

MANAGEMENT OF TOURISM RESOURCES TO CREATE WORK TEAMS FOCUSED ON RESULTS

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Abstract:

Tourism as a social and economic phenomenon, is exposed most directly to constant and profound changes. The tourism is almost no country in the world that does not reckon seriously with tourism in this economic development. This paper focuses on modern trends on the tourist market and the necessity to apply the knowledge of modern management. Tourism as a general phenomenon of this century has been the first activity that assumed global dimensions. The higher standard of living of the population and an ever greater amount of leisure time, as well as the development of transport technology and service technology in general accounted for important changes in the demand, bringing about considerable changes in the supply, primarily in the adaptation of the tourist product to the requirements of an increasingly sophisticated demand and the changes in the process for marketing management and application.

Key words: management, tourism, tourist, structural tourism

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Introduction

Tourism as a general phenomenon of this century has been the first activity that assumed global dimensions. By its economic, sociological, psychological, political and other attributes, it will be the first industry to approximate, by the size of its transactions. The modern day tourist is an increasingly “spoiled” consumer of tourist services and his/her requirements are specific and partial.

In the history of management theory, this type of management emerged in the Scandinavian countries. Managers realized that there existed a way of making a formal group successful by introducing teamwork and by aspiring to team efficiency. Everybody is to be given an opportunity to make a contribution and take part in work since it is not possible to foresee who will come up the best idea or offer the best solution.

The participatory management is the management style that makes it possible for employees to play a more important and independent role. In addition to these, there is a whole series of other changes which, apart from affecting the situation in the political and economic environment, may influence the future development of international tourism as well. They include among other:

- increase of the bug business interest in the international tourist market;
- increase of the promotional activities of national tourist organizations as well as tour operators, hotel companies and other participants on the international tourist market;
- preparation of modern forms of business operations in tourism with reliance on the marketing conception and modern information technology;
- increase of the role of nautical tourism and various aquatic sports, as well as of active forms of leisure and winter sports activities in mountain resorts;
- development of modern roads on the main routes and the continued expansion of air transport;

- international tourism will grow faster than domestic tourism and greater respect for the requirements of international and domestic tourism in the elaboration of long-term conception of the development of tourism.
- greater impact of international cooperation in the field of the promotion of international tourism;
- de-concentration of international tourism across year;
- tendency of a faster growth of trips to remote areas, while medium – and short – range distances will continue to account for a substantial share of international tourism;
- addressing environmental problems in tourist countries;
- quality workforce in tourist industries may be a catalyst to development, as well as development limiting, missing factor;
- complex development of tourist industry and the raising of the quality of tourist services and the overall accommodation of tourists;
- prices of tourist services will rise more quickly than rate of inflation due to the rise of the living standard and the nature of tourist needs;
- process of a synchronized development of tourism with other economic activities;

The dynamic tourist movements will continue to be directed basically in three principal direction warm seas, mountain resorts and big cities. The following structural changes are projected within the three most important segments a slower growth of tourist activities directed towards the warm sea, and a rapid growth of tourist activities directed towards mountain resorts and big cities, combining tourist, business cultural contents. World projections for the growth international tourism are focused on:

- tourist consumption, the growth rate faster than the number of tourists;
- tourist activities, a relatively high average annual growth rate;
- anticipated sources of the tourist demand, dominant role of the most developed countries with increased participation by medium-developed countries and some developing countries;
- structure of the tourist countries taking part in the distribution of international tourism, increased participation by countries as to individual countries;
- structure of tourists by income, the tourists will increasingly use organized tourist transport – the so called package deals and the automobile in individual tourist transport, and the greatest number of tourists will be the people of medium and low incomes, respectively they have, after all, accounted for tourism growth into a large scale phenomenon;
- anticipated regional structure;
- quality of product tourist, respectively requests to raise the quality even at a higher price of service are expected, for board and accommodation, as well as for leisure, sport, entertainment and culture, demands on tour operators to devise new and more diversified travel quality programs, and synchronization of the process of the supply of the tourist product with the sources of the tourist demand, including both public and private sectors;
- role of organized tourist activities to increase continuously, their continued development to be conditioned in great measure by the ability of tour operators to adapt themselves to the requests of various tourist demand segments;
- it is expected that individual tourist activities will continue to be ranked high;

- special attention to be accorded tourists of high incomes, individual tourist travels, important group of tourists to participate at numerous international political, scientific, cultural, fair, sports and other events;
- change of the tourist demand, increased participation by young people, especially students and retired, respectively senior citizens.

Development projections of international tourism may also be made on the basis of its own important trends:

- continued domination of tourists of medium and low capacities to pay and continued prevalence of the passenger car as a means of transport;
- continued growth of organized tours in international tourism at large;
- continued relatively faster growth of the number of trips to faraway destinations;
- “aggressive” application of the marketing conception in tourism, along with more extensive use of modern information technology, promotional and other activities;
- greater interest of big business from various fields;
- loss of interest in hotel accommodation and increased interest in holiday resorts which offer apartments, bungalows and villas as basic accommodation and in spas and sanatoria, as well as in modern camps with complementary accommodation.

To that end, the Scandinavian countries have devised systematic procedures of participatory management. In it, participation of workers is not a temporary experiment or an ad hoc measure. This type of management allows for creation of teams focused on results. In order to make teams function effectively, the challenge of the result is the most important and best way to create teams.

Conclusion:

Many consider that the basic elements of the team, including size, purpose, goals, skills approach and responsibility may often be foreseen.

Elements that make up the team are: skills, qualifications of team members, responsibility of team and team members loyalty. It is well known that the most difficult team to form is the one at the top of the organizations, primarily because of numerous misconceptions about team functioning. A number of simple rules may greatly improve team performance, especially of those at the top of the organization:

- teams should deal with specific, concrete questions, rather than board generalizations;
- tasks should be divided and transferred onto subgroups and individuals;
- team membership must be based on each individual members ability and skills, rather than on formal authority or individual positions in the organization;
- member of the team should perform the same quantity of work or else a discrepancy between engagement and results will occur;
- teams will function only if the traditional model of hierarchy is broken in communication and inter-action.
- finally, top management teams must cooperate, just as all others do, pull together their tasks and maintain an atmosphere of openness, loyalty and trust.

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