



## Methodological Approaches to the Processes of Management of Tourist and Recreational Activities

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**Abstract:** The article examines methodological approaches to the processes of management of tourist-recreational activities. In the course of the study, the main manifestations of methodological approaches to management processes, contacts in an open Management System, a model of enterprise activity in the form of an open system, a tree of goals for the development of the tourist-recreational complex of the territory, as well as a matrix of distribution of responsibility between employees for the business process.

**Keywords:** tourism industry, tourist enterprises, recreational, tourist-recreational activities, tourist-recreational complex, situational approach, systematic approach, process approach.

In modern economic conditions, specialists in any management link are required to have a wide level of knowledge in the field of Management, which makes up the strategic content. No individual, organization, even a whole segment of the national economy, taken separately, has enough opportunity to find and implement a path of development that corresponds to the scale of existing global problems. Analysis of the theory and practice of management of various economic entities makes it possible to establish the need to Apply 13 basic scientific approaches to management processes (Table 1).

Currently, special attention is paid to the following three approaches, which have made a significant contribution to the development of theory and practice of Management in the activities of tourism, including tourism and recreation, as well as in practical management processes:

1. The situational approach focuses on the fact that the universality of various management methods is determined by the situation, in other words, there is no single, "best" way to manage it with the inevitability of problems that arise both in the enterprise itself and in its internal and external environment. The most effective method in each case is the one that is most appropriate in the situation.
2. The systematic approach assumes that the enterprise is considered as a set of interrelated elements, such as personnel, structure, tasks and technology, aimed at achieving various goals in a changing external environment. In any system, there are two main elements – the subject and object of management.
3. The process approach considers management as a continuous sequence of interconnected management functions, business processes.

**Table 1. The main manifestations of methodological approaches to management processes<sup>1</sup>**

<b>Approaches</b>	<b>Content of approaches</b>
Administrative approach	In the administrative approach, the functions, rights, obligations and elements of the management system are regulated by means of regulatory documents.
Repeated production approach	The repeated production approach is aimed at the constant resumption of the production of goods in order to meet the needs of the market at a possible level with a low cost
Dynamic approach	In a dynamic approach, the control object is considered in dialectical development, cause-and-effect relationships, and interdependence
Integration approach	The integrational approach establishes relationships between individual subsystems and control system elements, levels, and control entities
Quantitative approach	The essence of the quantitative approach is to use quantitative estimates using mathematical, statistical, engineering calculations, etc
Complex approach	The complex approach takes into account technical, economic, social and other aspects of management
Marketing approach	The Marketing approach involves the orientation of the management subsystem to the consumer
Normative approach	In the normative approach, norms in the management process are established
Behavioral approach	The behavioral approach implies helping the employee involved in the management process to realize their capabilities.
Process approach	In a process approach, management processes are considered as a set of interrelated functions
Systematic approach	In a system approach, any system is seen as a sum of interconnected elements
Situational approach	A situational approach assumes that the application of various management methods in the process is determined by a specific situation
Functional approach	In the functional approach, the need is seen as a set of functions that need to be fulfilled

In tourism-recreational activities, management approaches are more effective, which differ to a certain extent from management processes in material production, as in other areas of the service sector, and are associated with a specific situation, process and system.

Within the teachings of management, situational management theories are of significant importance. The essence of these theories is explained by the fact that in different situations the results of the same management actions can differ significantly from each other, and, therefore, when carrying out all the necessary management actions, such as planning, management or control, specialists must proceed from the current situation. According to the theory of a situational approach, specialists in control joints should determine the approach that will best serve them in a given situation and achieve the most effective management goals through this approach.

The concept of “situational approach” (ing. - contingency approach) gives the meaning of dependence on probable circumstances, phenomena and situations<sup>2</sup>.

The concept of “situational management theory” was first used by R. Applied by Mokler, the emergence of this concept is explained by the insufficient level of practical effectiveness of existing

<sup>1</sup> Developed by the author.

<sup>2</sup> <https://works.doklad.ru/view/Mm7rykCwKr4.html>

management theories[1].

The main point of a situational approach is a situation in which there is a certain set of circumstances that strongly affect the result of activity at a given time. The situational approach does not negate the concepts of traditional management theory, the school of behavior and the school of Management Science and, at the same time, is a way of thinking about organizational problems and their solutions, such as a systematic management approach[2].

A situational approach is based on situational analysis. Situational analysis is a complex technology for the preparation –adoption and implementation of management decisions, which is based on the analysis of a single management situation.

A situational approach to the management process is to attribute management techniques and decisions to a specific situation (that is, to a certain set of factors with a high level of influence at a given time). The situational approach aims to link specific techniques and concepts to specific situations in order to achieve the goals of tourist-recreational activities at the most effective level, as in other areas of the services sector. This approach is based on situational differences between and within enterprises and structures. In its implementation, it is necessary to determine what are the important variables of the situation and how they affect the efficiency of the enterprise's activities. To do this, first of all, situations are studied, systematized and recommendations for actions in each of them are developed. For example, the problem of minimizing risks in order to increase centralization and successfully solve control in times of crisis, in addition to analyzing theoretical calculations, required a quick and appropriate decision-making of a high level of management of the enterprise.

Situational management theories allow you to determine the directions for managing specific situations. However, in each situation there are four mandatory steps that must be taken by a specialist (supervisor) in the control joint in order to achieve effective management.

First, the management link should be able to analyze what requirements the situation imposes on the enterprise or structure and from the point of view of the specifics of the situation. Secondly, according to the situation, the appropriate approach to the implementation of the most appropriate management in relation to the requirements for the enterprise or structure should be selected. Thirdly, management should create opportunities in the enterprise or structure and the necessary flexibility to move to a new management style that is appropriate for the situation. Fourth, management must make appropriate changes to adapt to the situation.

The following basic management principles apply in a situational approach to management processes even in tourist-recreational activities, which are part of socio-economic systems:

1. The principle of correct interpretation of the situation. Based on this principle, an objective assessment is made of what factors can be considered the most important in the conditions of a specific situation, as well as what likely effect a change in one or more variable factors can bring.
2. The principle of using management methods and techniques that have shown their effectiveness based on the peculiarities of a specific situation. As these methods and techniques, modern methods of understanding management processes, individual and group behavior, systematic analysis, planning and control, and decision-making are considered.
3. The principle of foreseeing the probable positive and negative consequences of applying a clear method or concept. For example, a double increase in the wages of all employees can significantly increase motivation, but in this it is necessary to compare the increase in costs with the resulting effect, otherwise this change can lead to the loss of the enterprise.

A situational approach to management processes has a number of advantages, among which the following can be attributed:

- it provides recommendations on how to deal with specific situations in contrast to the universal principles that exist in other approaches;
- helps to link the methods and concepts that can be applied to achieve the goals of the enterprise

at the most effective level to specific situations;

- the principle of trial and error helps to make decisions based on analysis and understanding of the situation, preventing losses of resources and time as a result;
- using a situational approach, it is possible not only to make management decisions in specific situations, but also to make long-term management decisions in order to realize the strategic goals of the enterprise;
- allows you to identify the main ways to influence the development of the situation.

Although a situational approach to management processes has a practically superior aspect, it is criticized by some researchers on the basis of circumstances such as the fact that a situational approach theoretically does not have sufficient justification, the absence of General Laws for specific situations, insufficient predictive ability and initiative[3].

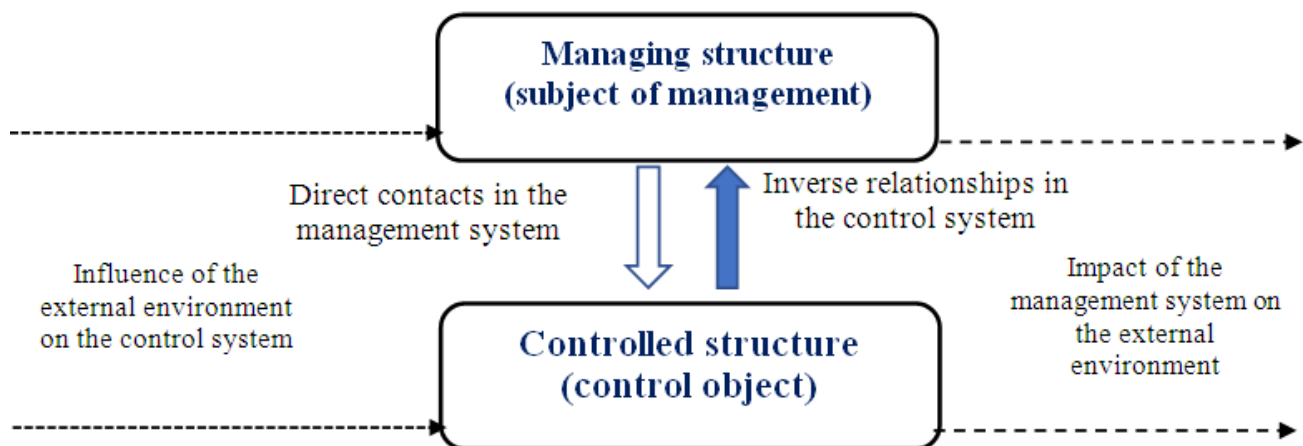
Nevertheless, as mentioned above, the importance of a situational approach to management processes in the management of tourist-recreational activities is very high, since in this activity it is necessary to solve many non-standard tasks along with the existing standard tasks, applying the principles of a situational approach by management entities.

The systematic approach reflects the multidimensionality of organization and its management in contrast to other concepts of one-dimensional nature, as well as the need to take into account the interaction of many factors that directly or indirectly affect the activities of the organization in management activities. A systematic approach to management processes involves focusing on the integrity of the organization's structure, the interconnection of the parts of the organization working for one purpose, and the concentration of attention on the final results of the organization's activities in a rapidly changing external environment.

The main task of the concept of a systematic approach is to find a set of laws and principles that explain the behavior, functioning and development of various systems, based on understanding the system as a complex of interconnected elements (parts). System concept is a set of approaches and methods to the organization and management of System Analysis and synthesis, in which the central place is occupied by the concept of a system.

A system is a type of integrity made up of interconnected parts, each of which helps to reveal the properties of the whole, and it can appear open or closed in relation to the external environment.

In essence, all enterprises, including tourist-recreational ones, are an open system, and Energy, Information and resources are among the objects that are exchanged with the external environment over the border of the system. The subject of management and the object of Management in the system in the form of an open system for managing the activities of enterprises, at the same time, relations with the external environment can be expressed in general terms in the form of Figure 1.

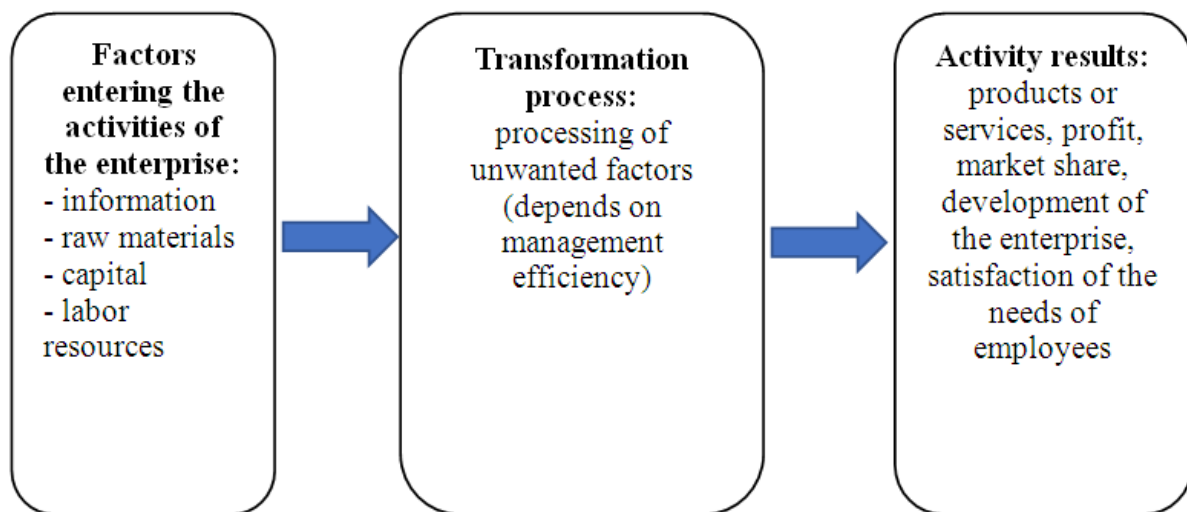


**Figure 1. Contacts in the open management system<sup>3</sup>**

<sup>3</sup> Developed by the author.

The open system includes factors that are part of the activities of the enterprise, such as information, Energy, Materials, capital and human resources from the environment surrounding it. In the process of transformation of factors, the enterprise processes these factors, transforming them into products or services, which are the output results of the enterprise's activities to the external environment. If the activities of the enterprise are effective, in the process of processing undesirable factors, additional value is formed, and, as a result, other results arise, such as an increase in profit, market share and sales volume, the implementation of the function of social responsibility, the satisfaction of the material and moral needs of employees, the development of the enterprise (fig 1).

The control system is regulated by the means of feedback that occurs between the object and the subject of control in the structure of the system, that is, the corresponding changes are made. In the systematic approach, in most cases, the concept of subsystems that make up the system is used. Although subsystems are considered parts of integrated complex systems, in many cases they themselves are separate systems.

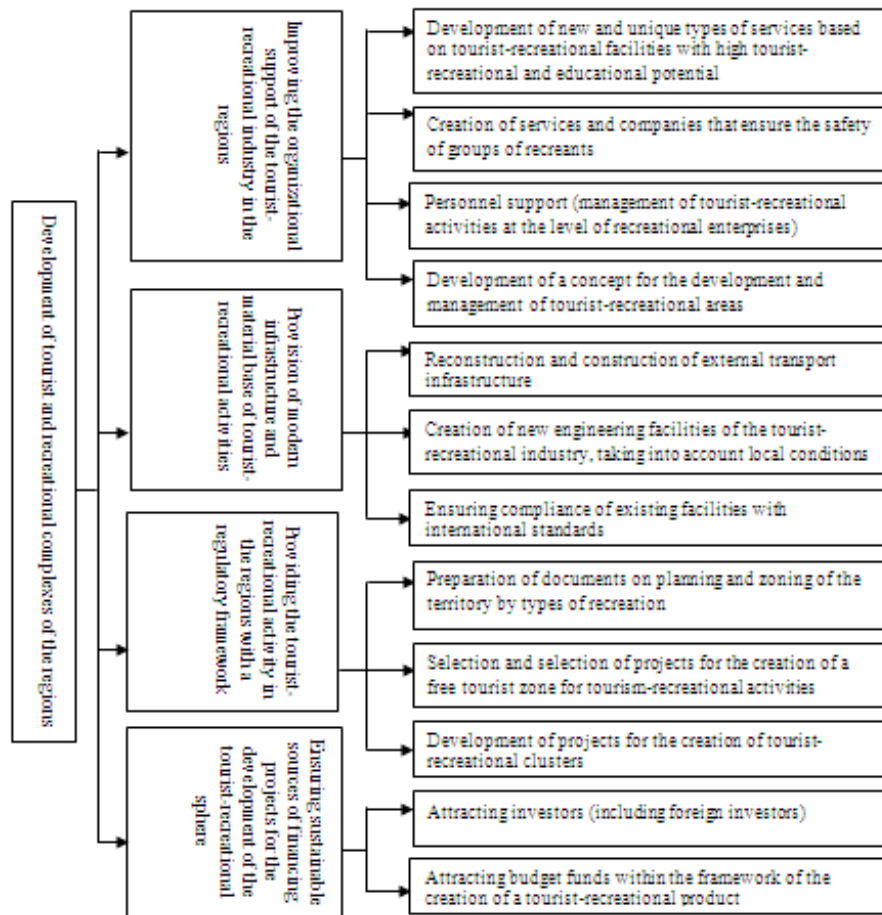


**Figure 2. Enterprise activity model in the form of an open system[4]**

A number of researchers explain the advantages of a systematic approach in system research by the fact that it opens up the following possibilities[5]:

- ✓ the fact that the essence of the process is revealed as the sum of components connected by a single logic and a common direction;
- ✓ regulation of the perception of a complex set of vertical and horizontal relations of elements within the studied system;
- ✓ allows you to qualitatively reveal the essence of the integrity of the system as a whole unit.

In the strategy and tactics of activity taking into account these circumstances, it is important to determine the sequence of operations in order to achieve the goals of the lower tier. For this, a systematic approach in the form of a "tree of goals" is recommended as the most optimal methodological basis for organizing the logical structure of activity, goals in conditions of complex relationships and clarifying problems. As you know, the goal tree allows you to reduce the path to the final goal, as well as individual tasks on this basis.



**Figure 3. Tree of goals for the development of the tourist-recreational complex of the territory<sup>4</sup>**

Above, let us consider the tree of goals for the development of tourist-recreational complexes in individual regions with tourist-recreational potential. The formation of a tree of goals begins, first of all, with the description of the ordered hierarchy of goals and objectives as a result of the separation of the main goal (fig.3)

The hierarchical image of the target functions of the development of the tourist-Recreational Complex in the territory has a number of advantages, such as the fact that the hierarchical links of the system are used to assess how changes in higher-level priorities affect the priority of lower-level elements, the hierarchy has a number of advantages, such as the availability of.

In the development of the tourist-recreational complex of the territory, the tree of goals should be formed on the basis of such principles as the fact that after the final goal, the implementation of small goals of each level depends on the size and complexity of the goals adopted, they should consist of tasks that represent the hierarchy necessary to achieve the goals. The common goal in the tree of goals is to develop the tourist-recreational complex of the territory, since today it has great potential in the form of natural, historical and cultural objects, the use of which will be appropriate to the fullest.

Another of the approaches widely used in the management processes of tourist-recreational activities is considered a process approach, this approach looks at management processes in the form of interconnected activities or functions.

As a base source for the process approach, A. Taking Fayol's views as a basis, the process approach was brought to the form of theory by a number of researchers. Most representatives of this approach argue that the final result of management processes is reflected as management in activities.

One of the founders of the process approach is E. Being considered shuhart, he offered control cards to control the stability of operas throughout the technological process from Taylor's view of separate

<sup>4</sup> Developed on the basis of the author's research.

control of the exact detail, and these cards remained one of the earliest instruments of the process control of the quality of the product being created[6].

E.Deming developed 14 basic principles of general quality management, focusing on organizational practice and employee behavior in achieving quality in his research , J.Juran focused on the important role of the management upper link in expanding the scope of improving the quality of business processes[7].

As can be seen from a comparative analysis, in a functional (classical) approach, the process of managing activities is based on conflict of mutual interests and competition, even within the framework of one enterprise, while in a process approach it is based on the fact that each unit and employees within the enterprise know their activities as part of the process on the path.

In the process approach, the management process is brought as a system of plan-organization-motivation-control functions, which are consistently interconnected in series and in parallel, along with which communication and decision-making connecting processes are connected to the management process. In other words, communication and decision-making are carried out sequentially at the same time as the corresponding management functions.

The process approach to management allows not only to determine the stages and individual operations of the business process, but also to create a matrix of the distribution of responsibilities, distribution of responsibilities between employees for each business process (Table 2).

In the matrix of the distribution of responsibilities between employees, the belonging of responsibility to the employee of a separate management link on the stages of the process was determined by the following conditional signs: R-leads, makes decisions, controls; J-is responsible for execution; I-participates in the process of completing the task; I-receives information.

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**Table 2. Matrix of distribution of responsibilities between employees for a business process based on a process approach**

Process stages	General director	Commercial director	Quality Director	Leaders in areas of activity	Heads of functional units
Development of an enterprise strategy	R	J	I	J	I
Development of a business plan	R	J	I	I	I
Formation of a policy of quality management of services and service	R	I	J	I	I
Implementation of the business plan	R	I	I	J	I
Analysis of the results of the business plan	R	J	I	I	A
Making changes to tactical activities based on strategy	R	J	I	I	I
Implementation of the proposed (developed) tasks	R	J	I	I	I

Thus, the managers of the upper tier carry out the general management of the enterprise on the basis of strategic vision of the situation, the managers of the middle tier are considered responsible for making and implementing tactical decisions, and the specialists and managers of the lower tier are

considered responsible for the operational process.

The above theoretical analyzes contribute to a broader understanding of the directions and features of approaches to the processes of management of tourist-recreational activities. Based on the features and specificity of the process in the processes of management of tourist-recreational activities, the correct application of the considered approaches allows you to effectively manage activities.

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