

СЕКЦІЯ V
Сучасні технології
підготовки конкурентних
фахівців в туристичному
та готельно-
ресторанному бізнесі

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**MANAGEMENT OF PERSONNEL IN THE TOURISM AND HOTEL
AND RESTAURANT BUSINESS OF THE HOSPITALITY INDUSTRY**

The importance and role of tourism in our time for the development of the economy of states, meeting the needs of the individual, the mutual enrichment of social ties between countries cannot be overestimated. A feature of the current stage of development of domestic tourism is the focus on expanding inbound tourism and the domestic market of tourist services. The solution to this problem is possible with the obligatory condition of ensuring the quality of service for tourists, incl. the quality of hotel service.

The hotel and restaurant business is the most important element of the social sphere, which plays an important role in increasing the efficiency of social production and, accordingly, increasing the living standards of the population [1, p. 63]. The sphere of hotel and restaurant services is so closely related to services in the field of tourism and entertainment that when considering issues of management and marketing, it is advisable to present them as a single tourist hotel and restaurant complex.

Hotel and restaurant service includes a whole range of services for tourists and is a key factor determining the prospects for the development of inbound and domestic tourism in the world market. The modern hotel and restaurant business is a complex enterprise employing hundreds of people and dozens of professions that

СЕКЦІЯ V. Сучасні технології підготовки конкурентних фахівців у галузі туристичного та готельно-ресторанного бізнесу

provide services to tourists. The main function of the hotel business and other accommodation facilities is the provision of temporary housing.

The following modern trends in the development of the hospitality industry are distinguished:

- 1) deepening the specialization of the hotel and restaurant offer;
- 2) the formation of international hotel and restaurant chains;
- 3) development of a network of small businesses;
- 4) the introduction of leading computer technologies into the hospitality industry.

The provision of services in the hotel and restaurant business is currently one of the rapidly developing areas of business. Recently, high-quality hotels have appeared, which need managers of different levels. Currently, in our country, the process of training qualified specialists for hotels and restaurants is at an early stage [2, p. 22].

A modern manager must know the technology of customer service, have a clear idea of the material and technical base of the hotel, its technical equipment, requirements and methods of design of residential and public premises of the hotel, be well versed in issues related to labor protection and ensuring the safety of people in the hotel. The presence of comprehensive knowledge and well-functioning communication systems with the staff and visitors of the hotel will lead the manager to success.

Success in the market is determined by the ability to form a supply that is relevant to demand, taking into account the consumer preferences of the served market segments [3, p. 242].

Corporate diversification strategies.

1. Most companies start out as small, highly specialized businesses serving a local or regional market. At the initial stage of their existence, the range of products they produce is small, their own funds are limited, and competitive positions are vulnerable. The young company is trying to increase its sales by increasing its market share and winning customer recognition. Profits are reinvested, new loans are taken, growth opportunities are used to the maximum. Price, quality, service and advertising are carefully tailored to the interests of buyers. The range of products is expanding to meet the most diverse needs of consumers.

2. As long as the company is making a profit using the capabilities of one industry, there is no need to diversify. But as soon as the potential for growth begins to decline, it is strategically correct to either pursue more aggressive policies to increase market share, or diversify into other areas of activity.

СЕКЦІЯ V. Сучасні технології підготовки конкурентних фахівців у галузі туристичного та готельно-ресторанного бізнесу

Diversification is a form of concentration of production, which involves the unification of technologically diverse enterprises, for example, a hotel and restaurant business and cultural and entertainment complex.

To perform the functions of enterprise management, an appropriate structure of the management system is created, which is a set of specialized units interconnected by the process of making and implementing management decisions.

Consider the requirements for the organization of the management structure.

1. The ability to reflect the content of the body's activities, the main elements of management, goals, methods, principles, functions, stages and stages of decision-making and implementation.

2. Flexibility – the ability to respond to changes in socio-economic and organizational and technical conditions.

3. Minimum time for passing decisions, orders, orders from the higher management to the immediate executors.

4. A minimum of steps in the hierarchical ladder.

5. The organizational structure should ensure the effective distribution of functions by divisions – management links, exclude duplication of functions at different levels, and assu

me the need for its constant improvement.

6. Relative uniformity of loads on each subdivision of the administrative apparatus, the conjugation of individual links and stages, which should be interconnected by common goals, the solution of certain problems and tasks.

An important problem in the formation of the management structure is the creation of the structure as a whole, and its management bodies. The structural divisions of the governing bodies must be combined into the following groups:

The management is the specialists in charge of all structural divisions of the management body (the head, his deputies, the collegium).

Sectoral structural divisions manage the departments of the management object.

The functional structures of the subdivision implement one management function.

The subsidiary structures of the unit support the work of the governing body.

Important areas in the presented organizational structure are the presence of a business center and animation service in the hotel. Most of the tourists in the hotel are business people who have come for one or two days to resolve business issues, hold negotiations, participate in exhibitions, conferences, meetings, colleges, etc. The task of the business center is to provide the maximum range of technical (telephone, fax, Internet) and material services (meeting room, personal

СЕКЦІЯ V. Сучасні технології підготовки конкурентних фахівців у галузі туристичного та готельно-ресторанного бізнесу

secretary, translator). The task of the animation service is to attract the attention of a business person in his spare time. Provide a standard program of recreation in hotels (bowling, billiards, casinos), as well as attract the visitor with the traditional features of the country, the area where he is staying, conduct an excursion and try to fill the client's stay in the hotel with an emotional component - a feeling of relaxation and pleasant pastime.

The presented organizational structure is optimal for the management of a hotel and restaurant and cultural and entertainment complex.

Management is based on general systemic management principles. Management functions are relatively isolated areas of management activities that allow for management impact in any activity. The management functions reveal the content of management as a process that reflects the type of management activity, job responsibilities assigned to a certain structural unit or employee of a specific management body. Based on the content of the work performed, the management functions are classified as follows:

- forecasting and planning;
- work organization;
- coordination and regulation;
- activation and stimulation;
- control, accounting and analysis.

Information plays an important role in making management decisions. The process by which management information can be received or transmitted is called communication.

Without the communication process, without the transfer of information from the subject of control to the object of control and vice versa, so that the transmitted information is correctly understood, the effective operation of the control system is impossible.

Decision-making is present in the implementation of all management functions, since when planning, organizing, motivating, monitoring, it is necessary to make management decisions without making an appropriate decision, it is impossible to implement any of the above management functions.

Solving the problems of organizing management in hotel and restaurant complexes is possible only with the application of corporate diversification strategies, and, accordingly, the combination of all entertainment services into a single cultural and entertainment complex, with the creation of a suitable organizational structure, as well as the development of a business plan [5, p. 50] for a hotel and restaurant complex with a cultural and entertainment complex.

When planning an activity, the following aspects should be considered:

- feasibility of the project;

СЕКЦІЯ V. Сучасні технології підготовки конкурентних фахівців у галузі туристичного та готельно-ресторанного бізнесу

- strategic plan;
- organization of the plan;
- financing the plan.

The proposed structure of a new type of enterprise will allow the formation of socio-cultural processes in the minds of tourists in the domestic market and attract foreign guests. The efficiency of any enterprise will be determined not by production and financial capabilities, but by the interactivity and professionalism of personnel in hotel and restaurant and cultural and entertainment complexes.

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