

см. ас. АСЯ ПЕНЧЕВА

УНИВЕРСИТЕТ ЗА НАЦИОНАЛНО И СВЕТОВНО СТОПАНСТВО, СОФИЯ

**УПРАВЛЕНСКИ УМЕНИЯ В УПРАВЛЕНИЕТО НА ПРОЕКТИ В ОБЛАСТТА НА
ТУРИЗМА**

MANAGEMENT SKILLS IN PROJECT MANAGEMENT IN TOURISM

Senior Assistant Prof. ASYA PENCHEVA

UNIVERSITY OF NATIONAL AND WORLD ECONOMY, SOFIA

Abstract: Tourism as a dynamic field of human activity is a leading branch in the modern economy and in the globalizing world. The successful operation of tourism activities depends on many factors: environmental conditions, cultural premises and last but not least - the training and the qualification of tourism staff. Compared to other sectors of the economy, the human factor in tourism is determining, as regards main characteristics of tourism product. It is these circumstances, which require the acute need for qualified managers, who meet the global demand and who have managerial and leadership skills.

Key words: tourism product, management skills, modern economy.

Tourism as a dynamic field of human activity is a leading branch in the modern economy and in the globalizing world. The successful operation of tourism activities depends on many factors: environmental conditions, cultural premises and last but not least - the training and the qualification of tourism staff. Compared to other sectors of the economy, the human factor in tourism is determining, as regards main characteristics of tourism product. It is these circumstances, which require the acute need for qualified managers, who meet the global demand and who have managerial and leadership skills.

In the scientific literature there are many definitions of the term **leadership**:

✓ development of a clear and complete system of expectations, in order to find, produce and utilize the strengths of all resources in the organization, the most important of which are the people;

✓ decision making for more purposeful behavior of the led staff, consistent with work requirements and achievement of certain results;

✓ ability to get others to do the job well¹;

To optimize its operations, every organization develops and manages multiple projects. For effective management of tourism projects, the organization should have:

✓ vision of the ultimate goal of the project;

✓ clear, compelling reason for reaching the ultimate goal (devotion);

✓ range of guidance and a realistic timetable (project plan that covers deadlines, budget, etc.);

✓ ability to attract capable team that will work well (developing and motivating teamwork)²;

The researcher Pinto synthesizes various managerial sciences and identifies several aspects about the nature of managing a project:

• The effective project managers must have good communication skills.

¹ Northouse, P., Leadership: theory and practice, Sage Publications, 2012, p.13.

² Kerzner, H., Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Wiley, 2009, p. 23.

- The project managers are flexible and react to ambitious or uncertain situations with minimal stress.

- The successful managers work well with their team on the project.

- The good project managers know different tactics for bringing influence, using the art of convincingness and influence¹.

He states, that the study of the traits of successful leaders is valuable, but insufficient. The key to understanding the behavior of the manager is to understand what lies behind the word "lead" and how it presents the management briefly. Verma and Wideman bring up two interesting problems about the leadership in the project environment. Leader or manager? Is there a difference between them? So here is the place to make a distinction between the terms **leadership and management**².

Leadership is a management category. The leadership process is so dynamic that it is difficult to define its processes. Leadership is the ability to get other people to do some work while earning their respect, confidence, loyalty, willingness to work together and devoting. Respect and trust are the *key-elements* of effective leadership, not fear and obedience. It involves focusing the efforts of a group of people on a common goal and allows them to work as a team. The leader should be democratic and he should support the efforts of each team member. The leader is not a man who dominates over others. He is the focal point and acts only when it is necessary, gives advices, encourages and supports the team members throughout the project life cycle.

Leadership and management processes are not identical. Compared with the leadership, *management* is much broader concept. It involves both behavioral and non-behavioral problems and aspects such

as planning, organizing, providing instruction, control and influence, motivating and rewarding. In contrast, the leadership includes mostly behavioral issues (Figure 1).

In the project environment not all project managers are project leaders, but some of the most effective project managers prove in the long run that they are good leaders as well. This is because in order to manage a project effectively, managers must have good communication skills, to be able to intervene and to integrate the efforts of the entire team, project stakeholders and customers³.

Understanding and use of these concepts help project managers to find the importance of leadership and getting management skills for successful project management. Project leaders are those who make things correctly (formulate strategies, set goals and tasks), while project managers are those who do things correctly (create an organization, form a project team and create a better working environment). A person who manages the project should be a leader and a manager⁴.

Project leaders should encourage creation of an environment in which team members have faith with each other and help each other to achieve the best performance. They should encourage good performance and minimize barriers in order to establish efficiency and high morale. According to Davis leadership is the ability to persuade others to meet with enthusiasm the set up targets. The human factor is the one that integrates the project participants and motivates them to achieve the objectives.

Manager activities, such as planning, organizing, decision-making are ineffective in a project unless the project manager motivates and inspires the participants in

¹ Pinto, J., Successful Information System Implementation, Upper Darby, Project Management Institute, 1994, pp. 159.

² Verma, V., R. Wideman, Project Manager to Project Leader?, Proceedings of the 25th Annual Seminar, Upper Darby, Project Management Institute, 2000, pp.627-633.

³ Пенчева, А., Управление на проекти. Теоретико-методологически проблеми, Авангард Прима, С., 2011 г., с. 118.

⁴ Pencheva, A., The integrated approach in tourism projects management, Journal of Science and Research, volume 2, 2011, pp. 92-98.

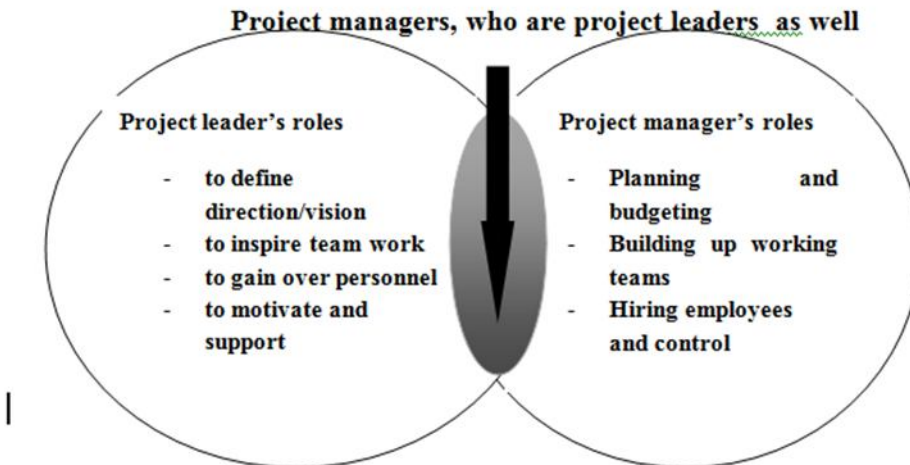


Figure 1: Project leader and project manager characteristics

the project and directs them to achieve the objective¹.

After careful analysis of the role of project managers and project leaders it should be also made the difference between their *styles* depending on how each of them focuses on the project. Positions taken by leaders and managers in a number of issues are shown in Table 1, and it clarifies the fact that leaders focus on efficiency and managers on efficacy². It should be noted that successful project management requires both leadership and managerial skills.

If leadership is an obligatory element of guidance, the person who should lead the team must be not only manager but a leader. This is predetermined by the very nature of the team - it involves people who work together, they are equally highly committed to what they must achieve, they are interdependent of each other in terms of behavior. This team needs both guidance and leadership in order to deal with the

complex, large and responsible task, related to the project implementation.

Here arises the question, do project leaders need different skills and management styles in the different phases of the *project life cycle*. The project leader guides the project team and stakeholders in making formal and informal decisions to achieve agreed objectives. This process involves an interactive approach for formulation and use of organizational strategies. Each phase of the project life cycle has different characteristics that determine the correct method of management³. The importance of managerial roles and skills may vary as the project enters its next phase (Figure 2).

This is the genesis of the typical life cycle of a project. Figure 2 shows the different phases together with the necessary during the course of the project life cycle skills of the project leader, on the one hand, and of the project manager, on the other hand.

For example, in the planning phase, the project leader focuses on "the right things, which have to be done" and outlines a strategy, which he can achieve objectives

¹ Davis, K., Human Relations at Work, McGraw-Hill Book Company, 2000, p.96.

² Пенчева, А., Лидерски умения в проектната среда на туризма, Сборник с доклади от международна научна конференция „Тенденции и предизвикателства в развитието на икономиката“, Том III, Издателство „Наука и икономика“, Икономически университет – Варна, 2012 г.

³ Pencheva, A., The integrated approach in tourism projects management, Journal of Science and Research, volume 2, 2011, pp. 92-98.

with. This requires team work of all stakeholders. During the planning phase customer needs, requirements and expectations are being fully clarified. That's why building a vision, gathering information and developing an appropriate strategy are so important in this phase.

On the other hand the real project work is being done during the phases of project realization. Here work must be done" by uniting the efforts of the team. At the same time it is important to save energy for "realization of the right things" as they are being made efficiently and in a way that will satisfy the desires of the client.

Table 1: Leader or manager?

Leaders focus on:	Managers focus on:
Vision	Targets
What and why they are selling	What and when are saying
A bigger range	A smaller range
People	Organization and structure
Democracy	Autocracy
This, which allows	This, which holds back
This, which develops	This, which supports
Toba, which provokes	This, which is faced by
This, which creates	This, which copies
The innovative	The administrative
To advise	To control
Policy	Procedures
Flexibility	Sequence
Risk (Possibility)	Risk (evasion)
Good leaders do the right things	Good managers do things right

Table 2. Leadership and project life cycle

Phase	What must be emphasized	Leadership style
Implementation, study (previously drawn)	<ul style="list-style-type: none"> - feeling about vision; - conceptual, seeing „the big picture“; - analytical; 	<ul style="list-style-type: none"> - visionary; - creator of future; - making improvements; - expansive;
Conceptual (Formulation)	<ul style="list-style-type: none"> - hearing; - analyzing; - grouping; 	<ul style="list-style-type: none"> - analytical; - hearing - making changes; - focused;
Development	<ul style="list-style-type: none"> - active participation and commitment; - mutual assistance 	<ul style="list-style-type: none"> - creator of a good team; - strong and influential; - integrator;
Realization	<ul style="list-style-type: none"> - regrouping; 	<ul style="list-style-type: none"> - making decisions; - balancing between work and amusement; - working in a team and synergy;
Completion	<ul style="list-style-type: none"> - transfer of a product and information; 	<ul style="list-style-type: none"> - administrator; - finishing the work to the end;

As shown in Figure 2, in the planning phases (Phase 1 and 2) management imposes restrictions and the leadership skills are more appropriate. On the other hand, during the realization phases

(Phases 3 and 4) leadership imposes some limits, but management is more efficient.

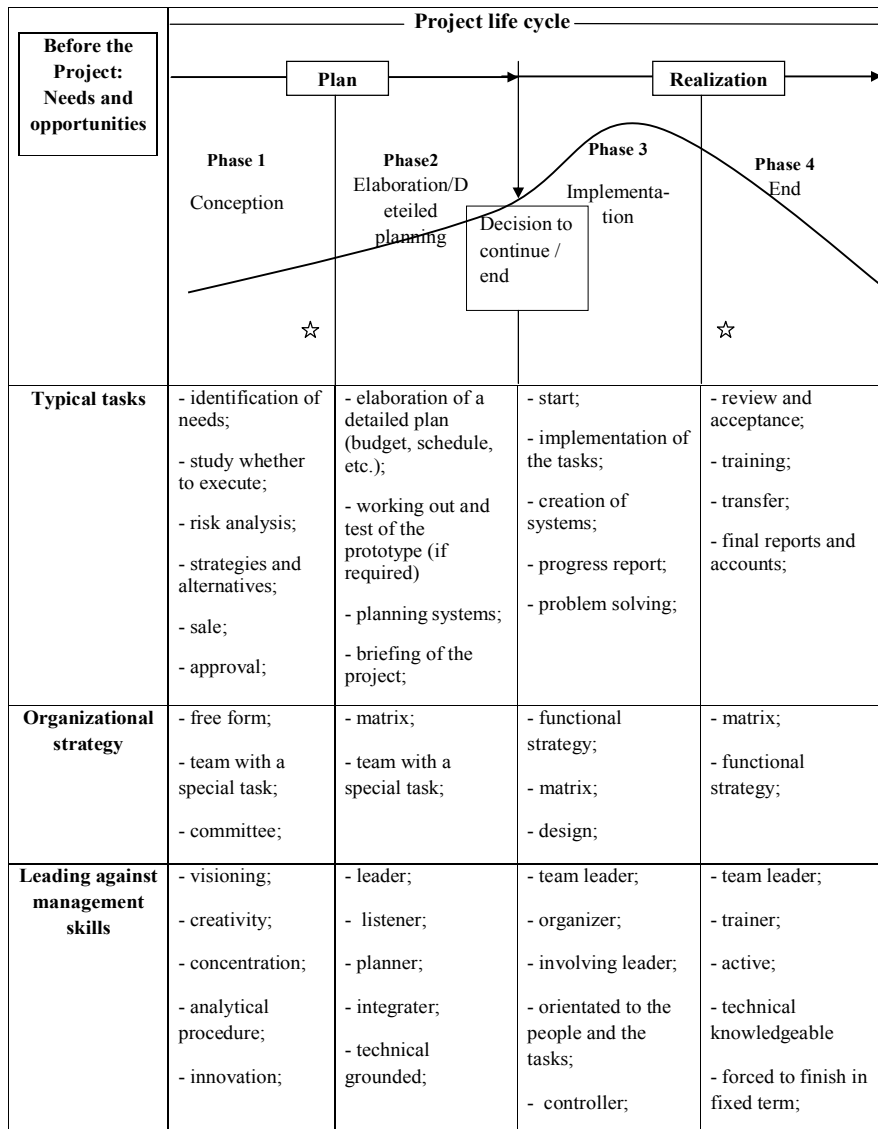


Figure 2. Leadership and management skills during the project life cycle

The success of the project depends on the combination of leadership and project management. To start the project well the project manager should become a leader. The style of leadership is changing during the different phases of project life cycle. It is really important to pay greater attention to the management of the project to its end, when it is important to integrate and align the efforts of each team member, to transfer the product and the information to the efficient administration of the project and to precede finalization (See: McManus, J., Project and Human Capital Management, Butterworth-Heinemann, 2006, p.162.) Table 2 shows the relationship between the different phases of project life cycle, the leadership style and skills and the factors that should be emphasized to achieve a successful project. It is important to be noted that the

effective communication is really important for successful project leadership in all phases of its life cycle.

Leadership skills are necessary in the project environment to increase the efficiency of project members. These skills help the stakeholders to participate in the project, give them good guidance and assurance that decisions are made correctly and on time. A successful project manager must be able to adapt to the appropriate leadership style during the course of the phases of the project life cycle. Some project managers may be naturally endowed with these skills, but the right training and knowledge can strengthen them. All project managers must be determined and devoted to acquire these skills so that the project launched by them may succeed.

References:

1. Пенчева, А., Лидерски умения в проектната среда на туризма, Сборник с доклади от международна научна конференция „Тенденции и предизвикателства в развитието на икономиката“, Том III, Издателство „Наука и икономика“, Икономически университет – Варна, 2012 г.
2. Пенчева, А., Управление на проекти. Теоретико-методологически проблеми, Авангард Прима, С., 2011 г.
3. Davis, K., Human Relations at Work, McGraw-Hill Book Company, 2000.
4. Kerzner, H., Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Wiley, 2009.
5. McManus, J., Project and Human Capital Management, Butterworth-Heinemann, 2006.
6. Northouse, P., Leadership: theory and practice, Sage Publications, 2012.
7. Pencheva, A., The integrated approach in tourism projects management, Journal of Science and Research, volume 2, 2011.
8. Pinto, J., Successful Information System Implementation, Upper Darby, Project Management Institute, 1994.
9. Verma, V., R. Wideman, Project Manager to Project Leader?, Proceedings of the 25th Annual Seminar, Upper Darby, Project Management Institute, 2000.