteliers to follow business protocol?
7. What are some of the complications in negotiating with people from other cultures?
8. What are some notable differences in cultural perspectives of management?

Topic 2. Selection and Preparation of International Hotel Executives.

1. What types of hotel positions are commonly filled by expatriates?
Why?
2. Why do hotel companies often want to use expatriate managers instead of local talent? What are some of the advantages that might be gained from using local talent?

3. What are some of the factors that make the cost of using expatriate labor so high? How might these costs be reduced?
4. What factors should be considered when measuring the cost of placing a poorly selected or poorly trained manager in an international assignment? Are these costs likely to be substantial?
5. How should candidates for foreign placement be evaluated? What personal characteristics are likely to be important for success in a foreign environment?
6. What issues does an expatriate manager's contract generally address?
7. What are the four recommended areas of emphasis in pre-departure training? What elements should be addressed in each of these general areas?
8. What is cultural shock? How can it be minimized?
9. What are the potential consequences of excessive acculturation? What tactics can a hotel company use to help keep it from occurring?
10. What sorts of issues can make repatriation a difficult process? How can such problems be minimized?

Topic 3. International Human Resource Management.

1. What regions of the world are facing labor shortages? What factors affect the labor supply for the hospitality industry in any country? What can hospitality managers do to reduce the impact of labor shortages?
2. What factors influence the hospitality industry's ability to recruit employees?
3. How does a company's turnover rate affect the type of orientation it is willing to provide? How do cultural attitudes affect the type of orientation needed?
4. Why is multicultural training required in hotels serving an international clientele? What steps need to be taken to help ensure that such a training program will be successful?

5. How do cultural differences affect motivation? Why is it important for managers to understand culturally based motivations when designing incentive and reward systems?
6. What are the basic cultural characteristics of Japanese and American decision-making styles? How do these styles compare with those found in other countries?
7. What factors contribute to miscommunication in a multicultural environment? What steps can be taken to reduce the chance of miscommunication?
8. Why has unionization of the hotel industry not been a significant factor in most countries?
9. Should performance appraisals always involve setting goals for the future? Why or why not? Are workers always evaluated on the basis of their work? What other factors may be considered?
10. Why is it important to understand a host culture's viewpoint regarding employee discharge? What problems might arise if a manager discharges someone without considering this viewpoint?

Part IV. International Hotel Operations

Topic 1. Special Considerations in Managing International Hotel Operations.

1. What are the seven broad management functions common to international hotel managers? What types of activities or responsibilities do they include?
2. How might organizing an international hotel differ from organizing a domestic hotel?
3. What is corporate culture, and how does it affect international hotel management?
4. Which cultural factors affect the communication process in an international hotel?

5. What are some of the notable differences in the hotel preferences of international hotel guests?
6. Why is protocol important in a hotel, and what is the basis of protocol?
7. International business travelers expect what kinds of features and services in an international hotel?
8. How do international hotel accounting practices differ from those of domestic hotels?
9. What considerations are important in deciding whether to purchase hotel supplies from local suppliers or to import supplies from another country?
10. Which two organizations are working toward establishing international hotel regulations?

Topic 2. International Hotel Classifications and Standards.

1. What are five important purposes of hotel classification systems?
2. How are registration, classification, and grading different?
3. What eight elements are generally required for hotel classification systems to work well?
4. What might be the ideal makeup of a group with the authority to control registration, classification, and grading schemes?
5. Why do some critics of classification schemes believe such schemes are redundant?
6. Do hotel industries tend to prefer official or commercial classification systems? Why?
7. What are the principal areas of evaluation for the Mobil Travel Guide?
8. What has the WTO done over the years to bring about an international classification system for hotels?
9. What is "world-class" status? How can it be achieved?

Topic 3. International Hotel Sales and Marketing.

1. How and why should hotel marketers perform guest analysis and competition analysis?
2. What does development of an international marketing strategy entail?
3. How have successful hotels dealt with cultural differences in international hotel marketing and sales?
4. How can international marketers and salespeople cultivate the U.S. foreign visitor market?
5. Why is it important to understand the use of travel distribution systems in international marketing efforts?
6. What is the role of travel agents in the hotel booking process? How have some U.S. and European hotels resolved hotel – travel agent relationship problems?
7. What are the benefits to hotels of having tour wholesalers, hotel representation companies, and consortia as travel partners?
8. What is segmentation, and what are some pros and cons of branding?
9. What is positioning, and how does it relate to the overall marketing effort?
10. What promotional tools and techniques can hotel marketers use and what international concerns are associated with each one?
11. How does personal selling for international hotels differ from personal selling for domestic hotels?

IV. MONITORING THE ACHIEVEMENT OF THE COURSE OBJECTIVES

№ п/п	Controlled sections / topics of the discipline	Code and name of the achievement indicator		Assessment tools	
				current control	interim certification
	Part I. Overview and Historical Perspective Part II. International	PK-1	Know	Work-book (Lesson 1); Class Activities Suggested Guest Speakers;	Optional test (Lesson 1)

	Hotel Investment, Development, and Agreements			Individual/Group Activities	
		Can		Work-book (Lesson 2); Class Activities Suggested Guest Speakers; Individual/Group Activities	Optional test (Lesson 2)

V. A LIST OF TEXTBOOKS AND METHODOLOGICAL SUPPORT OF THE DISCIPLINE

Basic literature

(electronic and printed publications)

1. Денисова Н.И. Организация гостиничного хозяйства: [Электронный ресурс] / Н.И. Денисова, Т.А. Джум, - М.: НИЦ ИНФРА-М, 2016. Режим доступа: <http://znanium.com/catalog/product/519396>
2. Дмитриева Н. В., Зайцева Н. А., Огнева С. В., Ушаков Р. Н. Гостиничный менеджмент [Электронный ресурс] / Дмитриева Н. В., Зайцева Н. А., Огнева С. В., Ушаков Р. Н. - М.: Альфа-М, 2015. - Режим доступа: <http://znanium.com/catalog/product/473497>
3. Жулидов С.Б. The Hotel Business. [Электронный ресурс] / С.Б. Жулидов – М: ЮНИТИ, 2015. Режим доступа: <http://znanium.com/bookread2.php?book=872344>
4. Можаяева Н.Г., Камшечко М.В. Индустрия гостеприимства [Электронный ресурс] / Н.Г. Можаяева., М.В. Камшечко – М: Форум, 2017. Режим доступа: <http://znanium.com/bookread2.php?book=545512>
5. Можаяева Н.Г., Рыбачек Г.В. Гостиничный сервис. [Электронный ресурс] / Н.Г. Можаяева, Г.В. Рыбачек. - М.: Альфа-М, 2013. Режим доступа: <http://znanium.com/catalog/product/415579>
6. Сорокина А.В. Организация обслуживания в гостиницах и туристских комплексов [Электронный ресурс] / А.В. Сорокина – М: Альфа- М, 2014. Режим доступа: <http://znanium.com/bookread2.php?book=430064>

7. Сухов Р.И. Гостиничное хозяйство международных туристских дестинаций [Электронный ресурс] / Р.И. Сухов - Рн/Д: Южный федеральный университет, 2016. Режим доступа: <http://znanium.com/catalog/product/991917>

Additional literature

(electronic and printed publications)

1. Chuck Kim Gee. International Hotels Development and Management [American Hotel & Lodging Educational Institute, 2012] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

2. David K. Hayes, Jack D. Ninemeier, Allisha A. Miller. Hotel Operations Management [Pearson Higher Ed USA, 2016] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

3. Debra F. Cannon. Training and Development for the Hospitality Industry [American Hotel & Lodging Educational Institute, 2003] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

4. James R. Abbey, Ph.D. Convention Sales and Services, Ninth Edition [American Hotel & Lodging Educational Institute, 2016] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

5. Karen Lieberman, Bruce Nissen. Ethics in the Hospitality and Tourism Industry [American Hotel & Lodging Educational Institute, 2005] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

6. Michael N. Chibili. Modern Hotel Operation Management [Noordhoff Uitgevers bv Groningen/Houten, The Netherlands, 2016] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

7. Michael L. Kasavana, Ph.D. Managing Front Office Operations, Tenth Edition [American Hotel & Lodging Educational Institute, 2017] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

8. Philip Kotler. Marketing for Hospitality and Tourism, Global Edition [Pearson Higher Ed USA, 2016] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

9. Robert H. Woods, Misty M. Johanson, Mochael P. Sciarini. Managing hospitality human resources [American Hotel & Lodging Educational Institute, 2012] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

VI. GUIDELINES FOR THE DISCIPLINE DEVELOPMENT

Implementation of the discipline "International Hospitality Operations Management" provides the following types of educational work: lectures, laboratory work, independent work of students, ongoing monitoring and interim certification. During the semester, students need:

The development of the course of discipline "International Hospitality Operations Management " involves a rating system for assessing the knowledge of students and provides for the teacher's current control over the attendance of students lectures, preparation and implementation of all laboratory work with the obligatory provision of a report on the work, the implementation of all types of independent work.

Intermediate certification in the discipline "International Hospitality Operations Management" is an exam, which is held in the form of testing.

- study master the theoretical material (20 points);
- successfully complete in-class and assignments (50 points);
- timely and successfully perform all types of independent work (30 points).

The student is considered to be certified in the discipline "International Hotels Development and Management " subject to all types of ongoing monitoring and independent work provided by the curriculum.

Evaluation criteria for the discipline "commodity consumer goods" for certification in the exam are as follows: 86-100 points – "excellent", 76-85 points – "good", 61-75 points – "satisfactory", 60 or less points – "unsatisfactory".

Recommendations for planning and time management, assigned to the study

of the discipline

The best option of planning and organization of student time required for the study of the discipline is a uniform distribution of workload, i.e. systematic familiarization with the theoretical material in the lectures and consolidate the knowledge gained in the preparation and implementation of laboratory work and assignments provided for independent work of students.

Preparation for laboratory work should be carried out in advance to be able to consult with the teacher on emerging issues. In case of missing classes, you must provide a written development of the missed laboratory work.

Independent work should be carried out according to the schedule and requirements proposed by the teacher.

The algorithm of the discipline

The study of the course should be conducted systematically and accompanied by a detailed summary. The abstract is recommended to include all types of educational work: lectures, self-study of the recommended basic and additional literature, reports on laboratory work, the solution of situational problems and crosswords, answers to questions for self-control and other tasks provided for independent work of students.

The main intermediate indicator of the student's success in the process of studying the discipline is his readiness to perform laboratory work.

When preparing for laboratory work, first of all, it is necessary to get acquainted with the lesson plan, study the relevant literature, regulatory and technical documentation. For each question of laboratory work, the student must identify and learn the key concepts and concepts. In case of difficulties, the student should and can seek the advice of a leading teacher.

The criterion of readiness for laboratory work is the ability of the student to answer all control questions recommended by the teacher.

The knowledge gained by students in the process of studying the discipline should be fixed not by repetition, but by the use of the material. This purpose in the

study of the discipline " International Hotels Development and Management " are active forms and methods of training, such as the method of situational analysis, which allows the student to master the professional competence and show them in conditions that mimic professional activity.

Of particular importance for the development of theoretical material and for the acquisition and formation of skills is independent work of students. Independent work of students in this discipline involves the study of the recommended basic and additional literature, writing essays, solving crossword puzzles, preparation for the implementation and protection of laboratory work and intermediate certification – exam.

For self-examination of mastering the theoretical material, preparation for the implementation and protection of laboratory work and passing the exam, students are offered questions for self-control.

Recommendations for working with literature

When working independently with the recommended literature, students should follow a certain sequence:

- when choosing a literary source of theoretical material, it is best to proceed from the basic concepts of the course topic to know exactly what to look for in a particular publication;
- for a deeper understanding and assimilation of the material should read not only the definitions and concepts available in the text, but also specific examples;
- order to get a broader and systemic understanding on the topic you want to view a few of the literature (perhaps an alternative);
- it is not necessary to outline the entire text on the topic under consideration, as this approach does not make it possible to understand the material; it is necessary to highlight and outline only the main provisions, definitions and concepts that allow to build a logic of the answer to the studied questions.

Recommendations for the exam preparation

Preparation for the exam and its effectiveness also requires students the ability to optimally organize their time. Ideally, if the student is familiar with the basic provisions, definitions and concepts of the course in the classroom study of the discipline, then the preparation for the exam will systematize the studied material and learn it deeper.

Preparation for the exam is better to start with the distribution of the proposed control questions by sections and topics of the course. Then it is necessary to find out the presence of theoretical sources (lecture notes, textbooks, manuals).

In the study of the material should highlight the main provisions, definitions and concepts, you can outline them. Selection of reference the provisions will give the chance to organize representation for the discipline and, consequently, more productively to prepare for the exam.

VII. THE DISCIPLINE LOGISTICS

For the implementation of the educational process in the discipline "International Hotels Development and Management" are necessary:

Starting the study of the discipline "International Hotels Development and Management", the student must:

Familiarize yourself with the program, study the list of recommended literature; the program of the course will need to be returned constantly, as the assimilation of each topic separately, in order to understand whether all the issues are sufficiently studied;

In preparation for classes in the discipline "International Hotels Development and Management", should be guided by the norms of time to perform tasks. For example, in preparation for the lesson to study the abstract of one lecture, textbooks, as a rule, is given from 2 hours to 3 hours, and to study the primary sources of text with a summary of 1.5–2 hours, with the preparation of only a plan for about 2 hour.

VI. THE ASSESSMENT FUND

The assessment scale of the competence formation level

Competence code and formulation	Stages of competence formation		Criteria	Indicators
PK – 1 Is able to apply modern technologies of hotel activity in work with the consumer	knows (threshold level)	legal and regulatory framework in the field of hospitality and tourism	knowledge of legal, regulatory and technical documents (legislative and regulatory acts of the Russian Federation, classifiers, standards, compliance, etc.) necessary for the implementation of hotel activities	<ul style="list-style-type: none"> – the ability to list and describe the legal acts regulating this industry; – ability to list and describe regulatory and technical documents regulating requirements to the quantity and quality of services provided; – ability to list the requirements of regulatory and technical documents to the number and quality of services provided
	able (advanced level)	to search and navigate in the regulatory framework necessary for hotel activities	ability to search and navigate in legal, regulatory and technical documents (legislative and regulatory acts of the Russian Federation, classifiers, standards, etc.) necessary for the implementation of hotel activities	<ul style="list-style-type: none"> – ability to search in specialized information reference systems the legal, regulatory and technical documents required to solve professional problems; – ability to be guided in normative and technical documents when assessing the quality of goods, their acceptance by quantity and quality; – the ability to navigate the regulatory and technical documents to regulate the movement of goods
	owns (high level)	skills of working with the regulatory framework in the implementation of hotel activities	possession of skills in working with legal, regulatory and technical documents (legislative and regulatory acts of the Russian Federation, classifiers, standards) necessary for the implementation of hotel activities	<ul style="list-style-type: none"> - ability to independently use and correctly interpret legal acts for the implementation of hotel activities; –ability to independently use and correctly interpret the requirements of regulatory and technical documents in assessing the quality of service provided – ability to independently use and correctly interpret the

				requirements of regulatory and technical documents for the regulation of hotel activities
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Assessment tools to check the formation of competencies (20 min)

Competence code and formulation	Task
PK – 1 Is able to apply modern technologies of hotel activity in work with the consumer	<p>An international hotel developer to discuss:</p> <ul style="list-style-type: none"> Past, current, and anticipated sources of debt and equity funds Investment and lending criteria for international projects <input type="checkbox"/> The role of government investment incentives in determining where to build <input type="checkbox"/> Bureaucratic obstacles to development that have been or are being encountered <input type="checkbox"/> The developer’s main interest in the project—that is, is it basically a real estate venture or does the developer want to operate the hotel? <input type="checkbox"/> The development team and the smoothness or difficulty of interactions among its members, especially those from different cultures <input type="checkbox"/> Accommodations made to account for local customs and beliefs <input type="checkbox"/> Anticipated and unanticipated effects of foreign business practices <input type="checkbox"/> Any unique or illuminating development experiences

Test and examination materials

Assessment tools for interim certification

Exam question

1. Summarize the factors that have contributed to globalization and a global economy, define the term *transnational* as applied to a hotel company, and cite competitive advantages of transnational hotels.
2. Describe the tourism industry, including tourism’s economic impact and geographic distribution, and discuss travel demand determinants. [Slide 2]
3. Describe the international lodging industry, explain its global distribution and structure, and summarize global hotel performance.
4. Identify types of hotel products, discuss types of hotel guests, and summarize some of the challenges faced by the global lodging industry.
5. What are tourism’s major contributions to the world?

6. How does the volume of domestic travel compare with the volume of international travel in large, developed countries? In smaller countries sharing a common border with a larger country?
7. What were some of the innovations introduced by American hoteliers in the early twentieth century?
8. What are the chief advantages and disadvantages of airline-hotel alliance?
9. What effect did the mergers and acquisitions begun in the 1980s have on the lodging industry?
10. What are the likely investment criteria for private sector investment in a country or region? In a specific international hotel?
11. What are the standard criteria for obtaining hotel loans?
12. How do the goal of public and private investors typically differ?
13. What are the three general forms of organization in the international business field and how do they differ from one another?
14. What factors explain the differing geographical distribution patterns of international hotel chains?
15. What are corporate hotel chains, voluntary associations, and conglomerates?
16. Who should be on the development team for an international hotel?
17. What are the five phases of hotel development?
18. What criteria are generally used for selecting a specific site for an international hotel?
19. What is culture?
20. What are some positive effects of cultural diversity in the workplace?
Some negative effects?
21. Why is it important to follow business protocol?
22. What types of hotel positions are commonly filled by expatriates?
23. What are the four recommended areas of emphasis in pre-departure training?

24. What is culture shock? How can it be minimized?
25. What are the seven broad management functions common to international hotel managers? What types of activities or responsibilities do they include?
26. What is corporate culture, and how does it affect international hotel management?
27. Which cultural factors affect the communication process in an international hotel?
28. What are five important purposes of hotel classification systems?
29. How are registration, classification, and grading different?
30. What is “world class” status? How can it be achieved?

Test task

- 1. While several forces at work together have dissolved national borders, the most influential of these forces is:**
 - a. international travel.
 - b. foreign exchange and other financial activities.
 - c. hospitality and other industrial activities.
 - d. the increasing flow of communication.
- 2. Which of the following statements about transnational enterprises is *false*?**
 - a. It owns and controls income-generating assets in more than one country.
 - b. Its operations transcend national boundaries.
 - c. It must have direct investments in its host country.
 - d. It has all major forms of contractual arrangements in its host country.
- 3. Which of the following is *not* a category of travel demand determinants?**
 - a. primary economic factors
 - b. leisure and the quality of life

- c. demographic changes
- d. population growth
- 4. The tourism industry includes:**
 - a. lodging operations and transportation services.
 - b. eating and drinking places.
 - c. sightseeing, amusement, and recreation services.
 - d. all of the above

5. In which countries would domestic travel be expected to exceed international travel?

- a. small countries with ease of outbound day trips
- b. developed countries with large populations that have access to diverse attractions within their own borders
- c. small countries with few attractions within their own borders
- d. large countries with few attractions within their own borders

6. Which of the following groups represents the largest number of properties worldwide?

- a. independently owned and operated properties
- b. chain-owned and -operated properties
- c. independently owned, chain-operated properties
- d. franchised properties

7. The world's major regional destination since the 1950s has been:

- a. North America.
- b. the Asia-Pacific region.
- c. Europe.
- d. the Caribbean.

8. Guests in Spain may choose the world-renowned _____, hotels converted from castles or monasteries.

- a. posadas
- b. paradors
- c. pensions

d. ryokan

9. The largest group of users of hotel accommodations and services worldwide are:

- a. individual tourists.
- b. tour groups.
- c. business travelers.
- d. conference participants.

10. Which of the following statements about pleasure travelers is *true*?

- a. They represent the most price-sensitive segment of the travel market.
- b. They account for about 70 percent of hotel guestroom sales worldwide.
- c. They would rather stay in hotels than with relatives or friends.
- d. They do not react to political situations

11. Which of the following was an American hotel innovation?

- a. spacious public rooms for socializing
- b. luxury hotels
- c. private baths
- d. all of the above

12. Which of the following was among the factors that deterred American hotel operators from investing money in hotels abroad before World War II?

- a. anti-American sentiment in Central Europe and Asia
- b. currency fluctuations and restrictions on repatriation of profits
- c. fears of foreign encroachment on American markets
- d. all of the above

13. U.S. foreign policy after World War II encouraged hotel development in which of the following regions?

- a. Latin America and the Caribbean
- b. the Middle East

- c. East Asia
- d. Southeast Asia

14. Before the 1960s, international hotel development activity focused on:

- a. resort destinations in the Mediterranean and Caribbean.
- b. developing countries with large supplies of inexpensive land and labor.
- c. chain expansion in established markets.
- d. large gateway cities and national capitals.

15. What development in the late 1950s signaled the beginning of mass demand in Western Europe for tour packages to new resort destinations?

- a. easing of U.S.-Soviet tensions
- b. renewal of U.S. funding for the Marshall Plan
- c. growth of the air charter industry
- d. reduction in transatlantic airfares

16. Which of the following has been a significant problem for the international hotel industry in the Asia-Pacific region?

- a. restrictions on the repatriation of profits
- b. economic instability
- c. overcapacity
- d. sharp population increases

17. In general, which of the following is a barrier to international hotel expansion in Europe?

- a. planning restrictions
- b. high cost of construction
- c. well-established domestic chains
- d. all of the above

18. Which of the following has had a significant impact on the international hotel industry in the Middle East?

- a. economic diversification
- b. oil prices
- c. fluctuations in construction costs
- d. all of the above

19. Hyatt Hotels Corporation was one of the first chains to:

- a. separate hotel ownership from management.
- b. use market segmentation internationally.
- c. develop resort hotels in the Caribbean.
- d. open a hotel in China bearing its own name.

20. What was the primary reason that airlines began to develop or acquire their own hotels after World War II?

- a. to stimulate tourism development
- b. to expand and diversify their revenue base
- c. to be awarded certain air routes
- d. to ensure rooms for their passengers and crews

21. The effect of high room taxes tends to be that:

- a. fair competition in the local lodging industry is disrupted.
- b. the competitive position of the destination becomes less favorable.
- c. hotels must increase their employee-to-room ratio.
- d. all of the above

22. A travel allowance is a government-imposed restriction that limits the:

- a. number of exit visas granted to citizens.
- b. amount of exchange residents may purchase to cover foreign travel expenses.
- c. period of time a citizen may spend traveling abroad for leisure purposes.
- d. period of time a foreign business traveler may spend in the country.

23. Regarding fire safety standards for hotels, regulations:

- a. usually conform to uniform international standards.

b. are fairly consistent from country to country, in spite of the lack of international standards.

c. vary somewhat from country to country but are generally consistent within each country.

d. can vary considerably from country to country and even from city to city.

24. The activity in which national tourism organizations are most frequently involved is:

a. tourism planning and development.

b. the preservation, protection, and use of historical and cultural resources.

c. tourist reception and information.

d. official tourism representation at the national and international levels.

25. Government support for the tourism industry is essential, in part because governments are usually in the best position to:

a. provide the necessary infrastructure.

b. offer domestic marketing assistance.

c. analyze investment opportunities for foreign corporations.

d. all of the above

26. Developing countries frequently complain that international hotel companies:

a. do not market their country as a tourist destination well enough.

b. violate government restrictions on the repatriation of profits.

c. are reluctant to hire local nationals to fill senior positions.

d. none of the above

27. What have developing countries identified as the most significant benefit of involvement with international hotel companies?

a. increased circulation of national currency

b. increased pace of tourism development

c. training of the local labor force

d. management expertise

28. Which of the following is issued by the U.S. State Department to advise the public against travel to a particular country?

- a. a caution
- b. a notice on conditions
- c. a travel warning
- d. a visa recall

29. Which of the following is a common tactic that lodging companies use to reduce vulnerability to political risk when expanding internationally?

- a. management contracts with significant equity participation
- b. management contracts with little or no equity participation
- c. equity joint ventures
- d. controlling ownership interest in both land and operations

30. A written crisis plan should focus first on:

- a. property security.
- b. loss prevention.
- c. human safety.
- d. communication.

Criteria for students grading on the test

in the disciplines «International Hospitality Operations Management»

Points (rating estimation)	Assessment test (standard)	Requirements to formed competences
86-100	«excellent»	Assessment "excellent" is exposed to the student, if he deeply and firmly learned the program material, exhaustively, consistently, clearly and logically presents it, is able to closely link the theory with practice, freely copes with tasks, questions and other types of application of knowledge, and does not complicate with the answer when modifying tasks, uses the material of monographic literature in the answer, correctly justifies the decision, has versatile skills and techniques of performing practical tasks.

85-76	«good»	Assessment "good" is exposed to the student, if he knows the material, competently and essentially sets it, without allowing significant inaccuracies in the answer to the question, correctly applies the theoretical provisions in solving practical issues and problems, has the necessary skills and techniques of their implementation.
75-61	«satisfactory»	Assessment "satisfactorily" is exposed to the student if he has knowledge only of the basic material, but did not learn its details, admits inaccuracies, insufficiently correct formulations, violations of logical sequence in the statement of program material, has difficulties at answers to additional questions.
60-0	«unsatisfactory»	Evaluation of "unsatisfactory" exhibited student who knows the significant parts of the program material, allows substantial errors, uncertain, with great difficulty performs practical work. As a rule, the "unsatisfactory" grade is given to students who cannot continue their education without additional training in the relevant discipline.

Discipline case study

«International Hospitality Operations Management»

Part I. Overview and Historical Perspective

Topic 1. Globalization, Tourism, and the Lodging Sector.

Distribute Handout 1 to Group 1. Instruct the group to research domestic and world events that have significantly affected the travel and tourism industry over the past three years (Part 1). Have the group research contemporary issues affecting travel and add them to Part 2 of the handout.

Distribute Handout 2 to Group 2. Instruct the group to research current travel issues affecting the lodging industry (Part 1). Have the group choose one issue to describe in terms of its short- and long-term impacts on the industry (Part 2). Have the groups report their results at the next session.

Topic 2. Political aspects of the international travel, tourism, and lodging industry.

Activity 1: Ask each student or group of students to contact the appropriate branch of government (for example, the State Department in the United States) and

ask for the current list of countries for which travel advisories have been issued. Then have each student or group discuss and answer some or all of the following questions: Why have they been issued? Does there appear to be a political motivation for some of them? Have any of the advisories been criticized in the press for being politically motivated? Does the criticism seem to be valid, or does it seem that the criticism itself may be politically motivated? Is there evidence that the advisories are in fact affecting travel to the cited countries? How about travel to other countries?

Activity 2: Ask each student or group of students to identify a number of recent government actions and public policy issues that affect international travel and tourism. Have each student or group select two or three of these actions/issues and identify three or more short-term (within one year) impacts and three or more long-term (within three to five years) impacts on travel and tourism.

Activity 3: Have each student locate the nearest location to obtain a passport application (this is often the local post office in the United States). Have each student get an application, bring it to class, and fill it out. Interested students may actually apply for their passports.

Part II. International Hotel Investment, Development, and Agreements

Topic 1. Financing International Hotels.

Ask each student or group of students to select a country and research the types of government investment incentives available (if any) in that country. Have them identify the purpose of each incentive (that is, reduce capital outlay, reduce operating expenses, secure the investment) and, if possible, determine whether the incentives are serving their intended purpose. If they are not, have the students speculate about why and suggest alternate approaches that might be effective. What might be some of the economic and political consequences of using these alternate approaches?

Topic 1. The Decision to go Global.

This activity is an opportunity for students to learn about a specific international destination through research. Both written and oral reports are part of the activity.

Ask students—either individually or in groups—to select an international destination (preferably a city or some other specific locale—not an entire region) they think they would like to visit or work in. (You may want to tell them that acquiring special knowledge about a locale might give them an advantage in securing hotel positions in that area.)

If you choose to divide the class into groups, each group might brainstorm during class which destination to select. If you use the project as an individual activity, give students some class time to make their choices. If you are concerned about duplications, you should tell students that destinations will be selected on a first-come, first-served basis; in this instance, students would need to let you know as soon as they make their selections.

Advise students that this project focuses on the following destination information:

- What language is spoken?
- What are the major religion(s), taboos, holidays?
- What currency is used?
- What are the cultural beliefs, ethics, and values?
- What forms of greeting are considered proper?
- How are names and titles used?
- What are common expectations regarding the giving and receiving of gifts?
- What are the major cultural negotiating styles?
- Are there any rules of verbal and nonverbal communication (for example, concerning standing distance during conversation, physical gestures, eye contact, and so forth) that are important for a visitor to that culture to know?
- Who owns the hotels?
- What is the culture's view of hospitality?

- What is the nature of the employer-employee relationship?
- How does the culture view personal achievement and competitiveness?

Tell students that at the end of the project, everyone (or each group) will be expected to present their reports to the class and will be expected to have written versions of the reports to distribute to the class.

Copy and distribute the "Destination Research Questions" handout. This handout is a list of the questions students need to research. Tell students to get as much of the information as possible, but note that it may not be possible to answer all of the questions for some destinations.

You might begin presentations in two weeks and have them continue throughout the remainder of the course, or you may prefer to schedule all presentations for the last two weeks of the course.

Assessment criteria:

✓ 100-85 - points if the answer shows a strong knowledge of the main processes of the subject area, different depth and completeness of the disclosure of the topic; possession of the terminological apparatus; the ability to explain the essence of phenomena, processes, events, to draw conclusions and generalizations, to give reasoned answers, give examples; fluency monological speech, logic and sequence of response; the ability to give examples of modern problems of the study area.

✓ 85-76 - points-the answer that reveals a strong knowledge of the main processes of the studied subject area, is characterized by the depth and completeness of the disclosure of the topic; possession of the terminological apparatus; the ability to explain the essence of phenomena, processes, events, draw conclusions and generalizations, give reasoned answers, give examples; fluency of monological speech, logic and sequence of the answer. However, one or two inaccuracies in the answer are allowed.

✓ 75-61 – points - the answer testifying basically to knowledge of processes of the studied subject area differing in insufficient depth and completeness of disclosure of a subject is estimated; knowledge of the basic questions of the theory; poorly formed skills of the analysis of the phenomena, processes, insufficient ability to give the reasoned answers and to give examples; insufficiently free possession of monologic speech, logic and sequence of the answer. There are several mistakes in the content of the answer; inability to give an example of the situation, to communicate with other aspects of the study area.

✓ 60-50 points-the answer that reveals ignorance of the processes of the studied subject area, characterized by a shallow disclosure of the topic; ignorance of the basic questions of theory, unformed skills of analysis of phenomena, processes; inability to give reasoned answers, poor command of monological speech, lack of logic and consistency. Serious errors in the content of the answer are allowed; ignorance of modern problems of the studied area.

Guidelines that define procedures for results assessment of learning

Current certification of students. Current certification of students in the discipline "International Hospitality Operations Management" is carried out in accordance with local regulations FEFU and is mandatory.

Current certification in the discipline "International Hospitality Operations Management" is carried out in the form of control measures (interview, practical work, solution of situational problems) to assess the actual results of students' learning and is carried out by a leading teacher.

The objects of evaluation are:

- academic discipline (activity in the classroom, the timeliness of various types of tasks, attendance of all types of classes in the certified discipline);
- the degree of assimilation of theoretical knowledge (interview);
- the level of mastering practical skills on all types of academic work (implementation of practical work, the decision of situational tasks);

- the results of independent work

Intermediate certification of students. Interim certification of students in the discipline "International Hospitality Operations Management" is carried out in accordance with local regulations FEFU and is mandatory.

On discipline " International Hospitality Operations Management " provides an exam in the form of testing.

Brief description of the procedure for using the evaluation tool. As a result of attending lectures, laboratory classes, seminars and round tables, the student consistently masters the materials of the discipline and studies the answers to the questions to the offset presented in the structural element of the FOS IV.1. During the interim certification, the student prepares an individual creative credit task (individual creative credit task is placed in the structural element of the FOS IV.2). The criteria for student assessment in the competition are presented in the structural element of FOS IV.3. Criteria for evaluation of the current certification- control test (laboratory work 1, laboratory work, group creative task) are presented in the structural element of the FOS.

**Criteria for grading a student in the standings
in the disciplines «International Hospitality Operations Management»**

Points (rating estimation)	Assessment test (standard)	Requirements to formed competences
86-100	«excellent»	Assessment "excellent" is exposed to the student, if he deeply and firmly learned the program material, exhaustively, consistently, clearly and logically presents it, is able to closely link the theory with practice, freely copes with tasks, questions and other types of application of knowledge, and does not complicate with the answer when modifying tasks, uses the material of monographic literature in the answer, correctly justifies the decision, has versatile skills and techniques of performing practical tasks.
85-76	«good»	Assessment "good" is exposed to the student, if he knows the material, competently and essentially sets it, without allowing significant inaccuracies in the answer to the question, correctly applies the theoretical provisions in solving practical issues and problems, has the necessary skills and techniques of their implementation.

75-61	«satisfactory»	Assessment "satisfactorily" is exposed to the student if he has knowledge only of the basic material, but did not learn its details, admits inaccuracies, insufficiently correct formulations, violations of logical sequence in the statement of program material, has difficulties at answers to additional questions.
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