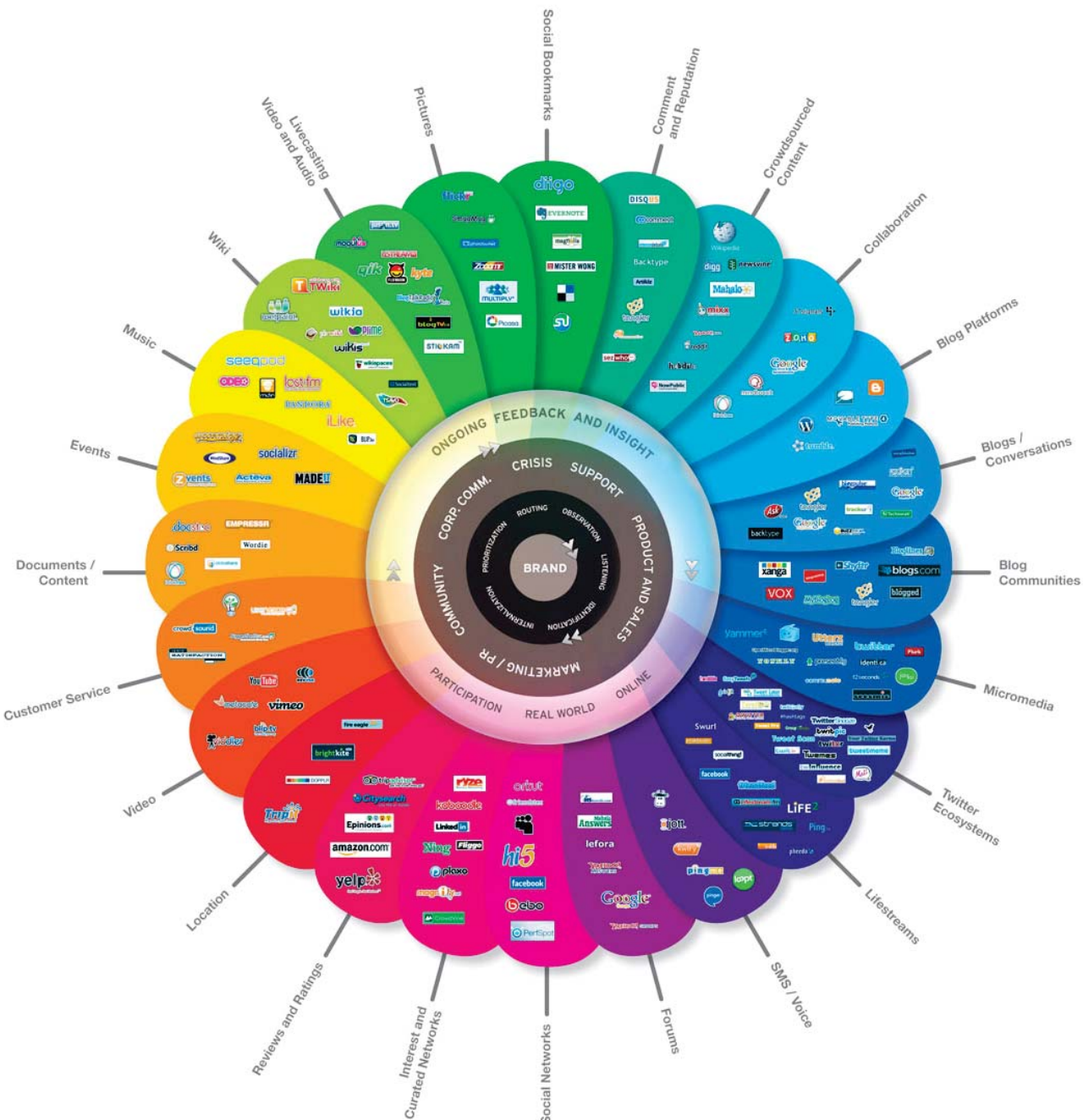


**The 2-nd International Scientific  
Congress - Biennale**

**THE INFLUENCE OF TOURISM  
ON ECONOMIC DEVELOPMENT**

**Collection of scientific papers**

**27th – 29th April, 2011  
Skopje, Macedonia**



# **The Second International Scientific Congress - Biennale**

**27<sup>th</sup> – 29<sup>th</sup> April, 2011  
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Congress - Biennale**

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**A B S T R A C T**

***Dear ladies and gentlemen,***

*It is great honor and pleasure to welcome you at the Second International Congress, Biennale with the theme: **The influence of tourism on economic development**. The Congress is organized by the University of Tourism and Management in Skopje which permanently monitors the educational, scientific and economic trends in developed economies in Europe and worldwide in order to create and implement innovations which will bring us closer to the standards of the European Union.*

*I am convinced that each and every one of us present will give an exceptionally high contribution to exchange information on the current scientific thought about tourism and sharing of ideas. At the congress the best practices about enhancing the business climate in the region and wider will be presented. At the same time you will have the opportunity to establish business contacts with prominent leaders in the field of tourism and management.*

*Welcome to Skopje! I wish you all the success in work!*

***Chancellor  
Prof. Ace Milenkovski PhD***

## **C O N T E N T S**

- Tourism and Sport Tourism -
- E-Tourism -
- Entrepreneurship and Human Resource Management in the  
Tourism Industry and Hospitality -
- Marketing and Public Relations in Tourism and Hospitality  
Management -
- Managerial Economics and Tourism -
- Occupational Safety and Health in Tourism -



# **TOURISM AND SPORT TOURISM**

## **ANALYSIS OF THE DEMOGRAPHIC POTENTIAL IN FUNCTION OF TOURISM**

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### **Abstract**

Man is the prime mover of the overall social economic and political life of the entire globe and therefore he is studied from various aspects depending on the needs of what we want to obtain information on the demographic potential and its features.

In this paper, the subject of study will be processing potential through its demographic characteristics (number condition, age structure, natural increase, economic activity, religious composition, etc.) for the tourism economy. We know that the basic elements of tourism are the natural and cultural wealth that detect, evaluate and put into operation in tourism. However, it has its function, the basic factor are the people who need to visit those places, so it is very important to understand the demographic characteristics of people in every region of the globe in order to come to some understanding of the habits, needs and affinities of people depending on age, nationality and religious affiliation, etc. when choosing their travel destination.

**Key words:** *demographics, tourist, age structure, number of movements*

## **BUSINESS PHILOSOPHY AND IMPLEMENTATION OF CRM APPLICATIONS IN TOURISM AND HOSPITALITY**

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### **Abstract:**

CRM as a trend in business and business philosophy, consists of a series of complex and diverse business resources such as: modern technological resources, information resources, human resources and all other procedural resources which serve to improve services to end user and customer.

Tourism as a service industry which business is based on selling services, has found great benefits and advantages in using CRM. Different kinds of CRM applications and systems have become extremely popular in all sectors. Thus, in the tourism sector, CRM has become one of the most important strategy in attracting and increasing tourist arrivals, in filling the tourist facilities and in satisfying the needs of guests.

The main goals of CRM are to attract tourists, to meet a maximum of tourists (a new guarantee of return and achieve the most efficient promotion), increase the number of tourists and achieve customer loyalty. It enables more efficient

marketing and sales and it improves the overall tourism industry and services aimed at tourists and their preferences. Implementation of CRM systems is very demanding and requires commitment at all levels of the company. Very big problem is the integration of CRM systems with existing information systems in the enterprise. It is often impossible to implement without the use of qualified personnel and software that has the task of bridging the gulf between the CRM and existing information systems to create an integrated system. It is desirable that the companies have been devoting increased funding for implementation of new technologies and that systems, in a short period of time, can realize a return on investment and greatly improve the business performance of enterprises. CRM gives the expected results only if it is fully integrated strategically and operationally in the business and in the information system of tourist enterprise. The fact is that this process and business philosophy will become important in the future, and it will continuously improve its processes and relationships within the company, all in order to reduce operating costs, creating a detailed segmentation of the market and meet the needs of guests.

**Key words:** *CRM, tourism, information*

## STRUMICA'S CARNEVAL IN FUNCTION OF TOURISM

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### **Abstract:**

The tourism is a complex activity and for its proper functioning it is necessary to combine and complement many elements, starting from the tourist – geographical position, natural – geographic features, which combined with significant antropogenic values represent a monumental right combination which gives the space a real tourist and esthetic value.

Each of these components will be presented separately, and also we'll see how they affect the development of the tourism in Strumica.

The research subject of this labor is Strumica's carnival in function of tourism as one of the most impressive cultural and folklore events in which are joined spiritually-century heritage and modern trends of living.

The aim is to present Strumica with all its features and specifics that affect the building of the touristic offer in the city, especially the maintenance of the traditional carnival, which was so far enough quality and put Strumica in the large family of world carnival cities, through the membership in the Association of European Carnival Cities – FECC (Foundation of the European Carnival Cities).

**Key words:** trimmers, carnival, masks, customs, forgiveness

## Movie induced tourism – a new tourism phenomenon

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### Abstract

At the turn of the century, the tourism industry underwent a transformation triggered by the sweeping processes of globalization. The traditional forms of tourism were supplemented and expanded by the introduction of new postmodern tourist forms, bringing new and different tourist offers to the marketplace. One of these new forms is the film tourism, a rapidly growing and important new tourism trend, in which the choice of the tourist destination is directly motivated and inspired by the movies. Film tourism establishes a link between the movie characters, locations and stories, and the film-tourists, who are inspired to immerse themselves and relive again the movie-generated and movie-driven emotions at the location of the movie. The film tourism increases the overall economic effects of tourism and establishes a new link between the film and the tourism industry, both of which provide not only pleasure and satisfaction for the film tourist, but also spiritual enrichment and novel learning experience.

**Key words:** *film, tourism, tourist, location, character, film studio.*

## RELATION OF SPORT TOURISM AND POTENTIAL SOCIO-ECONOMIC BENEFITS OF URBAN PARK VODNO

**Authors:** *Nase Kondovski, Ph D*

*Krumislav Božinoski, M Sc.*

*University of tourism and management - Skopje*

### **Abstract**

In the world urban parks are now viewed as an important part of the broader structure of urban and neighborhood development rather than just recreation and leisure facilities. While most of the world has recognized the multifunctional use of urban parks for development, mountain park Vodno in particular is suffering from lack of attention, lack of development and underutilization. The town officials seem to realize that mountain can contribute to enormous social, cultural and economic development. Despite town officials wish to do something with the area seems they do not have the right answer what to do and how to utilize the mountain. The aim of the study was to present the utilization direction of the park particularly with sport tourism and investigate the benefits and factors that can influence resurgent use of Vodno Mountain, achieving its inductive economic function for Skopje city.<sup>1</sup>

**Key words:** *urban parks, economic development, utilization of park, sport tourism.*

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<sup>1</sup> Budinoski M, "Tourism principals and practice", University of tourism and management, Faculty of tourism, p.204

## VODNO MOUNTAIN POSSIBILITIES IN SPORT TOURISM INDUSTRY

**Authors:** *Nase Kondovski, Ph D*

*Krumislav Božinoski, M Sc.*

*University of tourism and management - Skopje*

### **Abstract:**

Skopje city is geographic basin with major advantages with its geographic position in the country and in region. Climate circumstance lead to winter time fog that can last longer time, also summer heats with temperature over 30 °C for a longer period, added with noise, dust and other air pollution that create smog, Skopje city is one of the most polluted cities in the country.<sup>2</sup>

Sitting and standing position dominate in working daily routines of people and bad lifestyle and hipokinezis impel a need of creating a regenerative strategy in the city where will be created good conditions for sporting and leisure in nature. They significantly will contribute for a healthier city population, but also will be an attractive place for visit from a tourist that gravitates in the region.

-Where is the solution for Skopje citizens?

Skopje have ordered track for recreation alongside Vardar River, City Park, but there is no other place where citizens can spend few pleasant moments with activity holiday in clean fresh air. Sporting and recreate facilities on open are small or inaccessible and there are not enough for over 500.000 population city.

- What can be done?

This study offers a solution for Skopje citizens as all major and more organized cities and tourist city-destination in the world have access to nature, fresh air, tourism, sporting and leisure nearby. Vodno Mountain is chance and Urban park is the form for that. Mountain's developments in right direction and with right facilities and sport and recreation contests can turn place in attractive destination for citizens and also for tourists, visiting and outdoor sporting for health improving, biding social capital, and escape from urban environment and finally economic booster for city development from tourism.

**Key words:** *Vodno Mountain, Urban Park, Facilitates, Sport and recreation*

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<sup>2</sup> Ministry of environment and physical planning of Republic of Macedonia, *Total annual report from calculated data for the quality of living environment for 2009*

## Rural tourism in Macedonia

**Author:** *Darko Velanovski-UTMS -Skopje*  
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### Abstract

Rural tourism has become widely practiced lately. Some of the major differences which distinguish rural tourism from the urban tourism is that the former is applied in strictly rural environment. The major goal of the tourists visiting a rural environment is to experience the authenticity of the rural area, as well as the customs practiced by the local population. Macedonia has enormous potentials for development of rural tourism, which is mainly due to preserved architecture of the rural houses, huge number of monasteries and churches located in the vicinity of the villages, majority of crafts which had been practiced in the past and had survived till nowadays, as well as the traditional Macedonian cuisine which has a variety of specialties'. In order to improve rural tourism, it is a must to invest in the rural environment, in particular in improvement of the infrastructure, which will, altogether, enhance rural in tourism.

**Key words:** *rural tourism, rural areas, architecture, Macedonian cuisine, infrastructure*

## RESTAURANT MANAGEMET

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### **Abstract**

Modern restaurant management can not be imagined with out an application of fill operational process.

**Key words:** *Restaurant management, services, human resources, financial aspects, control.*

## **IMPORTANCE OF DAILY PROGRAMS FOR THE ANIMATOR'S PROFILE IN TOURISM**

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### **Abstract**

Daily programs are positioning as very important part of animation. We can say that the base of well functioning of one team is exactly contact that starts with daily programs. During the day programs, animators are making easier approach, first step towards the client, contact, planning and realization of activities. In open communication with clients, during and after evening programs animators, for example are giving introduction about certain activities and happenings. The authors present the result of study about importance of some day programs of animators while their worked in some hotels.

In this research is used empiric-nonexperimental method or „survey“method. Was explored the animator's profile of recreation in tourism in comparasion with program's theme. This research was transversal study, animators were questenined in touristic season. The data were analysed with standard descriptive statistic with SPSS 12.0 for the PC. The sample of this research are 75 active animators, male and female.

The results of research show that evening programs play very important role of animator's

**Key words:** *animator's profile, tourism, daily programs, planning and realization, survey, empiric-nonexperimental method,*

## **Advantages and disadvantages of organizing tourist manifestations in less developed areas**

**Authors:**        *Aleksandra Prodanović,  
Dr Srđan Egić*

### **Abstract:**

In recent years, on the the territory of Vojvodina there is a growing tendency of promoting organization of local events that attract great attention of visitors. The popularity of these events extends the limits and boundaries of our country and attracts great number of visitors.

Novi Sad, as a developed area regarding economy and tourism has its less developed areas, which can be evaluated through tourism. Tourists who visit Novi Sad, do not go on tour round Adice because this area is not presented in the tourist guides, on the list of destinations one should visit. The territory of the local community Adice is the marginal part of the city.

The aim of this paper is to use the manifestation Danube Nights of Adice which is held in Adice, to show the advantages and disadvantages of organizing such an event in the less developed area of the city.

By analyzing the impressions of visitors of the event Danube Nights of Adice, we have determined how much they are willing to travel in order to visit this event, as well as how much they are willing to spend, that is, what economic effect is achieved by organizing such an event.

**Key words:**        *manifestations, Novi Sad, Adice, Danube night Adica*

## **The religious tourism as a leader in the development of the alternative forms of tourism in the Republic of Macedonia**

**Author:** *Andreja Mackic*  
*University of Tourism and Management – Skopje*

### **Abstract:**

Lately the development of alternative forms of tourism is increasing more and more in Republic of Macedonia. Firstly this is because of the permanent social economic factors that allow relatively small investments in these types of tourism (rural, eco, agro, etc.) to contribute in that way the population to find its existence. But, for all these types of tourism it's necessary time to perform the necessary education to the population which approximately at least should meet the world standards. On the other side the current infrastructure that the Macedonian Orthodox Church has, immediately could be set into operation on the development of religious tourism. In this paper will be handled all aspects of religious tourism development in Republic of Macedonia as well as the ongoing potential regions around the world where the most tourists would come.

**Key words:** *tourism, religion, alter*

## Traditional ethno-botanical knowledge in the region of Shar Mountain

**Author:** *Besnik Rexhepi, Mr*  
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*Republic of Macedonia*

### **Abstract:**

The ethno-botanic research in Shar Mountain has been conducted in 35 villages located in South-West Macedonia. Shar Mountain region within the Republic of Macedonia, covers an area of 840.2 km<sup>2</sup>, which is mainly covered by forest eco-systems, while the other part is mainly covered by pastures.

With the help of the native residents of 35 villages, 57 medical plant species, mainly vascular, 44 wild edible plant species, 41 semi-cultivated plant species, and eight species mushrooms, have been collected and dried up, for purposes of this research.

From the plant species mentioned above, the largest percentage is used for medical reasons by the native residents. Another percentage of them are used for food, and the remaining percentage is collected for sales to pharmaceutical and local markets, within and outside of the country.

The most commonly used plant species for medical purposes by the residents are those species used for healing ulcers, coughing, exterior body injuries, hypertension, anemia, warts, hemorrhoids, etc.

The usage of medical plants, in most cases, is used in a way that it is made and served as tea form.

**Key words:** *ethno-botanical knowledge, Shar Mountain, eco-systems, pharmaceutical and local markets, medical plants*

## **TOURISM AND MOBILE TECHNOLOGY-TRAVEL PLANNING RESEARCH STRATEGIES**

**Authors:** ***Blerim Shaqiri, Mr***  
*School of Economics and Management- Lund, Sweden*

***Markus Lahtinen, Ph.D Associate Professor***  
*School of Economics and Management- Lund, Sweden*

### **Abstract:**

In this paper I will stress out the most important points regarding the relation between Tourism industry as a important component of the economy, and HCI as the study field on the relations between human beings and computer machines. This paper emphasize the facilities that HCI can provide to the tourism industry, highlighting the tourisms potential for using the new mobile technologies, and explaining how important is the human computer interaction in with this industry, by pointing out the out-coming results regarding efficiency, accuracy and accessibility, all contributing to the human satisfaction factor.

*Key words:* *Tourism, HCI, development, Smart Phone, virtual, efficiency, applications, mobile technology*

## Hydrographic network of Fruška Gora Mountain is relatively dense and well developed.

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### Abstract

Aqua camp Borkovac, Serbia

Surface waters are represented with water springs, rivers and 14 artificial lakes – accumulations.

Lake Borkovac is the artificial lake situated at the base of Fruška Gora Mountain. Lake surface is about 42 ha and it has water volume of about 1 516 900 m<sup>3</sup>.

According to the Fishery Law of Serbia, the Lake Borkovac is a part of fishery area "Srbija – Vojvodina". Fishery Association of Vojvodina – Novi Sad manages Lake Borkovac.

All activities on the Lake Borkovac are done in compliance with the policy of nature protection and development of ecological tourism. Lake Borkovac, as Aqua camp, is well equipped to offers opportunities for recreation and tourism.

Lake Borkovac is populated with 19 fish species, which belong to 6 families. Plan and program of managing this lake are based on wise use of fish with the main goal to develop recreative and sport fishing tourism.

In this paper we discuss previous results related to the use of lake, lake protection, and means to include this lake in the tourist offer.

**Key words:** *artificial lake Borkovac, ecotourism, marketing*

## HUNTING TOURISM

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### **Abstract**

Hunting have always played a central role in the survival of humanity. Initially, people were hunters and it was their way of life. in modern times it is not already hunting for a way to survive and does not have certain important role in everyday life. Hunting in today 's time became a recreation or hobby. Hunting tourism is incorporated into the modern strict laws to protect the life is a very profitable tourist activity, which can employ large capacity in hunting, catering, forestry and food production. Because in today 's time hunting is restricted in certain special-owned properties, many hunters do not have the opportunity to hunt in the vicinity of their place of residence. Therefore the need for hunting is increasing. Tourism is a hunting trip to hunters in other municipalities and states, for recreational hunting or exploring admiring the new hunting territories. Hunting tourism is a specific form of tourism which implemented a strict policy on the use of hunting grounds.

**Key words:** *hunting, fishing, facilities, tourist activities, recreation*

## **ABOUT NATURAL RESOURCES OF SPORTS TOURISM DEVELOPMENT IN THE REPUBLIC OF MACEDONIA**

**Authors:** *Gorki Kondovski,*  
*Miodrag Mircevski*  
*University of tourism and management in Skopje*

### **Abstract:**

This paper presents the natural resources of sports tourism by regions. In the Republic of Macedonia about the current state of sports tourism are made by many observations. The authors in a critical way address the natural resources which are quite rich, with little effort the Republic of Macedonia to become rich with sports tourism resources. The same geo-position of Republic of Macedonia allows a huge number of tourists, however what needs to be considered, prepared and exploited are other natural potentials.

**Key words:** *natural resources, sport tourism, Macedonia, natural potential*

## Competitiveness of Agricultural Products; Prerequisite for the Development of Rural Tourism

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### **Abstract:**

According to the analyses both in the Macedonian **agricultural** sector and the development of the tourism in Republic of Macedonia, with special emphasis on the **rural tourism**, they seem to be insufficiently used compared with the potential they possess. Although certain competitive advantages such as favorable climate and long tradition in agriculture, the agricultural production needs strong integration to meet the **market** needs, which constantly develops, and the constant growth of the market **competitiveness** both in international and domestic courts. On the other hand the natural potential the Republic of Macedonia owns upgraded with the rich cultural and historical heritage, give us the right to seriously consider developing the capacity of the rural tourism. Its development will help in both promoting the domestic agricultural products and enlarging the competitiveness. The development itself will bring to hiring unskilled, additional labor that is useless at this moment, and burdens the national budget.

**Key words:** *agriculture, rural tourism, market, competitiveness*

## Hotel management

**Author:** *Goran Jankovski*

### **Abstract**

Every year the hotel industry has been introducing new approaches in its operation. A typical model for the hotel industry, till the 20th century, was the European model of organization. This European model of organization was based on the capacities of the chef, since in this model of hotel management the chef was the crucial figure in the managerial staff. The hotel employees having a face-to-face contact with the customers, represent the line functions in the hotel performance. Depending on the type of work, in the department of line functions the hotel staff contact the customers more or less frequently. Whenever the managers perform restructuring of a certain job and divide it not various departments, they always face the question which department to be authorized to make decisions. When it comes to decision making, the organizations have never been entirely centralized or decentralized. There is a majority of factors which have to be taken into account when deciding who/which department shall be awarded the power to make decisions, some of the factors being: the experience and the personality of the individuals in the group, the working environment, the business strategy which is being followed, the type of management which offers a relaxed and comfortable operation of the group etc.

**Key words:** *Hotel industry, Managing in hotel industry, European model of organization, Line function, Authority.*

## **URBAN WINE ROUTE – REAL POSSIBILITIES FOR DEVELOPMENT IN SKOPJE REGION**

**Author:** *Maja Novak Cerepnalkovska*

### **Abstract**

At the beginning of this millennium quite significant number of private managed wineries is opened throughout Macedonia. However, concentration of some wineries is obvious in some wine regions, which opens possibility for creation of new wine routes in some parts of Macedonia and the capital Skopje as well. Having in mind that Skopje is a capital with rather significant number of foreign visitors, mostly for business and political purposes, a few wineries in the vicinity which have the remarkable wine quality, make the solid base for creation of “urban wine route” – expression that is well known in the so called “new world” countries (such as Australia, New Zealand, Argentina, Chile and California) and that refers to the wineries beside the big cities.

Having in mind also the remarkable cultural inheritance around Skopje, both from Christian and Islamic origin, careful study of the subject can generate impressive food and wine destination.

**Key words:** *Urban wine route, Visitors , Wine, Winery , Wine tour, Wine tourism*

## THE IMPORTANCE AND APPLICATIONS OF ENVIRONMENTAL STANDARDS IN TOURISMA OF MONTENEGRO

**Author:** *Marija Ivanović, assistant*  
*Faculty of tourism and hotel management, Kotor*

### Abstract

Meaning of the concept of tourism from their first appearance to date constantly changing with the changes and development that accompanied human civilization. Accordingly, the definition of tourism is complemented and it created a new definition that weakened previous.

Tourism is a complex socio-cultural experience that can not be fully understood unless viewed in relation to other structures of human society: family, class (social) background, ideological background, physical environment, most importantly, the political economy of signs. Tourism must be understood in different ways, new, global in its uniqueness, it should be re-considered. Just 60 of the last century, the Assembly of the United Nations the issue of tourism development given a new dimension that looks at the development of tourism in socio-economic principles.

A 80's modern tourism was given an environmental dimension that supports sustainable development.

Eco-tourism is promoted as a factor in the protection of natural resources. Ecotourism provides significant economic benefits both the global and national level. Today it is estimated that tourism accounts for 10% of the total income from international tourism. Ecotourism activities are becoming increasingly important for the development of various types of tourism.

One of the greatest treasures of Montenegro is vested in the diversity and natural beauty of our national parks, as well as genuine and friendly hospitality of the local population. Due to the fast paced world, more and more travelers are seeking opportunities for spending time outdoors, among which are the adventures in the high mountains. Narrower term ecotourism has been replaced by broader definition Geotourism: New Trend in Travel.

**Key words:** *eco tourism, eco lodge, fine.*

## Tuzla Canton Tourist Association

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### Abstract

Tuzla Canton tourist product doubtlessly needs repositioning. This concerns its relationship with tourist products from tourist competitive regions and its complementary connectedness with a larger share of new economic resources in tourist aggregate. The relationship and connection strengthening can improve its brand and quality and achieve economic progress at the same time. Since the current situation shows that the existing practice has not brought any satisfactory results one has to ask some logical questions:

- What are the possibilities to change the current situation?*
- Who can change it and how?*

There are other experiences that show that the current situation can be changed significantly. The appearance of new participants who can develop new relationships through new economic-technological foundations promises the creation of foundations for a long term and directed compatibility of tourist demand and tourist offer (production and processing).

This paper describes newly developed tourist products that can be used for a further development of ideas. The potential ideas can be applied to changing tourism development direction in Tuzla Canton.

**Key words:** *Tuzla Canton, tourist productivity, concerns relationships, economics progress, economic-technological foundations, new tourist products, Bosnia and Herzegovina*

## **OPTIMALIZAION OF THE STRUCTURE OF THE TOURISM OFFER, POSSIBILITY FOR INCREASING THE INOME IN TOURISM IN THE REPUBLIC OF MACEDONIA**

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### **Abstract**

According to number of participants in the international tourism from 922 million in 2008, the tourism represents the biggest migratory phenomenon in the history of mankind, and according to the income from the international tourism, 944 billion dollars in 2008, it is one of the most significant economy branches. The income from the international tourism for many countries in the world, especially for the countries in development represents an important factor for the development not only for the tourism economy but the overall economy. Therefore every country insists on increasing the tourism income from the international tourism, and decreasing the outflow of foreign currency for the tourism travel abroad as much as possible.

The Republic of Macedonia despite the favorable possibilities for the tourism development is still outgoing tourism country, i.e. the outflow of foreign currency from the stay of our citizens abroad is higher than the inflow of foreign currency from the international tourism. In this paper an attempt has been made to realize the overall number of citizens from our country that stay abroad, and the possibility via optimalization of the structure of the tourism offer of the tourist destinations to increase the number of the foreign tourists, and decrease the volume of travel of our citizens abroad.

**Key words:** *tourism offer, tourism community, tourism turnover*

## ECOTOURISM-MODERN TOURISM

**Author:** *Prof. Murat Murati, PhD*

### **Abstract**

Ecotourism is a new type of modern tourism, with great perspective and it represents an important branch in the tourism industry. It creates and develops rapidly as an alternative of mass tourism. It is based on responsible use of nature and it is used as an instrument for achieving sustainable development. It always takes care to guide and accommodate small groups of tourists in natural areas with integrated educational programs and close cooperation with the local population. The term ecotourism was first mentioned in the papers of Miller in 1987, while in 1991 the International Ecotourism Society (TIES) formulated the first definition of ecotourism which states: *Ecotourism is responsible travel in the natural areas, which protects natural environment and maintain the welfare of local people.*

Ecotourism provides significant economic benefits for many countries, regions and communities. From them we can mention: Galapagos, Costa Rica, Tanzania, Kenya, USA and others. All these countries are characterized by the untouched areas of great natural beauty, rich biodiversity and a rich historical and cultural heritage.

In the enforcement and implementation of eco-tourism more participants, including the Government, local communities, NGOs and others must be included.

Macedonia abounds in untouched natural beauties and rarities and rich cultural and historical past. It is known as "the pearl of the Balkans." Basic regions with development opportunity of ecotourism are the national parks (Galicica, Mavrovo, Pelister), various locations with a distinctive history and nature, with a rich biodiversity (a large number of endemics), caves, waterfalls etc. In Macedonia the legal framework concerning the development of ecotourism is not clearly defined but it is encouraging that there is awareness of the needs of developing and promoting this type of tourism. This resolution is set out in more developing documents, but is especially highlighted in the national strategy of tourism development (2008-2012).

Will Macedonia accomplish this strategy and will it contribute to the development of our economy.... Time will tell!

**Key words:** *eco tourism, strategy, modern tourism, untouched natural beauties and rarities, biodiversity, caves, waterfalls,*

## HOTEL PRODUCT IN MONTENEGRO

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### Abstract

Hotel industry in Montenegro, which suffered numerous ups and downs since the year 1864 which symbolizes the beginning of hotel evolution in this area, accounts for about only 20% of total accommodation supply. Not only are hotel facilities disproportionately allocated in particular regions and sub-regions, but the hotel product is still not profiled enough according to its market segments. However, visible positive shifts in hotel industry development have been made in the last decade, including the privatization process that is coming to an end, followed by reconstruction and modernization of hotel facilities, standardization of products and services, reorganization of ownership and management structure etc.. Bearing in mind the existing tourism and hotel industry market and the Master plan, even better progress is to be expected in the upcoming period.

**Key words:** *accommodation facilities, hotel product, market segments*  
*, specialization*

## WHO SPEND MORE? SPORT-ACTIVE VERSUS ACTIVE TOURISTS

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*Eva Podovšovnik Axelsson*, Ph.D., Assistant Professor  
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### Abstract

The study empirically investigated the influences of gender, age and the education level on the main motive of traveling. The main motive of traveling was further explored in the context of the influence to travel spending. We compared sports-active tourists versus tourists with other main motives of active traveling, where active traveling means all other tourists which were not traveling with the main motive being "rest and relax". Slovenian tourists traveling to Slovenia and those traveling abroad were analyzed. We found out that man, younger tourists and better educated tourists choose more sport related travel. A further research explains the influence of the main motive to travel spending and revealed who tend to spend more between sport-active tourists and other active tourists. For a potential sports-tourism destination is vital to know the presented data. The implications of the results are discussed in the context of marketing in sport tourism.

**Key words:** *sport tourism, active tourists, travel expenses, sports tourism marketing*

## HILTON HOTELS- TEN BRANDS, TEN PRICE STRATEGIES, TEN TARGETS

Author: ***Nena Pavlovska***

### **Abstract**

Hilton is one great example of how large hotel resorts need to perform their strategies in order to remain attractive for customers. The company has been innovative, creative, hard working in finding the “*perfect product*” and most of all very much aware of whom their customers are and what is that they want and need. This strategy is a result of a research, investment, risk, great sense of the market and especially a constant follow-up of new trends. Knowing who customers really are and what they really need is not an easy task at all but only a business that intends of achieving this is a business that intends of achieving success. The Hilton Corporation allocates all sorts of customers, differently aged, with different purchasing powers, different nationalities offering them upscale suites by the beach, exclusive weekends and comfortable and worm home for those that are mostly on the roads.

**Key words:** *hotel, strategies, customers, perfect product*

## The formation of a non-formal group *Friends of Macedonia* in the European Parliament

**Author:** *Novakovic Viktorija 600010*  
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### Abstract

Within the European Parliament, a number of informal groups exist to garner and organize support for many things and groups: from wine producers to certain types of farmers to various countries.

In September of 2010, a non paper was written from within the Ministry for Foreign Affairs outlining the benefits of such a group and offering action steps to take forward its realization. The non paper specifically noted that we must find one MEP to sponsor the group and also to contact our other MEP friends in advance. The idea was to gage how much support there would be for such an initiative.

Specifically, the non paper stated that we hoped to achieve a few key things with the Friends of Macedonia:

- 1) To be able to stay in closer contact with these MEPs (emails, visits, news updates...etc)
- 2) The members could help when the need arises to send letters to the European Commission and Council our behalf, to submit amendments for the resolutions, to ask pertinent questions to the EC...etc
- 3) Provide broader opportunities for reaching out the European Parliament by hosting events, visits and sharing experiences in tourism in our country.

MEPs joining Friends of Macedonia come from various groups and member states. The MEPs in Friends of Macedonia hail from: Germany, Slovenia, the UK, Slovakia, Italy, the Netherlands, Romania, Bulgaria, Estonia, Sweden and Spain. The variety of their nationalities and backgrounds reflects the breadth of support for the country.

The Republic of Macedonia is very grateful for the friendships that we have in the European Parliament and grateful that the MEPs are willing to help in such positive and practical ways. We expect the Friends of Macedonia to sponsor a

number of events in the European Parliament such as musical and cultural events, giving opportunity for greater and greater numbers of MEPs to learn more about the Republic of Macedonia. This great opportunity will be very useful for Macedonia as country. Tourism and the tourist capacity might be shared, at first, to the European member's country but in future to other countries in the world.

**Key words:** *friends of Macedonia, people, European parliament, EU member's, MEP*

## Sport Tourism

**Author:** *Saso Popovski*  
*Olympic committee of Macedonia*

### **Abstract:**

Sport and tourism are interrelated social phenomena. Sport and recreation are a incentive for tourism developments in the world, such as the maintenance of an important sporting event such as: Olympics Games or World Cup. Modern sports are first appearing in Europe such as skiing, boxing, football. But lately the tourists do not want to be just passive observers of the sporting events but they want to actively participate or to recreate. So today's tourist destinations enrich its offer with sports fields and other necessary infrastructure for recreational events. Large sporting events are also a driving force in tourism because it is taking a number of sports tours for viewing sporting events all around the world and therefore travel is used the opportunity to do other tourism activities other than sports tourism.

**Keywords:** *sport tourism, sporting events, tourist movement, tourist destination, sportstrips*

## **Opportunities for the development of sport climbing tourism in Macedonia and promotion of the world market strategy**

**Authors:** *Sinisa Gjuric, M.Sc*  
*Katerina Mijalova, graduated economist*

### **Abstract**

Given the fact that tourism development has changed over the years, the role of sport in the development of tourism is very important because sport and tourism are interconnected. Tourism and sport in these turbulent times, contribute to improving the lives of people in that compensate for the negative consequences of modern lifestyles. In this paper we focus on sport climbing in Macedonia as unpromoted tourism and natural resources with which Macedonia has for its affirmation. Given the fact that Macedonia has a high quality and still new sport climbing sites and because of the large number of sunny days during the year, this kind of tourism is very attractive to domestic and foreign tourists. This tourism is emerging as a driving force to fill the municipal coffers of the consumption of climbing tourists. With properly marketing strategy this type of tourism will gain in importance.

**Key words:** *tourism, sport climbing, climbing sites, natural resources, affirmation.*

## THE REGION OF PLAV – THE FIFTH NATIONAL PARK

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### **Abstract**

Montenegro covers a small area, but it is one of the most beautiful European outbound tourism destinations. Especially the nature was generous. This is why the German experts who have done Master plan for tourism development in Montenegro until 2020 gave Montenegro the slogan of "wild beauty". This assessment is appropriate for the northeastern part of Montenegro, and especially the mountain region, where the Montenegro mountain region of Prokletije is unavoidable.

In contrast to the Southern Alps, as it is sometimes called Prokletije, the Northern Alps cover a greater volume and spread on the territory of five countries. The peaks are at higher elevations and they are spatially distant one from another so that the climb to them requires more time and effort. The Southern Alps or Prokletije belong to the three countries, they cover smaller space, but they are richer and more distributed. Their composition is of limestone with many forms of karst phenomena which is a result of glaciers. Here are the karst green valleys with spring water from melting snow are rich in grass and represent abundant pastures. Ropjanska Valley that extends from the village Vusanje near Gusinje is the best natural mountain link to enter the ascents of Prokletije and represents a green transversal for mountain climbing expeditions.

**Key words:** *national park, Montenegro, wild beauty, mountain region, limestone, karst, spring water*

## **SAME-DAY TRIPS - A CHANCE OF URBAN DESTINATION DEVELOPMENT**

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### **Abstract**

The global economic crisis, the decline of standard and climatic factors influence the allocation of tourism trends at the global level. Certain types of tourist movements start up and develop; they have been present, but not sufficiently studied by authors. They also include a short trip or visit to a particular destination. Considering their characteristics, they do not require a lot of money and they make an increasingly important segment of the tourism market. Therefore, the importance of same-day trips should not be neglected on today's tourism market. Although in practice this part of the tourist offers and demand has not often been attached enough importance, same day trip can achieve a very significant inflow of funds and encourage the development of many potential tourist destinations. For all the reasons mentioned above, and because of its importance, the organization of same day-trips should be the fundamental basis and essential focus for tourism development. Taking into consideration that inbound tourist agencies show special interest for same-day trips, we have tried to give a starting point for further research in this part of the tourism market.

**Key words:**     *same-day trips, economic crisis, tourism, urban destinations, development*

## REPORTING ON REVENUES AND EXPENDITURES IN HOTEL WELLNESS CENTRES ACCORDING TO THE USALY METHODOLOGY

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### Abstract

The Uniform System of Accounts for the Lodging Industry (USALI) is a standardized system designed by the Educational Institute of the American Hotel and Motel Association that provides a uniform classification, organization and presentation of financial informations for the lodging industry. When the lodging industry collects and presents financial informations in a standardized way using the methodological framework of USALI, it can create local, regional, national and worldwide industry results and statistics. Such statistics and results can then be used by lodging industry managers to compare their operations with the results of others, all in order to assess their past, present and future performance. The latter is also determined by trends in statistics that lodging industry managers can use to develop strategies and plans for the future. In this regard, the aim of this paper is to present the recommendable framework for accounting in wellness centres according to its selling outputs, as well as other hotel business features too.

**Key words:** *Uniform System of Accounts for the Lodging Industry, wellness, wellness center, revenues, expenditures*

## STANDARD COSTS OF A HOTEL COMPANY

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### **Abstract:**

Standard costs are used as an objective measure of occurrence of actual costs in the hotel business. Control of actual costs based on standard costs has an effect on the economical use of funds and work in the hotel. The aim of control of actual costs is to prevent their unwanted growth and rationalize them. Quality standard cost is based on an objective approach and realistic assessments of conditions in which the costs incurred at the hotel. Determined as the amount of consumption per unit of output multiplied by a single price. In this way, the standard costs are different from planned cost or normal. Standard costs have an important role in the system of budgeting, control and decision making hotel Management Company. Because of the detail required by standardizing costs and standard costs is met only in the most successful hotel companies and chains.

**Key words:** *standard costs of hotel companies, standard power consumptions, standard price, standard calculation of direct and overhead costs.*

## **THE QUALITY SERVICE AND ITS IMPROVEMENT – KEY FACTOR FOR TOURISM DEVELOPMENT: CASE STUDY OF THE REPUBLIC OF MACEDONIA**

**Author:** *Kosta Koteski*

### **Abstract:**

The aim of this paper is to present the tourism sector and its precondition for international country development with the case study of the Republic of Macedonia. The primary objective of this paper is to use the service sector setting of the Macedonian hotel industry to help the country to explore the strategy for planning the expansion of the tourism sector over the next years.

Also, the purpose of this study is to identify the tourists' expectation as well as managers' activities to offer a high quality service to the hotel guests. This study provides some perspectives for understanding tourism planning and the importance of the quality service for creating the image for awareness and acknowledgement of the country's tourist product among international tourists markets.

This study concludes that, without government contribution and commitment, together with an appropriate government strategy and adequate budget for promotion, the potential for tourism will not be achieved. Creating strategies and policies for tourism must be carefully considered with high quality expertise which will lead to well-organized and sufficient plans to achieve sustainable tourism development that can make a significant input to sustaining the national economy.

**Key words:** Country development, Government strategy, Quality service, Tourism development.

## **The Aqueduct of Skopje as a tourist potential**

**Author:** *Olivera Gjekic, MSc*  
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### **Abstract**

The theme “The aqueduct of Skopje as a powerful economic and tourist potential of Skopje” has been subject of work and research for two years. Unfortunately, during this period only the phase of proposal has been reached. Experts of international, state and local level are involved in this project that is helped by two representatives who are supporters, advisers and executioners from the government of Flandria.

Both sides have made a strategic proposal for perceiving the vision and the possibility for its rehabilitation and its environment near the city centre.

In this paper the real importance of the aqueduct will be included and perceived with the analysis of the possibilities which will be thoroughly researched and implemented in the global fusion of the cultural heritage, ecology, urbanism, economy, etc. Therefore, all these will be assessed in the aspect of tourism.

**Key words:** *aqueduct, culture, economy, ecology, tourism*

## METODOLOGICAL RESEARCHES IN THE HOTEL INDUSTRY

**Author:** *Olgica Sokolovska*  
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### **Abstract**

Tourism is of great importance and it can have significant role in the presentation of our planet as better place for all of us. In the developed countries it became first in its activities. Therefore it is named as the most important industry in the world. But it should also be shown in the countries that are facing many social, economical and other difficulties. The contemporary tourism became uniformed and not balanced in the prism of heterogeneity of the tourism researches with parallel rigidity of the tourism offers. The key problem can be defined through the question:

- *“Are the hotel guests satisfied or not satisfied with the offered hotel service?”*.

**Key words:** *hotel service, tourism offers, future of tourism, contemporary tourism, attractiveness international tourist market.*

## **TOURISM OFFER OF VELES THROUGH THE ARCHITECTURE OF HOUSES FROM THE 19<sup>TH</sup> CENTURY**

**Authors:** *Jovo Ratkovic*  
*Kristina Varnalieva*

### **Abstract**

The central location in the Republic of Macedonia, interlacing the traffic lines and the configuration of the terrain in the valley of the Vardar River and the Veles gorge contributed to the specific architecture of Veles. The houses are asymmetrically positioned and they face the Vardar River. The architecture is the result of the hilly and rocky relief structure of the terrain. The etymology of the word Veles comes from the old slavic word „V LES“ which means forest, green field. The abundance of timber is the main construction element of the houses in Veles, which in the period of revival made a specific architecture and distinguished Veles from other towns in Macedonia. The elements of exterior and interior of the houses in Veles create excellent conditions for a tourism offer with a strong Macedonian tourism story.

**Key words:** *location, relief, revival, elements, tourism*

## **SPORT - RECREATIONAL ANIMATION A FACTOR FOR TOURISM DEVELOPMENT**

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### **Abstract**

While tourism is not a sport branch, still covers many sports activities (sports recreation, sports events, etc.). We can conclude that tourism and sport are interrelated phenomena. The connection between them dating from the early beginnings of their development. Sport in the modern tourism is not only perceptive role, he is also an important content to stay, that visitors become active participants in various sports. He becomes not just content to stay, but often the main motive for traveling to a tourist destination.

**Key words:** *animation, sport, sport - rec*

## **CHALLENGES AND POSSIBILITIES OF DEVELOPMENT OF ECOTOURISM IN MONTENEGRO**

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### **Abstract**

Montenegro is attractive for development of ecotourism, what represents the only modern possibility for revitalization rural regions of Montenegro. By respecting these specifications of that type of tourism, Montenegro can archive competitive position on market.

The aim of this work is to highlight the importance and possibilities of development of ecotourism in Montenegro, with special emphasis on the establishment of organic production. It provides an overview of what has been done on the development of ecotourism in Montenegro and what is needed to be done for its further promotion.

**Key words:**        *ecotourism, organic production, rural regions*

## **BUSINESS TOURISM - MODERN FORM FOR IMPROVEMENT OF THE COMPETITIVENESS OF CROATIAN TOURISM**

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### **Abstract:**

Business tourism is a modern form of tourism which includes travel related to the work of business executives and professionals. Business tourism includes in its main forms: business meetings, conferences, congresses, exhibitions and incentive travel. Croatia, in an effort to be sustainable competitive, can improve its status on the tourism scene by making significant investments into the infrastructure of business tourism. Although initial investments might seem high, Croatia can't overlook the fact that the daily high expenditure of one congress participant would yield a fast return on investment. Looking long term, Croatia would increase its competitiveness in the national tourism industry and develop in the direction of being a high value destination.

**Key words:** *modern form of tourism, business tourism, tourism industry, competitiveness.*

## Tourism like a second career for veterans from logistic duty

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### Abstract

The extra personal that is present in the modern armies is a result of the processes of transition and modernization of the armies. For returning of the military personal into civil life there are many methods in the world and in our country too. Definition of the research: the departments for returning military personal into civil life should organize activities for the ones who had been in logistical service to be prequalified into logistical service serving the army. This is used already in the NATO alliance. All objects that were previously for specified training, can be converted into civilian objects in service of the defense forces, where would work or invest with their own funds veterans that were previously in logistic service. Conclusion: The example of prequalification of the logistic service into tourist activities is a possible solution for the extra personal in the army.

**Key words:** *veterans, prequalification, logistic, tourism.*

## **Anthropogenic values as a factor for tourism development on the southwest side of the Skopska Crna Gora mountain**

**Author:** *Julijana Petrovska, MSc*  
*University of Tourism and Management, Skopje*

### **Abstract**

The research paper, "Anthropogenic values as a factor for tourism development on the southwest side of the Skopska Crna Gora mountain" made a complex evaluation of all the created values to the crucial stage for tourism development in this region. It displayed the basic characteristics of space as a starting point of research, and fully covered anthropogenic tourist values, opportunities for tourist valorization and exploitation, with the aim of forming a complex tourism offer. By activating the tourist potentials giving priority to alternative forms of tourism adequate for domestic and international market will achieve a higher level of tourism development and will achieve faster and better development of the rural environment of this area. The presented perspectives on the tourism development in this region as a whole prove the thesis that the area has potential for alternative forms of development tourism, especially rural and monastery tourism.

**Keywords:** *Skopska Crna Gora, anthropogenic values, tourism valorization, tourism potentials, tourism values, alternative tourism, rural tourism*

## What is a cultural tourism –KING MARKO LAND program and how does it function as a tourism product?

**Author:** *Gordana Janakievska*  
*President of Tourism Association of Skopje*

### **Abstract**

Have you heard of enchanted princes, those disguised in frogs? And, do you know where they live? You must be wondering where they reign, where they long for, and where they dream ... Now and here we will discover the mystery, we will widely open the gates of their Empire, situated deep in the heart of the Balkans ...

Here, where the souls of ancestors have made home in the image of the frog, and fairies have captured the spirit of nature with its songs and dances, they occupy the wide meadows and deep forests. With its beauty, these blood sisters of Prince Marko mark every piece of the space with holiness, offering a chance for a mystical experience, an extraordinary adventure in this land of mythic and epic deeds, a land of heroes...

- What is a cultural tourism –KING MARKO LAND program and how does it function as a tourism product?
- Who are the 'King Marko Land' tourists?
- Why should this strategy be developed?
- On what basis is King Marko Land strategy of development made?
- What are the strategic priorities, measures and actions?

**Key words:** *cultural tourism, tourism product, 'King Marko Land' tourists, King Marko, mythic and epic deeds, a land of heroes*



# **OCCUPATIONAL SAFETY AND HEALTH IN TOURISM**

## **Legislation on Safety and Health at Work in Tourism in Macedonia**

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**Note:** *The presenting author will be Mr. Milan Petkovski*

The subject of Safety and Health at Work in Macedonia has a status of Constitutional right, where all employees are entitled to safe and healthy working environment that will not derogate their psycho-physical integrity.

The Law on Safety and Health at Work (Official Gazette of RM, nu. 92/07) prescribes all rights and responsibilities of the involved parties (both employers and employees) that need to be enforced in aim of preserving the health and safety of the workers. This Law is obligatory for all legal entities thus including the companies for sector Tourism.

This paper will give an overview of the existing legislation related to safety and health at work in sector Tourism.

**Key words:** *Safety and Health at Work, OSH, legislation*

## Statistics on accidents at work in Tourism

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The accidents at work are heavy burden to the economies worldwide. Therefore all countries prepare National programs for prevention of work-related accidents and improving the safety and health of the workers. Republic of Macedonia in the pre-accession process to EU is also harmonizing its legislation in this field and is making efforts of creating National program and Strategy for Safety and Health at Work.

However, any Strategy or Programme must be based on realistic statistical data, both on accidents at work but also the diseases related to the work and the professional diseases.

This paper will present the statistics on accidents at work in Tourism in Macedonia, based upon the Annual reports on accidents at work prepared by the Macedonian Occupational Safety and Health Association as well as an overview and comparison to the statistical data on accidents at work in tourism in Europe.

**Key words:** *Statistics, Accidents at work in Tourism, Safety and health at work*

## Methodology for measuring the occupational health and safety risks in tourism companies

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The methodology for measuring the occupational health and safety risks in tourism companies by numerical risk coefficient is based on the achievements of several US and international research and innovation development programs, such as: "SSP", "ISSP", "F/A-18" and "AFMC". The occupational health and safety risks are regarded as a function of three variable factors: L(m) - the likelihood of occurrence of a negative, risk event; C(m) - the consequences from the realization of this very same risk event and I(m)- the immediacy of occurrence of the risk event in respect of time. The values of each of these three variables can be measured by the score card estimation tables and can be presented as per a zero-referent scale of 1 to 10 or of 1 to 100. Thus can be achieved the final estimation of the value of a certain occupational health and safety risk. The advantages and the opportunities for improving of this methodology on an enterprise level are discussed as well. It is pointed out that the main advantage is that this methodology can be used even by small, inexperienced tourism companies for evaluation of health and safety risk measurement.

Email

**Key words:** *methodology, measuring, occupational, health, safety risk*

## Preventing accidents at work in tourism

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(Sector – hotels, restaurants and catering)

Throughout Europe, workers are protected by the Framework Directive 89/391/EU and the national legislation. Although the employers are obliged to implement safety measurement for their employees, accidents at work happen constantly and the economic burden is 4 % of global GDP each year.

Most accidents can be prevented by good management system combined with effective employee's training. Employers can prevent most workplace injuries and illnesses if they identify and then eliminate, or minimise, the risks that are present at the workplace. Accident prevention is an integral part of running a successful enterprise, because only safe and healthy employees can be productive thus influencing positively on the image of the company, which leads to increased profit as well.

- This paper will give an overview of the most risk factors for the employees in the Sectors hotels, restaurants and catering and what can be done by the employers to prevent accidents at work.

**Key words:** *OSH, prevention, accidents at work, safety and health at work*

## Occupational safety and health in tourism

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One of invisible factors for success of complete tourist offer of any organization or institution, is certainly connected to the presence of health and safety, and not only related to visitors, but also to the personnel included in realization of services. We should understand, that they're one of crucial factor of attracting new, and held of existing visitors, based on good recommendation.

That, among other, understands existence of adequate infrastructure, as well as process of establishing and/or acceptance of regulations and standards related to health and safety.

Presence of huge number of visitors at relatively small location, accompanied with variety of activities at same time, are definitely factors which require serious approach to health and safety, accompanied by necessarily needed flexibility for dynamic management of potential threats.

It is obvious that success of tourist capacities mostly will depend of willing, ability and skills of management team, to work continuously on the issue of health and security from one side, and to find, from budget point of view, efficient modalities how to kept them on highest level.

**Key words:** *health, safety, tourism, management, threats, standards*

## Stress as safety risk in tourism sector

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Tourism is one of the largest and fastest growing global industries, creating significant employment and economic development, particularly in many developing countries. Stress at the tourism sector is a complex phenomenon. Its negative impact ranges from psychological, rather subjective, harm or injury to physical injury, breakdown or disease. Stress is difficult to delimit if harmful stress is to be distinguished from its useful dimensions.

Stress at work is more present in service sectors than in other economic sectors, because they originate to a large extent from the interface between workers and customers. Like other service sectors, the hotel, catering and tourism sector is characterized by an interface with the public customer. Account is to be taken of the fact that hotels and catering enterprises provide employment to large numbers of workers some of whom have little training and come from vulnerable groups of the population such as young people, women with family responsibilities, members of ethnic minorities. These workers are in particular need of support to prevent and cope with situations and stress. In this paper we'll try to discuss the role of stress in the tourism sector and the strategies of its management.

**Key words:** *tourism sector, stress, public/customer, psychological symptoms, management*

## **Keeping an Eye on Future: Promoting dental tourism in Macedonia**

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**Note:**            *The presenting author will be Dr Radmila Dimovska, DDS, MSc*

Dental tourism is a subset of medical tourism and is growing in popularity as an alternative for patient care. Developing countries as Macedonia, are mostly benefited with this kind of tourism. Foreigners flock to countries not just to have dental treatment, but also to have a vacation. We can strengthen our tourism and our dental industry to attract more foreigners which will be converted into an income revenue source for the state income. Dental tourism in Macedonia combines the two key reasons people travel overseas to care for their teeth: low cost, and high quality. We are a great place for a dental holiday: there's plenty to do, and even people-watching is fun because of the great diversity you'll find there. As a conclusion we can say that: Dental tourism is an emerging new method for marketing and promote our dentistry as well as our tourism.

**Key words:**     *dental tourism, dentistry, dental care*

## **Economic aspects of Occupational Safety and Health in tourism**

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While implementing Occupational Safety and Health (OSH) measurements in the companies, one should always consider the necessary recourses. Therefore many employers look at the OSH as a considerable expense without any visible cost-benefit justification. Hence, all of the positive effects of the implemented OSH measures are being neglected, here including the economic benefits to the employer.

- This paper will give an overview of the economic benefits from the implementation of the adequate OSH measures in tourism.

**Key words:** *OSH, benefits, resources, economic effects*



**ENTREPRENEURSHIP  
AND HUMAN RESOURCE  
MANAGEMENT  
IN THE TOURISM INDUSTRY  
AND HOSPITALITY**

## Possible Aspects of Entrepreneurship in Space Tourism of the Future

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### Abstract:

In the recent period, the interest for space tourism has unstoppably been increasing. This is a reflection of a different, more modern perception of the tourist demand for a tourist experience that involves additional adventurous moments. Above all, the market (entrepreneurial) initiative, which was until yesterday exclusively directed by and under the control of state agencies of individual highly developed countries thus limiting its development, is also being aggregated. The development of modern technologies, IT, as well as new materials enabled specialized small and medium size enterprises to enter the area of high technologies for the purpose of realizing commercial activities. In today's global business practice, there are already several well-defined companies that have, due to their initiative, offer and services, earned the status of space entrepreneurs. The interest of entrepreneurs for this type of tourist offer is ever more present since it predetermines and directs the increasingly present (potential) space demand. In the paper the authors have tried to futuristically aspect the possibilities and perspectives of space tourism as one of the forms of commercial activities in space and related to space.

**Key words:** space, space tourism, space entrepreneur, space tourist

## **MANAGEMENT BY OBJECTIVES (MBO) – MANAGEMENT PHILOSOPHY FOR PROSPEROUS TOURIST ORGANIZATIONS**

**Author:** *Todor Krlev, PhD*  
*Full Time Professor,*  
*University of Tourism and Management in Skopje*

### **Abstract:**

In the last fifty years since the term Management by Objectives (MBO) was introduced, numerous methods, models and theories surfaced.

The first segment of the paper addresses issues regarding the organizational objectives, more specifically the importance of the objectives as a basis upon which the organization is established, the possible approaches of leading a tourist organization, and how the organization should be managed by these approaches.

The principal characteristic of the management is to direct the leading toward achieving the predetermined objectives. The second segment of the paper discusses the MBO process, its advantages and disadvantages. The practical implementation of the MBO is also elaborated.

**Key words:** *tourist organization, objectives, management*

## **REQUIRED SKILLS AND LEADERSHIP CHARACTERISTICS OF A MODERN MANAGER IN TOURISM AND HOSPITALITY**

**Author:** *Prof. Konstanin Petkovski, PhD*  
*St. Clement of Ohrid, University of Bitola*  
*University of Tourism and Management in Skopje*

### **Abstract:**

This research was conducted on 209 respondents in the field of tourism and hospitality. The aim of the research was to determine the necessary leadership characteristics and skills of a modern tourist and hospitality manager, as leader of the organization or team in it. For the purposes of the survey questionnaire was used to ascertain the views and opinions of the respondents in terms of categories: psychological characteristics, personality, social characteristics, skills for establishing good interpersonal relations, intelligence and ability and characteristics related to work relations. As a result of the survey the following important characteristics and skills were determined: energy, mobility, self-confidence, originality and creativity, communication skills and ability to set and track goals.

**Key words:** *Leadership, manager in tourism and hospitality, research, communication, characteristics and skills*

## THE CHALLENGES OF A FAMILY BUSINESS

**Author:** *Aleksandra Stoilkovska, PhD, Full Professor  
University of Tourism and Management - Skopje*

### **Abstract:**

Small businesses give a lot of possibilities for realization of your own creativity and inventivity. Employment of new family members creates work atmosphere that cannot be felt in other companies. Organizational culture results from the employee cohesion and from their devotion to the organization and to the work, and therefore cannot be achieved in other organizations and with any other motivational techniques. These excellent working conditions are a great base for fulfilling the organizational aims, as well as for united and satisfied family.

The work in the family organizations is specific from two aspects: from the advantages that it offers and from the problems that arise from this kind of business.

Knowing the conditions in the family business, i.e. knowing the factors that influence the effectiveness and efficiency of family business enables more efficient work.

Family business development with change of generation or with the increase in the number of family members brings new moments. In addition, one good story can be transformed in an unpleasant conflict and can get to disunion in the family as well in the business.

Knowing the possibilities and threats in connection to the factors that influence the family business enables preventive actions in order to avoid undesirable situations.

**Key words:** *family business, organizational culture, family conflicts, possibilities, threats, tradition*

## **STRATEGIC MANAGEMENT WITHIN THE TURISM AND THE WORLD GLOBALIZATION**

**Author:** *Zanina Kirovska, PhD, Associate Professor  
University of Tourism and Management-Skopje*

### **Abstract:**

Within the world of tourism development, it is indisputable for strategic planning of tourism, especially for defining and existence of a development strategy for tourism. The implementation of the development strategy for tourism is determined by the functioning of strategic management in tourism. Strategic management is a proactive process of achieving long-term compatibility of the corresponding field in planned tourism environment. This management is a profitable way for implementation of priority development goals in tourism, set by the national economy, which is affected by tourism development. Strategic management basically has all the necessary features that promise efficiency and effectiveness in achieving development goals in tourism.

With increasing competition and globalization trends, dynamics and development of tourism is increasingly intensified, and strategic management to ensure efficient and effective business operations (resource management, management information systems, maintaining and developing relations with tourists, expanding and development of the tourism business, managing to new and innovative tourism projects). Therefore the importance of strategic and operational management without successful parts of operations, threaten the development of the tourism component.

**Keywords:** *Strategic planning of tourism, long-term compatibility, efficiency and development effectiveness in tourism, stable environment, innovation in tourism.*

## CONTEMPORARY TENDENCIES IN THE TOURISM OPERATION

**Author:** *Milenkovska Violeta, PhD*  
*University of Tourism and Management in Skopje*

### **Abstract**

If the tourism organizations in our country want to survive in the newly created economic conditions they should introduce the changes in the method of operation. The changes refer to the method of creating the tourism product, the segmentation of the market and the choice of target markets and the method that the management of the tourism organizations will use to organize the stay of the tourists in the hospitality facilities and the tourism destinations wider. This means that the perspective development of the tourism in our country will depend on the managerial team of the tourism organizations.

From the methodological aspect the significance and the role of the modern manager in the development of tourism organizations is emphasized in this paper. In the process of realizing the role of the modern manager in tourism, experiences from foreign research organizations and personal research are used. This way it has come to the perceptions about the activities of the managers in our tourism organizations and the way the modern manager should be in tourism.

**Key words:** *tourism, manager, planning, organizing, motivating, leadership, communicating*

## STRATEGIC MANAGEMENT OF HUMAN RESOURCES ORGANIZATION

**Author:** *Marija Jankulovska, Ph.D., Associate Professor  
University of Tourism and Management-Skopje*

### **Abstract**

Nowadays the world is facing with rapid technological development so the importance of human resources is the key factor when speaking about development and progress of any organization. The world is dynamic and the work requirements are drastically increased. The top management alone is not anymore sufficient for fulfillment of the organization needs. Therefore for implementation and development of the organization strategy educated, well trained people who are highly motivated are sought.

Human resources management as a process of applying the functions of human resources must have strategic approach in order to achieve the goals. The concept of the above mentioned is based on the part of the human resources management strongly linked with the strategic nature of human resources and the need to integrate human resources strategy with business strategy as such.

**Key words:** *strategic approach, management of human resources, organization, goal of the organization.*

## **Hospitality management and strategic analysis in creating businesses in hospitality industry**

**Author:** *Lili Boshevska MSc*  
*OU "Sv.Kiril i Metodij" Bitola*

### **Abstrakt**

Hospitality management as a field of work and a field of study offers ability for economic growth of every country or region. A question may arise - is it possible to develop the hospitality industry as one that is primarily focused on customer satisfaction in countries which are not economically well developed. The management of hotels and resorts, cruise lines, travel agencies, airlines and other various forms of travel, special event planning, and restaurants is a big challenge and needs serious approach and developing a strategy relevant for every region or city and it's respective capabilities.

In this paper the case method, as a method used in strategic management, will be applied as a general approach of strategic analysis in creating strategy map for businesses in hospitality industry.

**Key words:** *hospitality industry, case analysis, strategy*

## **HUMAN RESOURCE MANAGEMENT IN TOURISM AND HOSPITALITY INDUSTRY**

**Author:** *Rozita Talevska Hristovska, MSc.*  
*Director*  
*Foundation Business Start Up Centre- Bitola*

### **Abstract**

Human resources management is responsible for the successful management of the most valuable and unique resource for every organization – the employees. Attracting and retaining human resource with adequate skills and abilities is the key task of every organizational management.

The problem that arises is that organizations and managers in the Tourism and Hospitality Industry face real challenges in recruiting, developing and maintaining a committed, competent, well managed and well motivated workforce which is focused on offering a high-quality 'product' to the increasingly demanding customer.

Thus the focus should be in identifying the factors that influence human resources in Tourism and Hospitality Industry and the necessity of creation important policy responses and HRM models which may offer cause for greater optimism in the way people are managed.

**Key words:** *management, resources, tourism, hospitality, industry.*

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## **ETHICS AND CORPORATE SOCIAL RESPONSIBILITY: TAKING RESPONSIBILITIES AS PART OF THE HUMAN RESOURCE MANAGEMENT**

**Author:** *Gordana Lazaroska, MSc, Teaching Assistant  
University of Tourism and Management-Skopje*

### **Abstract:**

Businesses cannot be isolated because employees depend on the business. Customers, suppliers and local community are also under the influence of the organizations, inclusively the tourist ones. The services that the tourist organizations offer are the ways they are conducted have their impact on the vicinity. These aspects are part of the social responsibility of an organization i.e. the corporate social responsibility.

Corporate social responsibility means taking responsibility for all the activities and following the principles that can be modified and applied regardless of the size of the business. Every organization has its own characteristics. Leaders form the characteristics by shaping the organizational goal i.e. organizational mission and basic organizational values that are transferred to the employees and by which their behavior influenced. According to this, the organizational reputation and establishment on the market is assigned. The tourist organization influence on the society arises from the organizational behavior. Definitely, individuals and groups have influence too. The leader awareness has its own impact on the organizational awareness. Therefore, the management of the organization must be certain that the goal, mission and basic organizational values that have already been approved in the tourist organization, will be accepted by all those that will influence or will have any benefit from it.

Nowadays it is acknowledged that tourist organizations should not only be concerned about their income under conditions when the organization performs activities that are not suitable to the demands and needs of the clients or the life in the society. Tourist agencies social responsibility can be defined as “success in the business activities that is gained not only by adhering the laws and regulations, but by approach that accomplishes balance between economic, ecological and social goals, on a way that is useful for the citizens, community and society”. Tourist agencies in order to deal with the social needs have to decide how to outrun the minimal conditions and responsibilities that are part

of the law and labor agreement. That is another argument for the social responsibility of the tourist organizations as a concept with worldwide meaning connected to the maintainable development, competition initiation, economy development and creation of new working positions.

**Key words:** *Ethics, social responsibility, human resource management, tourist organization*

## Flexibility and quick respond as prior competitiveness benefits in modern tourism industry

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### Abstarkt

Tourism is business which works directly with the people, and effectiveness of organizational teams become crucial for survival and success. In order to create flexible team each leader has to prepare his people to answer to following questions:

1. How to change models of behaviour and thinking and move it to the way of expecting organization as one system instead of separated parts?
2. What is the role of new technologies in tourism business transformation?
3. How to create one radically decentralized organizational net?
4. What factors could join and keep together parts in such organizational net? Information system or maybe common principles?
5. Now organization could leave the practice of delivering information to its own knowledge basis?
6. Does management in this new organization will play some significant role? New style of management - do we need it?

**Key words:** *flexibility, tourism, business, information system, management*

## **Organizational climate in the tourist organizations and its influence on the economic development**

**Authors:** *Gordana Baboska, MA*

*Lidija Narasanova Smilevska, MA*

### **Abstract**

The organizational climate is one of the most important psychosocial factors which determine the functioning and development of every organization, thus the tourist organization. Main characteristic of the organizational climate is the influence it has upon the motivation and productivity of the employees. The employees can contribute in positive and negative sense.

In theory, the organizational climate influences the psychosocial processes such as communication, problem solving, decision making, conflict management, learning and motivation; thus it influences directly and indirectly the efficiency and productivity of the tourist organization, its innovativeness, employees' satisfaction and other attitudes towards work.

**Key words:** *tourist organization, organizational climate, expenses, mobbing, team work.*

# Human Resources Management in the Tourism Industry and Hospitality Industry

**Author:** *Aleksandra Petroska*

## **Abstract**

The concept of Human Resource Management is the most effective and productive approach to managing organization's key assets, its people. It is also vital to the comprehension of human behavior complexity. The aim of this study is to discuss how human resources play a major role in hospitality industry, and given the working conditions also explains how important Human Resources Management practices can be. Human resources Management in this study focuses in the following areas: newly hired employees, retention of employees, the issue of employee progression and promotion and in the area of employee services and turnover.

The conclusions reached that hospitality industries have a long way to go in implementing the right human resources practices. Major findings indicate that there is room for improvement in what concerns considering "People" a strategic issue in the long-range planning process. Also, results were defined in five major topics: organization and strategy; recruitment and staffing; training and development; performance; reward and recognition, and indicate that inefficiency of human resource management contributes to staff turnover and retention of staff in hospitality industry.

**Key words:** *Human Resource Management, Hospitality Industry, working conditions, retention of employees, staff turnover.*

## COMPARATION BETWEEN THE SUCCESFUL AND UNSUCCESSFUL LEADERS IN THE TOURISM

**Authors:** *Dimkovska Snezana*

*Valentin Eliskovski*

### **Abstract**

The line between the successful and unsuccessful leadership in the area of the tourism is very thin, delicate and can be easily broken, by which a successful leader at one point of time, may be considered as unsuccessful at the next point of time. It is a constant battle which demands continuous observance of the objective and subjective circumstances.

The successfulness of the leader – manager of a tourist capacity is comprised of successful implementation of the theory in practice, its modification in every individual case.

The successfulness of the leader regarding the tourism is easily noticeable. It can be seen by the very same appearance of the tourist object and the employees, the visitors and of course the economical factors.

What makes a tourist leader successful are his precise and economically supported business actions necessary for success in the business, it is a rightfully directed energy of the whole team together with the leader. That is what makes him different than the unsuccessful leader.

**Key words:** *tourism, success, leader, manager, touristic, team*

## MANAGER NEGOTIATIONM SKILLS IMPROVE THE OFFER OF THE TOURIST ORGANIZATIONS

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*Red Bull Sampling teams' coordinator in RM*  
*University of turizm and management in Skopje*

### Abstract

Negotiation is a skill that is learning everyday in the whole entire life. As any other skill that the manager can learn, negotiation requires putting an effort in order to be learned. Certainly the effort pays off in many ways. The tourist offer can be much better supply if the tourist employees have improved negotiation skills.

The strategies that apparently look simple are the key for successful organization.

There are different approaches of negotiation with the associate stakeholders, who we need to keep close for common good, from the approach with the competitors or with the clients whose expectations we need to satisfy. The choice of a good negotiation strategy promises good associates and a well build trust with the clients. All that in the end results with the improvement of the profit, but also improvement of the general image of frivolity that the tourist agencies in Macedonia have build, as a result the tourism is at low level in our country.

**Key words:** *tourist organization, managers, negotiating, negotiating strategy, ethic attitude, clients, tourist offer.*

## **CSR TOURISM - A NEW ERA IN THE WORLD TOURISM THE ROLE OF HRM**

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### **Abstract**

Tourism is one of the biggest employers that provide employment for millions of individuals all over the globe. It is one of the most perspective industries and important factor for development of both developed and emerged economies. CSR tourism is considering as a new era of the world tourism, as all other “green”, “eco” or “sustainable” businesses. Those activities are widely accepted by many citizens, associations, businesses and governments, especially when the effects of the climate changes are visible.

Today most of the tourists are interested in the alternative tourism much more that in classical. They are not aimed only to sea side, but looking for multy-active tourism and new challenging destinations. One of the crucial factors for development of CSR tourism is creating valid resources on a tourist supply side, especially qualified tourism workers. Since their role is extremely important in the tourism industry, the biggest efforts have to be invested in their training and capacity building on all levels.

Macedonia has sound natural resources for providing CSR tourism, but needs serious efforts in creating the capable and skilled tourist workers able to provide high quality services to heterogeneous and multicultural tourists.

**Key words:** *tourism, HRM, CSR, eco tourism, sustainable tourism, multy-active tourism, tourist workers, tourist supply.*

## NEGOTIATIONS IN TOURISM

**Author:** *Petkovska Gordana, MA*  
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*University of turizm and management in Skopje*

### **Abstract**

Negotiation is an integral part of people's life. Every day, both at work and at home, we put ourselves in position to negotiate on various issues. However, it is interesting to consider how managers negotiate at work.

Nowadays, when everything is characterized with huge and turbulent changes, numerous factors, both external and internal affect the managers' work. As a result, they do different strategies during negotiations. The aim of this abstract is to indicate the impact of external and internal factors mostly associated with emotion, power, the goal that is set, management and structure of the organization, that affect the design and choice of negotiating strategy as well as the impact of emotions as a part of humans and degree of emotional intelligence and self-control when negotiating..

**Key words:** *negotiating strategy, emotions, interpersonal relations connected to emotions and negotiations, management in the organization*

## Increasing tourism profit through strengthening the managerial competences

**Author:** *Jasmine Leskarova, MA*  
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### Abstract

Tourism is the most significant industry in the world. It takes a central position and plays an important role in the economic development of every country, particularly the countries with high percentage rate of unemployment, such as the Republic of Macedonia. By strengthening and investing in its capacities one can directly affect the further development, integration and promotion of the state. It is worth noting that in order to develop quality tourism, an emphasis should be placed on the strategy, development and education of human resources as well as their successful management. The human resources are decisive factor in providing quality services and achieving the effect of satisfied customers, which is the objective of every tourism organization aspiring to increase its competitiveness. In terms of the open world market, the competitiveness and profitability of tourism organizations will mostly depend on the competences of tourism managers and their ability to successfully manage the human resources. Prerequisite for all this is having competent and creative workforce, which will not be satisfied with the existing level of knowledge, but would constantly take initiatives for further learning, advancement and career development.

**Key words:** *competence, profitability, human resources management, tourism*

## The impact of efficiency in the work of top managers

**Author:** *Marina Badarovska Mishevsk*  
*University of Tourism and Management – Skopje*

### **Abstract:**

Organizations are effective when the manager choose appropriate goals and achieve them. Unlike the management, effectiveness implies a greater contribution to the organization and beyond. The effectiveness of working is a concept in itself: it does not require any particular talent, skill or training. Effectiveness puts emphasis on simplicity and required to follow only certain, simple rules and criteria. My 13-year work experience contributes to believe that efficiency is not a talent that is obtained by birth, but are built through hard work. Without efficacy results are out, no matter how much intelligence and knowledge are implement, or how much effort and time will be spent. Top managers are paid for their effectiveness, for which he owes effectiveness for the organization for which he works.

**Key words:** *manager, result, effectiveness, efficiency, diligence*

## THE MOTIVATION AND MANAGEMENT OF HUMAN RESOURCES

**Author:** *Dragoslava Vojnicalevska Ingilizovska, MA*  
*University of Tourism and Management – Skopje*

### **Abstract**

Both, management and development of human potential are becoming more important due to new areas and the human role in social process. Employee motivation and satisfaction represents an interesting area of the modern Human Resource Management, because with the construction of motivated collective the organization can be helped to increase its competitive ability and value.

Motivation should be understood as a process which will cause movement of the personnel towards improving their own performance in order to satisfy the needs, interests and goals of the organization and its clients.

The aim of this paper is to develop a thinking process that would lead the manager to develop their own concept of motivation.

**Key words:** *management, manager, human resources, motivation.*

## **Entrepreneurship and innovations in function of maximizing of guest satisfaction**

**Authors:** *Arijana Koskarova*  
*Hariton Gadjoski*

### **Abstract**

Entrepreneurship as economic category, and also innovation as one of the basic characteristics of the modern entrepreneurs is a key factor for increasing of the intellectual, entrepreneur activity, which is focused on achieving and approaching higher level of service quality. Regarding the service as immaterial product, main point is that the consumer doesn't know what it gets until he has it. Than he becomes aware of what he wants and he is prepared to think only to his dissatisfaction. In tourism and hospitality as immaterial branches, the quality of the service which is provided by the entrepreneur (owner of hotel, travel agency etc.) is measured by the guest satisfaction.

**Key words:** *Entrepreneurship, innovations, guest, satisfaction, service.*

## **EFFECTIVENES AND COMPETENCY - SMART STRENGHTS IN THE CORPORATE TOURISM FOR LONGTERM STRATEGY**

**Author:** *Violeta Gruevska*  
*Ministry of Finance - Customs of Macedonia*

### **Abstract**

Human resources management as moderate force within organizations is capable to create effective personalities that may lead our corporate tourism into wide range of smart and proactive economy policy.

The modality of effective personalities is focused to create effective team models.

The dialectical analyses bring up the opportunity to have a scientific approach to this subject drawing realistic model for the interaction between all elements that are playing active role.

SUPER Smart , Competent and Effective Corporate teams can unlock the hidden values in the State long term strategy.

**Key words:** *Effectiveness, Competency, Corporate Tourism, Long-term*

## **HUMAN RESOURCES AS AN IMPORTANT SEGMENT OF TOURISM IN THE SOUTH BACKA DISTRICT**

**Authors:** *MSc Mirjana Penić,  
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Tourism and Hospitality, University of Novi Sad, Serbia*

*Ph.D. Tamara Gajić,  
Higher School of Professional Studies, Novi Sad, Serbia*

### **Abstract**

Tourism is one of the phenomena of modern society, which may be defined as an activity system composed of many subsystems, which cause each other and complement in the formation of high-quality tourism. The tourist system implies a high level of education and general culture of personality, so the affirmation of the system is deeply conditioned by, as well as imbued with, understanding of the necessity of encouraging the process of change in the structure of education of the population. Contemporary theory has proved that the success of the business system today depends on the development of human resources. Deliberately accessing human resource management, their potential is one of the main ways of achieving competitive advantage in global markets. Human Resource Management in Tourism South Backa District is a very important part of tourism development. The work is to confirm that human resources are an essential resource for the development and business success in tourism, and speed of development depends on the social position of human resources and the level of knowledge acquired and used. It means to explore human resources with all its characteristics, as carriers, factors, objectives, and the result of expanded reproduction, with the necessary insight into the current situation, problems and opportunities for staff development in tourism, with regard to the directions of development of human resources in the world.

**Key words:** *tourism, employment, management, education, South Backa District.*

## **MOTIVATION STRATEGY FOR LEADERSHIP**

**Authors:** *Savevska Emilia,  
Elena Stojanovska*

### **Abstract**

Motivation is a wish within people to perform their duties in the organizations in the best way. It derives from the degree of satisfying the needs of the employees and has the strongest impact on the possibilities for success of organizations. Through motivational strategies managers must be effective leaders of the subordinate towards the wished accomplishments of the organizations.

**Key words:** *motivation, organization, strategy, leadership*

## Emotional intelligence, important manager skill for tourist organization

**Author:** *Vesna Zdravkovska*  
*Postgraduate student*  
*University of Tourism and Management – Skopje*

### Abstract

Emotional intelligence is the ability or skill to identify, appropriately to manifest and control emotions, emotions related to the workplace as well emotions related to the people with whom we are surrounded in everyday life. In fact, emotional intelligence is some mixture of monitoring our emotions and other people's emotions, as well as managing them, which lead to build and maintain professional and productive business relationships among business partners, associates and employees, as well long lasting and sincere friendships. Emotionally intelligent individual is aware of the emotions, has high self-esteem, is capable to control the emotions and that person is not afraid to be led by them when making specific decisions, because that person is intuitive person. One basic and crucial characteristics of emotional intelligence is empathy, ability to recognize and properly understand emotions, needs and desires of the people. People with better results in emotional intelligence are *empathetic* people who have an ability to understand others, maintain close and loyal relations and friendships and have excellent social skills. They are pleasant people to communicate with and successful co-workers with achievements in life and work.

**Key words:** *emotions, confidence, empathy, communication skill*

## **ENTERPRENEURSHIP AND INNOVATION IN TOURISM AND HOSPITALITY INDUSTRY**

**Author:** *Suzana Trajkovska Kocankovska MSc.*  
*Manager*  
*Business Incubator- Bitola*  
*Foundation Business Start Up Centre- Bitola*

### **Abstract**

Entrepreneurship is considered as a central force of economic development, as it generates growth and serves as a vehicle for innovation and change. Entrepreneurship and innovation are critical factors in tourism and are both central to the continued success and development of the industry, both globally and regionally.

On one hand the Tourism and Hospitality Industry needs a great degree of involvement by the entrepreneurial sector: diversification of tourism products and services is needed to cope with increased demand for new types of tourism needs. On the other hand this sector provides specific context that is perceived to be different from other industrial sectors in terms of identification of entrepreneurial opportunities and the process of taking advantage of such opportunities. Thus innovation in the Tourism and Hospitality Industry would be of great importance for the use of opportunities for more sustainable tourism.

**Key words:** *Entrepreneurship, tourism, opportunities, innovation, industry.*

## **The impact of tourism on the environment**Institution

**Authors:** *Goran Gerasimovski,*  
*Aneta Krstevska*  
*University of Tourism and Management in Skopje*

### **Abstract**

The main objective of this paper is to recognize the link between tourism and the environment. The basic is that the development of tourism should have the kind of rational use of resources in the environment. On the other hand, to indicate the negative environmental impacts as a result of faster development of tourism.

All it requires to be defined and proposed measures that could lead to the improvement of the environment as a result of tourism development. In the paper all the following components will be placed in the closest connection with social and socio-economic conditions that correlate with the development of tourism worldwide.

**Key words:** *environment, tourism, impacts, environmental*

## Enterprise risk management

**Author:** *Goce Presparovski*  
*Postgraduate student*  
*University of Tourism and Management in Skopje*

### Abstract

Type of risks: Financial risk, strategic risk, operational risk, hazard risk.

These types of risks are part of the basics risks which companies are exposed every day of working. The precise slotting of individual risks factors under each of these four categories is less important then the recognition that ERM covers all categories, and material risk factors that can influence the organization value.

Risk Measures : In this section we will put a reference to the term “risk profile” to represent the entire portfolio of risks that constitute the enterprise. Some companies represent this portfolio in terms of a cumulative probability distribution or cumulative earning and use it as a base from which to determine the incremental impact of all alternative decisions and strategies. Most of the measures common can be emplace in two categories: measures of solvency and unstable of organization performance.

**Key words:** *Risk, Companies, Portfolio, Measures, Decision.*

## HUMAN RESOURCE AND THEIR TRAINING FOR TOURISM DEVELOPMENT

**Author:** *Jasna Teofilovska, M.Sc.*  
*State University of Tetovo*

### **Abstract:**

Human resources in times of globalization and more expressed interaction in complex and unstable environment have an economic mission and are major starter of economical development. In this paper are examined key issues that affect the role and management of human resources in tourism. Today the modern tourism in the world is characterized by new organizational and schematic mechanisms as dynamic processes that increasingly challenge in tourism in the 21st century and not only as an integral part of economical development but also as a factor of crucial meaning to its development. Human resources as a critical dimension in frame of successful delivery of tourism services have influence on the successful performance of tourism companies that largely take care of people through the concept and process of training of personnel who are contemporary reflection of the measure rhetorics of the people and for the organization presenting the greatest value.

**Key words:** *Human resources, training, tourism, development*

## **INTERNATIONAL MANAGEMENT DEVELOPMENT IN CREATING GLOBAL MANAGERS**

**Author:** *Sekerinka Ivanovska, PhD*  
*University of Tourism and Management – Skopje*

### **Abstract:**

We are in a new era of globalization and internationalization of the world and companies, where brainpower and talent are becoming the predominant currency. The traditional management paradigms which focused on productivity and efficiency were designed for 20<sup>th</sup> century economy.

In the past two decades, politics and technology have changed the world, and total world economy creates new demands for the company's development, that see the only opportunity for its success and profit in the openness to the world.

Today, the only over-riding factor is internationalization, globalization and international management development.

International management development tends to search global managers that will copy the successful experiences and practices from the developed countries and will accommodate them to the local demands.

Although, many organizations begun to recognize the important role of international management development plays in their success, few are managing strategically. The global powered organizations is an organizations that invest in building distinctive capabilities in managing cross-cultural diversity to produce high caliber managers, extraordinary results for the company.

**Key words:** *international management development, internationalization, globalization, global management, global manager.*

## Crisis Management in Tourism Organization

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### Abstract

Tourism is exposed to many risks and uncertainties that affect on the choice of tourist destinations. Unfavorable environment, unfavorable political and security situation, environmental disasters, epidemics and other health problems, the global economic crisis, frequent accidents (particularly in air traffic), are the leading factors that affect on the usual tourist movements.

Especially attention to safety in tourism is given starting from 80's of last century. The problem of security of tourists is not just a problem of the tourism organization, but it is a problem of the goal state, because the greater reliability of the destination even more likely that tourists will visit the destination.

For these reasons the World Tourism Organization has provided the recommended security measures for tourism.

Informing tourists about safety and security of destination can help tourists to develop an objective view of the expected travel risks. When crisis will happen, effective crisis management can help in order to reduce the damage, and in some cases even can help the organization to come out stronger and more stable than before the crisis. There is no organization who is immune to crisis management, and because of that, organization should be prepared that can happen crisis. Crisis plan will help to avoid negative publicity and much of the damage that brought the crisis.

One of the definitions of crisis management reads – management crisis is a science that has a goal to seek and anticipate potential hazards, and to help for quick rehabilitation and proper management of resources. Crisis management is following part of each project management and it can be applied in any situation where there are potential adverse and unexpected risks.

**Key words:** *crisis, risks, tourist organizations, crisis plan, crisis communication, crisis management.*

## Learning Organizations - Prerequisite for Successful Tourist Organizations

**Author:** *Natasa Kraleva, PhD, Associate Professor  
University of Tourism and Management-Skopje*

### **Abstract:**

Nowadays, each and every organization, including the tourist organizations should be learning organizations. The globalization and the competition affect the process of working of tourist organizations, where only the organizations which have knowledge, and are learning organizations can succeeded. In a time of constant change, tourist organizations can have comparative advantage only if they can do something or offer something different than the competition. Many organizations in order to enable the learning process, should undertake first changes in the organization design, the organizational culture and the leadership style. The paper will discuss the relevance of implementing the process of learning organizations as a concept for successful tourist organizations.

**Key words:** *learning organizations, tourist organizations, knowledge, advantage*

## **YOUTH LEADERS TRAINING INFLUENCE IN THE AREA OF TOURISM AS A SIGNIFICANT ECONOMIC SEGMENT IN MACEDONIA**

**Authors:**        *Rade Hristovski, MA*  
                         *Ice Damcevski, MA*  
                         *Aleksandar Kiracovski, MA*

### **Abstract:**

This work is made considering the lack of leadership in any social level as well as insufficient commitment in leadership, which reflects on social and economic development of the country. This conclusion confirms the need of development of leadership through organizing and realizing appropriate educational programs and trainings for young leaders in the field of tourism, which will contribute indirectly in more appropriate economic development and development of tourism as essential segment in overall economy of the country.

In order this work to be done, a research was used in different segments of young people, which again confirms the assumption of need for additional education.

Issues of leadership, communication and public relations are covered in the content of this work. Thus given are basic terms which are necessary for further knowledge and solutions from this work.

The final aim is to design a program structure and methods for implementing training for young leaders, who as potential future leaders will be trained for commitment also in tourism as important field of development in economy of the country.

The authors of this work consider that this proposed and implemented program with appropriate methods can present basis for training in the frame of educational system.

**Key words:**        *leadership, training, tourism, economy*

## BUSINESS BEHAVIOR FACTORS OF BACHELORS OF TOURISM

**Authors:** *Sonja Paneva, MSc*  
*Tanja Jovanovska, MSc*

### **Abstract:**

The paper analyzes the question of needs and opportunities for professional development and relationship of the tourism worker in his/her business. Starting with the explanations for the specificity of the profession, the development of tourism worker in the environment where he works and acts, i.e, the fulfilment of his individual needs and potentials, is considered as an assumption, the observed element and an indicator of successful professional work and professional development of tourism worker. Separated and presented are four elements or indicators for individual development of the tourism worker: knowledge, ability, skills and their development in tourism; the needs and interests of tourism workers and their satisfaction in tourism; It is a personal satisfaction when you have the role of tourist worker and the level of worker motivation with which he performs his duty; attitudes and values of tourism worker connected to his profession. In this paper a presentation is given of research results and opinion of tourism workers about the opportunities to develop tourism on a personal plan. According to the opinion of the respondents our travel agencies, partly provide such opportunities for tourism workers. But, in order the tourism to be developed as a context of individual development (not only tourists, but also the tourism workers), it is necessary in the future to work on changes in all elements, in contents and structures of that institution. Quality tourism workers are of critical importance and provide quality activities, services and with everyday work give a huge contribution to the general development by establishing its human foundation - developing the capacity and willingness of tourists to travel. Worldwide, millions of people are still suffering great difficulties in enabling free movement, travelling outside the borders and so on. The professional role of the tourism worker is numerous. He represents the tourism industry and at the same time is a person who organizes tourism, leads the tourism process, transmits the information, presents the destinations, select and presents various contents. He is also the coordinator of the tourism communication and is always a model of intellectual behavior and presentation of the tourists.

**Key words:** *tourist worker, tourism, development of the tourism worker in tourism, professional attitude of the tourism worker in tourism, an indicator of the management of tourism worker in tourism*

## DECISION-MAKING IN THE TOURISM ORGANIZATIONS

Author: **Mladen Sekuloski, MA.**  
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### **Abstract:**

The modern management concept refers and it is based on cooperation, democratic decision-making, encouragement, motivation and creativity, and also on alignment of the personal with collective interests. The management of human resources is a set of activities or knowledge of employees and labor relations, selection and acquirement of personnel, education and career development, compensation and reward, which are complementary and linked into a single activity.

Everyday life of a man is followed by decision-making and problem-solving. The basis of decision-making is to choose the appropriate action among several alternatives. This paper is aimed at that direction. The decision-making applies to all organizational levels, in all organizational units and functions in tourism organizations. It is an integral part of managerial activity. Modern information systems are an important factor that has a crucial role in decision-making. The significance of information is determined by its place in management structure.

**Key words:** *management, management of human resources; decision making; modern information systems; information*

## Sources of Innovation in Tourism

**Authors:** *Nikola Gjeorgjiev*

*Marjana Todorova Gjeorgjieva*

### **Abstract:**

Innovation is a major driver for the development of the tourism industry. It is a great opportunity for both big and small enterprises, as it creates new markets, raises profitability, introduces new services and builds the future of company.

Sources of innovation can be classified in the following categories:

- Untapped customer demand – Is there something our customers want, but can not have with the current industry offering?
- Enhanced services – Can we package and improve our existing services to clearly stand out of the crowd?
- Bridging the gaps – Are there any gaps in the supply chain that can be successfully bridged with a new service?
- Untapped cultural and leisure assets – Is there any potential for promoting new customer experiences based on unutilized cultural and natural assets?

This article identifies sources of innovation and explores how innovation can be nurtured, implemented and protected for maximum benefit of the company.

**Key words:** *innovation, tourism, development, untapped customer demand, Enhanced service, bridging the gaps, untapped cultural and Leisure assets, company*

## HUMAN RESOURCES MANAGEMENT IN THE TOURIST ORGANIZATIONS

**Author:** *Hristina Talevska, MA.*

### **Abstract:**

The term human resources speak for people and organizations. The importance of activities related to human resources management steams for the fact that people are a common factor for all organizations. Human resources management is defined as strategic and coherent approach to managing the most valuable resources in the organization – the people – who work in it and contribute to achieving its goals. Staffing is the foundation of human resources management. Staffing is a feature that includes several activities that provide staff (employees) in the organization. It is clear that there is no such organization which can work and function without people.

Each of the functions of management is followed by decision making. Decision making is incorporated in all management functions. Nowadays, changes are an inevitable thing, and not only inevitable but also a permanent thing. Changes potentially bring problems, and problems should be addressed.

**Key words:** *human resources management; staffing; decision making; changes; solving problems*

## **ENTREPRENEURSHIP IN TOURISM INDUSTRY LEAD TO BUSINESS BENEFITS**

**Authors:** ***Nako Taskov**, Ph.D., Full Professor  
University "Goce Delcev"- Shtip, Faculty of tourism and business logistics*

***Tatjana Dzaleva**, M.Sc.  
University "Goce Delcev"- Shtip, Faculty of tourism and business logistics*

***Dejan Metodijeski**, M.Sc., Assistant  
University "Goce Delcev"- Shtip, Faculty of tourism and business logistics*

### **Abstract:**

Tourism has the potential to empower communities and the sustainable tourism agenda needs to focus on how to bring this about. Understanding tourists and tourism processes is the first stage to empowering the local community to make informed and appropriate decisions about their tourism development. Considerable investments are required in communication and trust building between the actors in tourism. In this context to make successful development of tourism is necessary to understand the importance of entrepreneurship and human resource management.

Tourism businesses have been identified as essential actors for creating jobs and generally growing the economy. Also here is attempt to identify the constructs that influence in building high-quality entrepreneurship in tourism industry. So, here is indicated the relationships between them - the level of involvement of owner-managers, the owner-manager having an entrepreneurial orientation, the knowledge of owner-managers, the involvement in decision making of owner-managers and a marketing orientation, market orientation, differentiation and tourism destination development.

**Key words:** *entrepreneurship, tourism industry, business benefits*

## **STUDENTS AND SUMMER PROGRAMS FOR WORK AND TRAVEL ABROAD AS A METHOD FOR RECRUITMENT IN THE TOURISM**

**Author:** *Todor Badarovski, Postgraduate student  
Student's brand manager  
Red Bull in RM*

### **Abstract:**

Today many students are leaving the Republic of Macedonia during the summer to work and travel abroad. These kinds of programs are provided by travel agencies in cooperation with the embassies, and allow students to work and travel abroad during the summer for a period of four months. These kinds of programs are attractive to students because it allows students to travel to countries like England and United States of America and simultaneously to earn money and gain work experience.

This type of recruiting from other countries is popular, because it allows employers to hire young, motivated and capable workforce for much smaller expenses than domestic labor. This is an opportunity that needs to be used by traveling organizations in order to improve its efficiency.

**Key words:** *recruitment, employers, cooperation, labor contract*

## **THE GROWING ROLE OF CULTURE SUSTAINABILITY IN TOURISM DEVELOPMENT**

**Author:** *Tatjana Stojceska, MSc*  
*University of tourism and management Skopje*

### **Abstract:**

The article examines the essential and growing role of culture sustainability in tourism development. The key to cultural sustainability is fostering partnerships, exchange, and respect different streams of government, business, and arts organizations in sense of tourism development. The role of culture sustainability as a way of development was supported by theories of modernization, during recent years; there has been a growing tendency to view culture as an instrument for tourism development.

An important aspect of culture sustainability in tourism development is the concept of shared culture, which entails mutual respect for every culture in a community. Through this collective experience, communities gain respect for their own and others' histories, resources, hopes and dreams.

**Key words:** *culture, culture sustainability, culture sustainability indicators, community, tourism*

## **CONNECTION OF THE REWARD SYSTEM OF THE EMPLOYEES WITH THEIR JOB SATISFACTION IN TOURISM**

**Author:** *Ljupco Včkov, M.Sc.*

### **Abstract:**

Everyday dead heat for survival, profit and organizational development in contemporary business of the tourism organizations often impose the issue for the place and role of the employees in this process. Tourism, as a complex scene with all its specifics, offers remarkable privilege to employees in this industry to make successful mix between working for salary and satisfaction and advantages which this profession offers. This work tries to answer the question what is the successful formula to find balance between everyday job duties and the skills to find job satisfaction on the workplace.

**Key words:** *Rewards, tourism, job satisfaction, motivation, human resources.*

## **MANAGEMENT OF EMPLOYEES' PERFORMANCES FOR BETTER ENFORCEMENT OF LABOR OBLIGATIONS**

**Authors:** *Krste Stojanovski*

*Vesna Nikoloska*

*Bistrica Stojanovska*

### **Abstract:**

It is said that the management is the process of planning, decision making, organizing, managing and controlling the human resources, financial, physical and information resources of the organization in order to achieve its objectives following the efficient and effective way. Elsewhere can be seen that management is the process of planning, organizing and staffing, management and controlling the activities in an organized systematic way with efforts to achieve common goals.

**Key words:** *planning, organizing and staffing, management, communication, grouping the work, assessment.*

## The influence of the managers on the employee motivation in tourism organizations

**Author:** Vera Vancova, MA

### **Abstract:**

To discuss about the way of performing work in an tourism organization, first of all, the conditions that determine the efficient operation of this organization should be fully comprehended. Many authors in the past and nowadays, not only talked about this kind of addiction to success but also there were scientific studies developed, through which could be explained these phenomena. Exactly that type study is the work "The influence of managers on the motivation of employees in tourism organizations". Generally, it is almost impossible with a few sentences to cease ideological ideas of the author conveyed in the contents aspects of this paper. This difficulty does not come as a result of unclear style of expression, complexity of the content and conclusions vague idea, but on the contrary, it is difficult to talk about work that is so simple and yet so valuable.

This work fully deserves this attribute, and the best proof of all this is exactly its content frame. Its framework has contents of different nature, but with the same objective -presentation of the management process and the process of motivating employees in tourism organizations. This issue elaborates this paper basing on the principle of substance distinction. This principle of analysis not only provides a concretization of views, but direct penetration in the contents specifics of this process. The process of direct analysis within this paper, the presentation begins the process of management, then content to enter into the specifics of the motivating process.

**Key words:** *tourism organization, motivation, managing human resources, management, manager, leadership, communication, communication skills, defining.*

## HOW SHOULD THE MANAGERS INVOLVE THE EMPLOYEES IN SATISFYING TOURIST REQUIREMENTS AND NEEDS

**Author:** *Arijana Radevska, MA*

### **Abstract:**

The tourism is specific natural, social and socio-economic phenomenon of the contemporary every day, and everyday becomes more massive. Its power is very large, because today great part of the world's population is in continuous movement in different destinations organized by the tourist's agencies. As a result the tourism is important branch to which is given great importance. In order the different excursions and trips to be realized and for good flow of this complex department, the managers should do good management of the tourist's agencies.

The managing is a specific area which covers a number of segments in all spheres, especially in tourist's agencies, and through which is intended to be achieved the requests of the tourists in order to be accomplished better financial results.

The manager is not only managing the tourist agency, but is also responsible for the execution of many other tasks of the employees as well as the very specific and demanding requests of the clients. The manager, besides the other duties, is responsible for the selection of the local tourist guides when about visiting of tourists locations in different destinations. Special attention the manager should dedicate when about selecting new employees, and for the current employees is important to be motivated for achieving of better results in keeping of the old and attracting of new clients.

**Key words:** *manager, employee, management, satisfying tourist requirements and needs*

## **Identity – diversity in the implementation of strategies for managing conflicts between managerial and non-managerial structure in organizations**

**Author:** *m-r Davcheva MIMOZA, Professor  
University “G.R.Drzavin” – Sv. Nikole*

### **Abstract**

A manager, as a leading structure, manages daily and continuously, running and dealing with specific situations in the working environment, in which, among other things, manages organizational conflicts.

They can arise from different ways of personal and organizational planning, the imbalance in linking goals, objectives, strategies or existing resources in the organization. Disagreement can be healthy and productive process, depending on the method of coping.

In addition, management of conflicts is an important part of maintaining good interpersonal relationships, and thus the good working climate. Full harmony is reflected in the working relationship when the organizational environment is healthy, and a common commitment is felt to organizational goals and achievements. Conflicts are a mechanism that creates an opportunity to overcome misunderstandings, understatements, clarifying the different perceptions, aspects and acceptance of diversity of human values.

How the managers and non-managers understand, approach and respect the diversity that surrounds them or how they are afraid of different views, attitudes, needs, values, confrontations – seeing them as a threat to good relations and functioning, and in that context – what are their ways of dealing with conflict situations will depend on productivity in the organization.

**Key words:** *conflict, strategies, managers, non-managers, analisa*

## The training as a factor to overcome the mobbing

**Authors:** *Vesna Nikolovska, student*  
*University of tourism and management Skopje*

*Krste Stojanovski, student*  
*University of tourism and management Skopje*

### Abstract

In this article the importance of continuous training and training of employees in the Hospitality and tourism economy is present in order to overcome the problem of mobbing more easily. Tourism values in the modern way of life is unavoidable component and the need of continuous monitoring of tourism development appears.

The competitiveness of companies in the modern living and working conditions is determined by several criteria and factors, and some of them are human resources. By investing in human resources quality return is realized which affects the increasing of financial performance and the pleasure to work. You need to constantly upgrade and improve the knowledge and the skills of the employees, which would achieve better conditions and working results.

**Key words:** manager, human resources, tourist economy and Hospitality; mobbing, continuing education and training, training.

## **Entrepreneurship and Human Resource Management in the Tourism industry and Hospitality**

**Author:**            **Eli Smokvarska**  
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Aerodrom-TAF Makedonija

### **Abstract:**

Tourism is important industry of economy. The tourism development entails a series of other positive changes in one country: growing number of tourism and catering facilities, and expansion of the infrastructure network in the state, positively affecting road, railroad and air traffic.

In the period of tourist season, the airports are overflowing with tourists. They are coming from all over the world with different culture, mentality, education, etc. It is essential, the personnel who is employed on the airports is reliable to the ability to meet the needs of travel consumers.

Therefore, personnel that is employed at airports, is required to pass through some detailed analysis and tests of competent managers for human resources.

Only a few applicants will be selected and then recruited as staff that will serve customers and produce pleasure for them.

**Key words:**       airports, personnel, management of human resources, selection, recruitment.



conomics in Tourism

*Managerial Economics in Tourism*

# **MANAGERIAL ECONOMICS IN TOURISM**

## Mezzo Economics Analytical Approach as the Propulsive part of Managerial Economics in Tourism

**Author:** *Prof. Saso Kozuharov, PhD*  
*UNIVERSITY OF TOURISM AND MANAGEMENT-Skopje*

### Abstract

Mezzo Economics covers the area between the Micro and Macro Economics and the organizational approach of the economics of the integral economic communities, which are made of microeconomic entities. Mezzo Economics represents an organizational loop between the Macro economic system and Micro Economics.

Tourism industry is a typical represent of Mezzo Economics.

Mezzo Economics Analytical Approach represents a compositional and methodological approach that make constitution of the basic and derived segments of economics in general and special statistical methodology but its specifics consists on the level that make generalization of generated calculative indicators (in Tourism).

Marginal analysis are incorporated changes of the value of the choice of the level of small (infinitesimal) amounts in order to consider whether the functions of the aim is possible to be increased (in case of maximalization) or decreasing (in case of minimalization) in which the manager continues with upgraded adjustments in the variable choice until the moment when there is no possibility for further enhancing.

**Key words:** *Mezzo Economics, Managerial Economics, Marginal Analysis, Tourism Cluster, Calculative indicators.*

## STANDARD COSTS OF A HOTEL COMPANY

**Author:** *Ivana Zubac, assistant  
Faculty of Tourism and Hotel Management – Kotor*

### **Abstract:**

Standard costs are used as an objective measure of occurrence of actual costs in the hotel business. Control of actual costs based on standard costs has an effect on the economical use of funds and work in the hotel. The aim of control of actual costs is to prevent their unwanted growth and rationalize them. Quality standard cost is based on an objective approach and realistic assessments of conditions in which the costs incurred at the hotel. Determined as the amount of consumption per unit of output multiplied by a single price. In this way, the standard costs are different from planned cost or normal. Standard costs have an important role in the system of budgeting, control and decision making hotel management company. Because of the detail required by standardizing costs and standard costs is met only in the most successful hotel companies and chains.

**Key words:** *standard costs of hotel companies, the standard power consumptions, the standard price, standard calculation of direct and overhead costs.*

## THE INFLUENCE OF TOURISM TO THE ECONOMY DEVELOPMENT IN REPUBLIC OF MACEDONIA

**Author:** *Christina Tarabunova,*  
*Master student at University of tourism and management Skopje,*  
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### **Abstract**

Developing tourism means one of the top jobs for creating of the Ministry of economy which is working under the Government in Republic of Macedonia. The main plan is representing growing up standards of the tourism offer, bigger valorization and promotion of Macedonian tourism possibilities. All before activities like: bigger industrial politic, supplying and following of product markets, getting better of energy efficiency, multilateral and bilateral partnership with EU and WTO, the business law, are mutual process.

The tourism in the developed countries is the one which contributed for their fast developing time, and also is the one which needing to represent the moving of the developing and only it can make Macedonia better place for living. Like part of the group tertiary activities, its main plan need for employing of the working capable population. In this way, is represented part of the influence of the tourism, directly and indirectly.

**Key words:** *Tourism, Developing, Offer, Influence, Economy*

## Tourism during Recessions: Threats and Opportunities

**Authors:** *Marjana Todorova Gjeorgjieva*

*Nikola Gjeorgjiev*

**Presenter:** *Marjana Todorova Gjeorgjieva*

### Abstract

A Global Economic Recession is a cyclical event that usually happens after bursting of an economic bubble, and it manifests through general slowdown of economic activity worldwide. With the existing globalization trend, major recessions are more likely to spread out globally due to the global supply chain, relief of trade barriers, deregulation and free flow of capital.

The recession has profound impact on tourism as an industry. People are less prone to spend money on leisure activities and they spend less while on vacation or holiday. Business partners impose more rigid payment terms, seeking to improve their own cash flows. Nevertheless, with the rules of the game changing and the competition being put under pressure, an enterprise can exploit these circumstances, consolidate itself and capture market, emerging post-recession as a true market leader. This article analyzes the impact of the global recession on tourism and the management measures that can turnaround the business and put it on a champion position.

**Key words:** *Global economics recession, economic activity, globalization, management, market leader*

## Current economic crises and challenges for Investments in Macedonian economy

**Author:** *Zoran Ivanovski, Full Professor*  
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### **Abstract:**

Current economic crises ask prudent and strong actions from the governments in order to prevent hard consequences that challenge their national economic systems.

This paper analyses in broad terms the changing investment needs and challenges for the Government of the Republic of Macedonia as well as business sector in terms of economic crises, and wider implementation of additional investment arrangements like PPP and PFI, especially in tourism where lack of massive investments was identified as a problem for development of this sector. This study outlines both - the role of private finance and PPP and important contribution they can make and opportunities for further Governmental interventions and action.

**Key words:** *economic crises, challenges for investments, national economic systems, development of economy, intervention and action*

## **TOURISM AS A BASIS FOR DEVELOPMENT OF THE ECONOMY OF SERBIA**

**Authors:**        *Academician Prof. Radovan Tomić Ph.D., Higher School of Professional Business Studies, Novi Sad*

*Tamara Gajić Ph.D., Higher School of Professional Business Studies, Novi Sad*

### **Abstract:**

The place and role of tourism in economic development of Serbia is an important question that deserves special attention and it represents the main subject of this paper. The paper will present data that point out to current condition and degree of development of this activity in the country. The paper will result in the synthesis of theory and statistical data that will show the position of tourism in relation to other activities; based on the analysis of the given data, there will be an attempt to prove that tourism is more important than is now believed. Also, a number of strategic activities will be suggested, with the goal of including tourism in wider economic currents, and, by that, point out its influence on macroeconomic segments, above all employment.

The main goal of the paper is to show that tourism can significantly contribute to faster economic recovery of Serbia, and for that reason its development should be well planned, rather than random, which points to the necessity to design an appropriate strategy for development of the economy.

**Key words:**     *tourism, economy, development, employment, Serbia*

## THE INTERNATIONAL MONETARY FOND AS A CREATOR OF THE GLOBAL FINANCIAL SYSTEM

**Authors:** *Violete Spasova Kiranovic MSc of Economics*

*Prof. Saso Kozuharov, PhD*  
*University of Tourism and Managemetn in Skopje*

### Abstract

IMF and World Bank were created after the Second World War as a result of monetary and fiscal Conference of the United Nations (UN) in the Bretton Wood, New Hampshire in July 1944. This conference was part of the efforts to finance the construction of Europe which was destroyed in the Second World War, and to protect the world from further economic depressions. The decision that was reached at Breton Wood was influenced by the global economic depression which had affected the world in the yearly thirties. That was the biggest crisis that with with the capitalism confronted. The unemployment grew with tremendous speed and for a short time period almost one quarter quarter of the U.S. working-age population was unemployed. English economist John Maynard Keynes claimed that the cause of economic recession is insufficient demand.

**Key words:** *International Monetary Fond, World Bank, regulation, economic recesion*

## FINANCIAL SYSTEM AND CRISES IN THE GLOBAL ECONOMY

**Authors:** *Boban Kitanovic*

*Prof. Saso Kozuharov, PhD*  
*University of Tourism and Management in Skopje*

### **Abstract:**

The crisis to be easily understood, we should understand that the functions of the financial system change, the functions of the country change, too, revolution happens in the concept that means market. These conceptual changes are in the roots of the crisis, but they are not either investment in some risky instruments.

The role of the banks, until the early twenties from the last century, was to allocate the fund of the companies. The role of the financial markets was to tell the value of the securities, by means of contradiction between the bid and the demand. After that, it started to change and more and more companies started to ensure fund through the stock exchange, instead of the banks. The function of allocation of the fund was transferred from the banks to the stock exchanges.

**Key words:** *crisis, global financial system, financial market;*

## ENVIRONMENTAL PROTECTION AS A FACTOR FOR TOURISM DEVELOPMENT - NONFISCAL GOALS OF TAXES AND OTHER FISCAL INSTRUMENTS

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### Abstract

Environmental protection is one of the main factors underlying a successful tourism development. The paper presents the foundation of the national policy for environmental protection as a current leading philosophy, and a concept whose implementation is a paramount for the survival of humanity. Being one of the key factors of the comprehensive social development of every country, the environmental protection has been recognized and addressed as a topic both in the Constitution of the Republic of Macedonia, as well as its legislative branches. In the paper an analysis has been undertaken, based on which one can conclude that the Constitution and the National Regulations from the domain of the tax policies (taxes, customs, compensations, etc.) have been created in compliance with the essential functions of environmental protection.

**Key words:** *environmental protection, tourism development, legislation, fiscal policy.*

## **Macedonian Stock Exchange: Development of Investment Banking as opportunity for larger investments in national economy**

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### **Abstract:**

Institutional concentration of financial aggregates as well their market allocation through stock exchange is one of the basic conditions for efficient and fast economic growth.

Full implementation of above mentioned functions also means appropriate place for investment banking, and their activities on primary capital market. This can be opportunity for larger investments in national economy and tourism.

**Key words:** *national economy, development of investment, investments banking, national economy, financial agregates, tourism*

## QUALITY MANAGEMENT IN THE HOTEL INDUSTRY

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### **Abstract**

From year to year the tourism turnover in Macedonia is falling and the visit is drastically decreased (“ISO 9000 standards to Total Quality Management – a”, 1998 and “Quality-basis for business promotion”, 2004). On the other hand, it is known that part of the economic Macedonian priorities is complied with the European Union standards. Therefore, the priority for the achieved results of good catering business results is the tourism. In addition it can be mentioned that the quality request is becoming a part of every day life and it is the main driving force of many companies. At the same time it has encouraging effect in the effort making for achieving and overcoming the competitive markets.

**Key words:** *tourism, quality, management, model, total*

## The tourism clusters in Bulgaria – problems and perspectives

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### **Abstract**

Developments in the formation and functioning of the Bulgarian clusters are in its initial phase. Strongly supported by the state these business units increased rapidly in number. However, such issues arise as: "How clusters should be actually working in our economy?", "In which sectors should be exercised influence in the direction of support clusters?" "Really bunches of companies are suitable model a competitive economy?", etc. The answers to these and other issues related to cluster will be received in the future. The fact is that in world practice, such entities are carried out, realized and will likely give very good economic and social outcomes, leading included enterprises and regions in which they operate, to economic prosperity. This paper presents results by a project, a continuation of several previous studies concerning clusters on one side and tourism on the other. It comes to meet the scientific "intersection" of two research teams – those from the Departments of Industrial Business and Entrepreneurship and Commercial Business. Data collected by the project indicate many diverse processes in the field of clustering in the most attractive economic sectors in Bulgaria - tourism. They promise "interesting times" for those in clusters and for the policy-makers. The focus is on problems and perspectives of Bulgarian tourism clusters.

**Key words:**        *cluster, network, synergy, tourism, destination, competition*

## AMERICAN TOURISTS' PERCEPTIONS OF TOURIST GUIDES IN BELGRADE

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### Abstract

Although it is not one of the popular city tourism destinations of Europe, the Serbian capital, Belgrade, is visited by a substantial number of foreign tourists. Most of them are independent travelers, predominantly youth, backpackers and businessmen, but there are also those who come within tourist groups. However, organized tourist arrivals are still pretty irregular, with the exception of the Danube river cruises which make call on Belgrade. Every year, from March to October, around 550 river ships sail into the port of Belgrade. These tour groups, mostly German or American, stay in the city for maximum twelve hours and, as a rule, have an organized city tour with a local guide. This paper analyzes the perception of and satisfaction with the guided sightseeing tour of Belgrade among the U.S. participants. The sample for the quantitative study was taken from the population of customers within one of the largest tour and cruise operators in the United States. The survey was carried out during the summer of 2008 and 2009.

**Keywords:** *city tours, tour guiding, Danube cruises, Belgrade*

## Tourism as invisible import and export

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### **Abstract:**

Tourism is one of the most widespread and the most dynamic development sectors of economic exterior activities. Tourism with good reason is considered like a branch that in the best manner can provide a particular offer and economic evaluation of the domestic tourism product, which is composed of the elements of tradition and culture, the natural heritage and the constructed material culture, as well as services and manufacturing components of the local tourist offer.

Today, it is a fast growing industry by increasing the spectrum of knowledge and high added value, contributing to social progress, growth of gross domestic product, employment and investments.

For the development of tourism it's particularly important to increase the number of foreign tourists which increase the direct foreign exchange inflow that generally helps in the entire economic development of the country. The prospective development of tourism in the Republic of Macedonia should be concentrate on utilization of the tourist potential that has and will be aimed to establish a tourism product that will be competitive on the international market.

**Keywords:** *inflow of foreign funds, development of program for attracting FDI, increasing impact of tourism, created tourist identity, international tourism, invisible income, sustainable tourism balance.*

## **THE IMPACT OF THE NEW LAW FOR SUPERVISION OF THE INSURANCE COMPANIES THE IMPROVE THE FUNCTIONING WITHIN THE ECONOMIC SYSTEM**

Author: **Nikola Gjorgievski**, student  
*University of tourism and management Skopje*

The new law for supervision of the insurance companies to improve the functioning within the economic system enacted on November 9<sup>th</sup> 2010, which clarifies the open questions, dilemmas and imprecision in the field of insurance companies, essentially contributes to the harmonization of the conditions, environment, opportunities and development in field of insurance. The essence of supervision and its advancement can be seen through the acceptance of the European usance and finally it sets the insurance as a financial institution and accelerator of the economic and non-economic sphere.

**Key words:** *insurance, supervision, legal provisions, financial reports, chart of accounts*

# e-tourism *frontiers*



**E-TOURISM**



## **Electronic Procurement System aimed at increased transparency, less corruption and greater cost-effectiveness of budget expenditures**

**Author:** *Marija Jovanoska, MA*

### **Abstract:**

The European Commission, the European Council and the European Parliament are completing the EU legislative framework, prescribing common rules for electronic procurement. Electronic procurement is procurement of the future.

The introduction of electronic public procurement is a complex process that involves the entire process that takes place in a paper to be conducted electronically. The transformation in implementation of the public procurement is a process filled with challenges. Conducting electronic procurement and e-auctions means achieving more transparency, cost efficiency, savings in public funds, non-discrimination and equal and fair treatment of economic operators.

Using electronic in the procedures of awarding public procurement contracts in order limiting manipulative activities and corruption.

**Key words:** *electronic public procurement, electronic system, e-auction, savings, cost-effectiveness*

## The use of new communication technologies in tourism in Macedonia

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### **Abstract:**

Every business relies on effective communication with their customers. It is not only "naked" transmission of information, but assumes building trust, credibility, encourages participation and creates mutual loyalty. Today in a world dominated by rapidly changing business environment, the question is how to provide effective communication?

The global nature of business does not allow always the possibility to conduct the meetings in person. Then what is the alternative? It can be found in new technologies, and that is the Internet.

This paper explores the development of the Internet in tourism in Macedonia, more precisely in the exploiting of its potential in the business of travel agencies, focusing on a few of the most important areas of Internet usage, that being electronic commerce.

Increased interest in e-commerce can be a basis for the transformation of ordinary commerce in electronic commerce, taking into account the rapid growth in the number of individuals connected to the Internet and consequently increasing use of commercial network applications.

The application of electronic devices by tourist organizations enables them to offer their services by providing information on opportunities and conditions, content and quality, pricing, schedules, conditions of transport and payment.

That is what is treated in the text of this paper. It is analyzing the existing tourist facilities and agencies and a case study that explores the way they present themselves in the global network and global marketplace, while taking into account the usual ways of working and commercial presentation.

**Key words:** *communication, internet, tourist agencies, electronic commerce (e-commerce).*

## WEB SITES AND ITS WEB DESIGN FOR SUCCESFUL AND ADVANCE TOURISTIC INDUSTRY

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### **Abstract:**

The Tourism as economic sector has been important always from any view point for developed countries, and also for developing and undeveloped countries. Its meaning is essential, because the investments and skill – vocational of employers in this sector are less complex than the investments in any other sector in the economy in every country. The higher standards of living of the people ask for them to wish to visit different places on different destinations. Today, it is much easier with expansion, development and implementation of ICT and Internet, which do this sector to get prefix “e” and became new term e-tourism. As e-tourism, the business and companies in this sector can be seen in global level in all over the world on very easy way, from surfers who visit the tourist’s web sites. On this way the surfers on Internet, who grow up everywhere in the world can get information on easy way for every touristic destination.

This paper research the web design of touristic web sites and portals and the meaning of content uploaded on its with main goal to be attractive and keep the attention for everybody who will stop to this kind of web site accidentally or intentionally. The attention should be keep for touristic portals and web sites in this sector in Republic of Macedonia.

**Key words:** *e-tourism, ICT, web design, web site, touristic portal*

## **INTERNET BLOGS AS A DESTINATION MARKETING MEDIUM: A CASE STUDY OF SERBIA PHOTO BLOG**

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*Vladimir Marković, Ph.D, Assistant  
University of Novi Sad, Faculty of Science,  
Department of Geography,  
Tourism and Hotel Management*

### **Abstract**

The emergence of the Internet has not only transformed tourism businesses, but also altered the relationship between tourism businesses and the customer. Web 2.0 is the next generation of the Internet, which is comprised of user-generated content and social computing. This paper discusses blogs within the context of creating this new, more enduring relationship with the customer. The study explores photo blogs of Serbia in Putovanja web site. This site represents an on-line retail and reservation system that allows its visitors to create a photo blog, share their opinions, discuss and leave comments. These comments that are left are analyzed and their effect is described. The AIDA model is useful for classifying holistic messages. Finally, this paper presents suggestions and implications for the tourism industry and destinations seeking to promote tourism.

**Key words:** *Internet blogs, destination marketing, photo blog, Serbia*

## New dimensions for e-Tourism

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### **Abstract:**

Information and communication technologies and tourism are two of the most dynamic motivators of the emerging global economy.

The tourism industry is in transformation and is likely to originate an e-tourism industry. Information technology plays a very important role to link the tourism chain bringing benefits to all its members and, ultimately, to the final consumer. The electronic commerce can catalyze the tourism industry activities. An e-tourism industry will change many ways of developing the tourism business. The tourism operator and the travel agent new roles are just an example, but there are many others that are not still foreseen. It is a great opportunity for touristic destinations that still do not have an adequate infrastructure, communication, or local entrepreneurs to participate of the international tourism market.

This paper intends to examine the nature and likely developments of e-tourism industry.

**Key words:** *information technology (IT), tourism, e-tourism industry, economy, internet.*

## THE IMPACT OF ICT IN MODERN TRAVEL OPERATIONS

**Author:** Branko Bizoev

### **Abstract:**

Trade market in tourism, due to the extremely variable and complex environment, is more difficult to realize if it is not realized continuity in marketing manner of thinking. Despite the uncertain circumstances of certain world tourism markets, the forecast is that the global social and economic situation will result in a large increase of tourism over the next ten years. The changing economic conditions, changes in consumer behavior and the development of new technologies will cause a rise in existing and emergence of new tourism markets. It should be emphasized that technological progress is a key factor in the modern world tourism. Internet, as the most significant technological phenomenon today, opens to the tourism entities some completely new horizons of business. The external environment of any economic activity, especially tourism, contains a number of mutually dependent factors that must be somehow identified and classified. One of the most common ways of researching the environment in tourism is Skeptical analysis, which follows the impact of tourism on the environment according to the following factors: social, cultural, economic, physical, technical, international, communicational, infrastructural, administrative, institutional, legal and political. Each of the listed factors might be the reason for the emergence of certain types of changes that generate opportunities for the tourism officials and dangers so they must take them into account when planning their marketing plans. In today's marketing environment tourism entities on their web pages apply various kinds of modern marketing strategies, the result is the emergence of various marketing implications of the tourism offer such as: Dis-intermediation, Re-intermediation, Call Center Point of Sale System, Booking Engines, Dynamic Packaging, e-Ticketing, Customer self service, Bar-coded boarding passes, etc. These strategies should be continually evaluated improved and changed in order to improve the web page.

**Key words:** *Trade market, environment, analysis, Dis-intermediation, Re-intermediation, Call Center Point of Sale System, Booking Engines, Dynamic Packaging, e-Ticketing, Customer self service, Bar-coded boarding passes*

## e-Tourism: Key Applications

**Authors:** *Nikola Gjeorgjiev*  
*Sasko Gramatnikovski*

**Presenter:** *Nikola Gjeorgjiev*

### **Abstract:**

e-Tourism is defined as application of ICT to enhance existing and generate new business models in the tourism industry. Although ICT is in the core of modern business in general, some applications represent the foundations of e-Tourism nowadays:

- **Web portals** provide a most convenient way to present the offering to the customer, using rich graphics, video and interactive content
- **Web ads, blogs, tweets and social networks** are the new way to generate buzz and promote new offerings
- **Online payment** is a great way to reach your customers globally, without the necessity of having a sales office nearby
- **Customer Relationship Management** systems enable sophisticated and central management of huge number of customers
- **Business Intelligence tools** allow you to collect, drill down and analyze complex data from your own internal systems and the external sources to aid decision making and overall business improvement

**Key words:** *e-tourism, tourism industry, web portal, on-line payment, Customer relationships Management, Business intelligence*

## STRATEGY MEASURES FOR DEVELOPMENT OF TOURISM INTERNET PROMOTION OF SERBIA

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*University of Novi Sad, Faculty of Science*  
*Department of Geography, Tourism and Hotel Management*

### Abstract

Tourism can and uses Internet as a great promotional tool. Effective Internet promotion must include promotional techniques such as: search engine marketing, Internet advertising, online PR, viral marketing, affiliate marketing, e-mail marketing, blog marketing and newsgroup marketing. In this sector, Serbia is not developed as EU countries. Website is main promotional tool in Serbia. In order to use Internet promotion efficiently, Serbian marketers should use most of the following strategy measures: create global awareness of Internet promotion importance, strategically put Internet promotion on planned position, use planning as a necessary step of website creation process, determine elements of website quality, insist on website adjustments for tourists' needs, lead promotion efforts on alternate Internet services and measure effects of Internet promotion.

**Key words:** *Internet, tourism, promotion, strategy measures, Serbia*

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## SEARCH ENGINE VISIBILITY OF NATIONAL AND REGIONAL DMO WEBSITES IN EUROPE

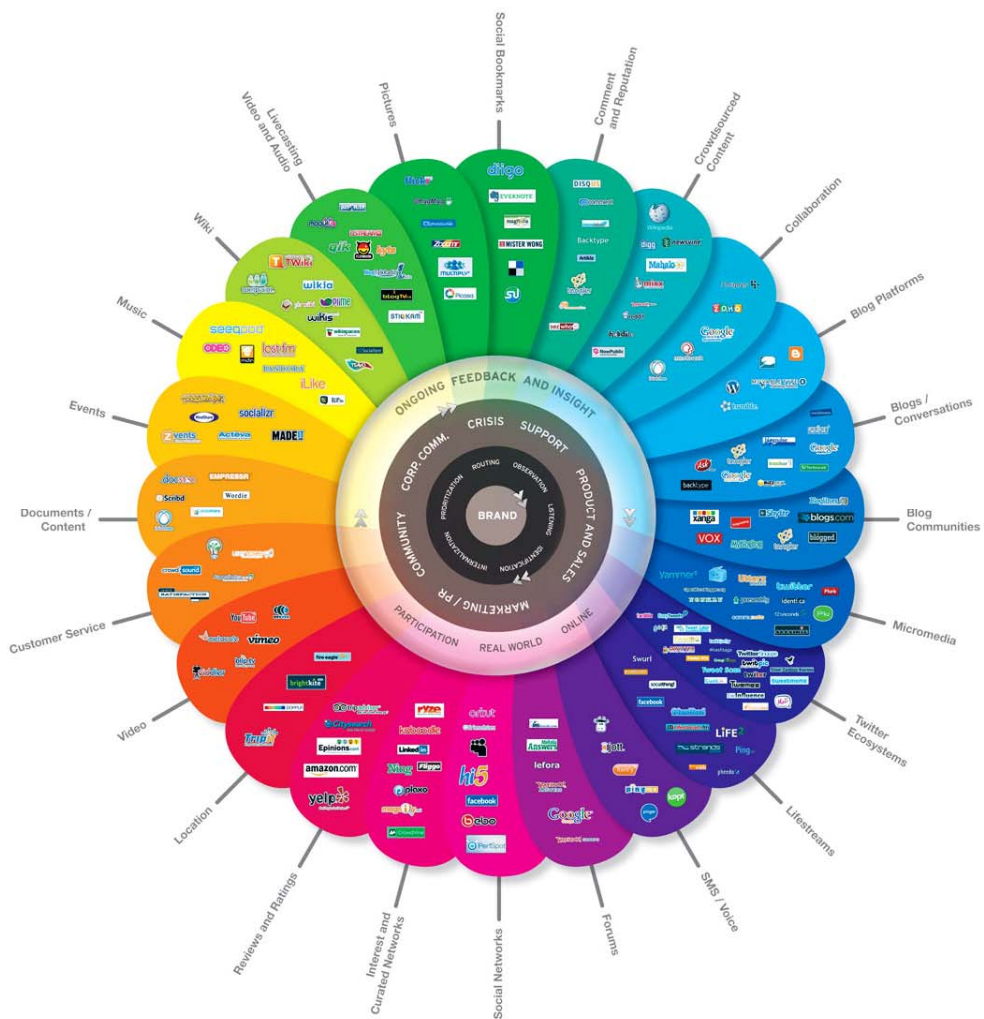
**Authors:** *Iva Slivar, MSc*  
*Online marketing coordinator at Maistra d.d.*

*Barbara Dorić, MBA*  
*Consultant at A. T. Kearney*

### Abstract

Internet marketing for DMOs presents a number of challenges and one of them is the easiness of finding DMO websites on web search engines. High rankings on search engines reflect DMOs effort in SEO (Search Engine Optimisation), an internet marketing strategy used to attract visitors of search engines on websites. The research, conducted in 2010, includes 22 websites of 14 regional and national European DMOs situated on the sea and their positioning on the first three pages of search engine results on google.co.uk for over 120 general key words destination related. The results indicate that there is still a lot of room for improvement.

**Key words:** visibility, search engine, website, SEO, DMO, internet marketing



# MARKETING AND PUBLIC RELATIONS IN TOURISM AND HOSPITALITY MANAGEMENT

## **Marketing and Public Relations in Tourism and Hospitality Management**

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*University of Tourism and Management –Skopje*

### **Abstract:**

Knowing that, lately between other industries we have tourism industry, one of the most exciting, dynamic and challenging industries all around the world. During this time, tourism has developed in scope and direction, away from traditional activities, such as the sea holidays to a wide range of new activities such as cultural tourism, adventure tourism, sports and eco-tourism. All of these lead to the growth of the tourism sector. There are also three main points that made the tourism industry the biggest one, marketing, public relations and hospitality management. The most important of these instruments is public relations which play a role in constructing activities and identities which will be discussed further. Public relations' role is not only attracting visitors but also to keep them satisfied after they get there. So this is becoming one of the most important parts of marketing and sales functions of tourism as its definition includes promoting improved understanding between operators and their public.

**Key words:** *tourism industry, marketing, public relations, hospitality management*

## **ANALYZING THE TOURSIM DISCOURSE IN TRAVEL GUIDES IN ENGLISH ABOUT MACEDONIA AND SKOPJE**

**Author:** *Katerina Vidova, MA, English Language Lecturer  
University of Tourism and Management – Skopje*

### **Abstract:**

This paper deals with the features of the tourism discourse. Travel guides about Macedonia and Skopje were studied in the present research. It was analyzed how tourist guides achieve to attract the potential customers through the text in which persuasive and communicative features are used. The choice of words, in terms of lexical features, the use of adjectives, especially superlatives, self-references, and verbs were examined. This paper investigated how the language, with its stylistic devices and grammar structures was used to serve the persuasive communicative purposes. The research in this paper hopes to offer contribution in the field of language of tourism and provide some insights into the field of ESP.

**Key words:** *tourism, discourse, persuasive, travel guide*

## **MARKETING STRATEGY – A STRONG BASE FOR TOURISM GROWTH AND DEVELOPMENT: A CASE STUDY ANALYSIS – REPUBLIC OF MACEDONIA**

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### **Abstract**

*The National Prosperity is not inherited, it is created.  
Michael. E. Porter*

Tourism offers an important development and business opportunity for every national economy. In view of the current development level of Macedonian tourism and the existing development potential, tourism is positioned to become one of the leading branches of industry in the Macedonian economy, thus making a significant contribution to the country’s development objectives (competitiveness, GDP growth, employment growth, increase in the education level of tourism workers, stimulation of cultural identity, increase in the recognisability of Macedonia in the international environment). The development of our tourism is based on the construction of physical infrastructure, but the area of so-called soft development elements has been disregarded: quality in the broadest sense, development of human resources, promotion of creativity and innovation. Accordingly, the fundamental strategy must be designed so as to take into account integration at local, regional and national levels.

**Key words:** *national economy, development potential, tourism, strategy.*

## **EUROPEAN PUBLIC PROCUREMENT MARKET AS TOOL FOR INCREASING EU INTRA-TRADE**

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### **Abstract:**

On EU level, the European Public Procurement Directives play a key role in the harmonization of the national procurement legislation of member – states. Public procurement is a very important segment of the internal market, which acts as a single market on the territory of all 27 member – states. All bidders from across EU are free to tender in all other member – states and they are entitled to the same rights and obligations as being domestic bidders.

Currently, there are several Public Procurement Directives that are obligatory for all member – states. The European Commission is very dedicated in promoting a well – functioning procurement market and it imposes these rules not only to EU member – states, but also to candidate – countries like the Republic of Macedonia. Research shows that the EU procurement market is growing and improving its performance constantly in the past decade.

**Key words:** *public procurement, EU, trade, tender, internal market*

## The need of marketing strategy in tourism for economic development

**Author:** *Nikola Cuculeski, MBA*  
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### **Abstract**

Contemporary trends in tourism unconditionally impose the need of creating and implementing marketing strategy in tourism in general, and in all entities involved in the creation of tourist offer in the Republic of Macedonia. Also, the need of strategic marketing positioning is more than necessary in the overall strategy for tourism that as soon as possible Macedonia has to create and implement. This paper presents the basic principles on which marketing is based on, its application in tourism and how marketing functions should be used when creating marketing strategies for entities in tourism and tourism as an industry in general, all this in order to emphasize the tremendous need of marketing in the overall development of tourism and the economy in general.

**Key words:** *marketing strategy in tourism, strategic marketing positioning, tourism development, economic development.*

## RELATIONS BETWEEN TOURISM SERVICE PROVIDERS' AND USERS' FAMILIES IN INTERNATIONAL TOURISM MARKET

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### **Abstract**

Perceptions established by authors' research undertaken so far in some of the most developed European tourist countries both on roles of tourism service providers and tourism service users are presented in this paper. The researches were undertaken on small, random samples of persons, inquiring their experiences of free time spent with their families. Although the obtained answers are not representative, they nevertheless give a hint on great, continuous, and often painful changes occurring within tourism service user's and tourism service provider's families. While many up to now carefully protected and groomed cults, opinions and behaviours on other communities tend to fall to pieces under new perceptions and experiences, they are subsequently influencing in various ways the basic human community – the family. Within the everyday struggle for even greater achievements, earnings and success we often forget that only by depriving some community members of achievements in order for some other members of the same community to achieve more, many personal accomplishments are obtained.

**Kew words:** *tourism, family, free time, service provider's family, service user's family, international tourism market*

## **INTERNAL COMMUNICATION AS A PRECONDITION FOR SUCCESSFUL MANAGEMENT**

**Author:** *Suzana Dzamtoska – Zdravkovska*, Ph.D Assistant Professor  
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### **Abstract:**

Efficient internal communication is of crucial importance for development, managing and efficient functioning of an organization. It is at the same time precondition for establishing good external communication.

Communication itself comprises of a broad spectrum of using signs: written, spoken including body language etc. The main interest of this paper is directed towards communication as an exchange of information, i.e. flow and sharing of information for specific area of activity (in competence of the organization) within its internal frames, having impact on the external communication – communication with the public, i.e. citizens and the users of the services who are not an integral part of the organization.

**Key words:** *communication, functions of management, information, internal communication.*

## **DEVELOPMENT AND THE NEED OF EVENT MANAGEMENT IN MACEDONIA**

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### **Abstract:**

The beginnings of event management in Macedonia are associated with the change of economic system in the country and the introduction of marketing as a real part of the functioning of economic entities. The first forms of event management are defined within existing marketing agencies, which offered them as a part of their services. The real development of event management as a separate branch is dating from the early nineties of the last century, when first agencies that offer services of this kind only are formed. Their appearance contributes to the professionalization and establishment of basic standards, which hardly existed at all till then. Event management is raised to a higher level, with real visible results, both in scope of services and their quality. This leads to its acceptance by a growing number of business entities through the use of agency services. This process is accelerating with the increase of foreign investments in the Macedonian economy and the entry of foreign managerial staff at managerial positions. The juncture of western know how and standards with national experience, mentality and power, contribute to creating an effective and recognizable form of event management.

**Key words:** *event management, marketing, services, agencies*

## The formation of a non-formal group “Friends of Macedonia” in the European Parliament

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### Abstract

Within the European Parliament, a number of informal groups exist to garner and organize support for many things and groups: from wine producers to certain types of farmers to various countries.

In September of 2010, a non paper was written from within the Ministry for Foreign Affairs outlining the benefits of such a group and offering action steps to take forward its realization. The non paper specifically noted that we must find one MEP to sponsor the group and also to contact our other MEP friends in advance. The idea was to gage how much support there would be for such an initiative.

Specifically, the non paper stated that we hoped to achieve a few key things with the Friends of Macedonia:

- 1) To be able to stay in closer contact with these MEPs (emails, visits, news up-dates...etc)
- 2) The members could help when the need arises to send letters to the European Commission and Council our behalf, to submit amendments for the resolutions, to ask pertinent questions to the EC...etc
- 3) Provide broader opportunities for reaching out the European Parliament by hosting events, visits and sharing experiences in tourism in our country.

MEPs joining Friends of Macedonia come from various groups and member states. The MEPs in Friends of Macedonia hail from: Germany, Slovenia, the UK, Slovakia, Italy, the Netherlands, Romania, Bulgaria, Estonia, Sweden and Spain. The variety of their nationalities and backgrounds reflects the breadth of support for the country.

The Republic of Macedonia is very grateful for the friendships that we have in the European Parliament and grateful that the MEPs are willing to help in such positive and practical ways. We expect the Friends of Macedonia to sponsor a

number of events in the European Parliament such as musical and cultural events, giving opportunity for greater and greater numbers of MEPs to learn more about the Republic of Macedonia. This great opportunity will be very useful for Macedonia as country. Tourism and the tourist capacity might be shared, at first, to the European member's country but in future to other countries in the world.

**Key words:** *parliament, friends, Macedonia, tourism, tourism capacity*

## THE ROLE OF MARKETING CONCEPT IN RURAL TOURISM DEVELOPMENT: CASE STUDY OF MONTENEGRO

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### **Abstract**

This paper focuses on the importance of the role of marketing concept for the sustainable rural tourism development in Montenegro. Investigating this hypothesis, the article describes the importance of marketing concept and gives examples of good practise where implementation of marketing concept was one of the key factors of success. One of the challenges facing farmers and other individuals trying to develop rural tourism offer in Montenegro, is that there is no uniform recipe for creating successful marketing mix (4P). Overall, marketing is found to be key and critical factor for successful rural tourism business. Tourism appropriate qualitative and quantitative methods are implemented in preparing this paper.

**Key words:** *rural tourism, marketing, consumer behaviour, Montenegro.*

## HOW TO ORGANISE TEAMS IN ORDER TO ENSURE SUCCESSFUL CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM?

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### **Abstract:**

In this paper authors presents results from Customer Satisfaction Survey that was conducted in one automotive dealer. The aim of the conducted survey was to evaluate customer satisfaction in cases when the vehicle should be keep in the service department for a repair longer than one day, while in the same time the service should manage to provide customers' mobility in order to perform their everyday duties. In that sense, an analysis of that kind of service in the automotive centres in the Republic of Macedonia has been made.

As a comparative analyses best practices from the concessioner of a principal from France has been given. The possibilities and conditions for organizing that kind of service teams in an Import Centre in the Republic of Macedonia, which is taken as a target of the research, has been considered.

Paper ends with the suggestion that by organizing those kinds of teams in a service centres a new model of CRM (customer relationship management) is developed and higher level of customer satisfaction are achieved.

**Key words:** *Organization, team, mobility, CRM, Import center, customer satisfaction, automotive industry*

## **PUBLIC RELATIONS AS A MANAGEMENT FUNCTION**

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### ***Abstract:***

The image and picture for the institution, the realization of the financial success and it's own survival in society for the future are directly dependent from a degree on impact on public relations. Managers of public relations, among which are the managers for communications and media work in nonprofit organizations, business sectors, universities, hospitals and other institutions in the public and private sector. Their sole purpose is sustaining positive public relations and environment of the institution, so creating and maintaining a positive image of the institution you represent. Managers of large companies and institutions recognize the need for public relations, so that all work is delivered into the hands of specialists in public relations and take their advice as relevant for achieving the strategy and the determined program. Indeed, It is very important to an understanding, that effective communication between the organization and its public, and for all that most contribute to public relations.

**Key words:** *Public relations, public relations manager, effective communication, institutions, image*

## THE IMPORTANCE OF TOURISM TO GDP IN MONTENEGRO

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### Abstract

During recent years a number of economic policy and managing strategic activities designed marketing Government of the Republic of Montenegro has attempted to manage the quality of tourist demand.

Hotels are the development engine of tourism. Their standard, and their market orientation towards target groups is determined by the power of the tourist offer. Guided by this fact back in 2005. The investigation was initiated which aims at monitoring of trends both from general hotel in Montenegro, as well as with regional, structural trends within the different segments of the hotel industry. The research results make it possible to identify instruments and policies towards the empowerment of the most important segment of the tourism industry.

Market position of tourism and hotel industry in Montenegro is characterized by continuous high growth rate of physical and financial operations, stability and development as the continuation of intensive investment cycle. This development of hotel and tourist industry in Montenegro is a multi-year effort inspired by the Montenegrin government to ensure favorable conditions for tourism development, but also to create a favorable general economic and investment climate.

**Key words:** *tourism, hotels, income, expenses.*

## COGNITIVE MOTIVATION FOR RELIGIOUS TOURISM

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### **Abstract:**

Contemporary growing interest of religious tourism is not a modern phenomenon and religious motivated tourism is probably as old as religion itself. The aim of this article is to provide an understanding of cognitive motivational factors for religious tourism, pilgrimage, festivals and events. Religious motive is a complex concept with more than one meaning, and has different levels of intensity depending on individual belief and social context. Cognitive theories of motivation will be discussed in order to identify the prime motivating factors underpinning people decision for journey to religious destination. These theories assume that decisions are result of active processing and interpretation of information, and motivation is not seen as a mechanical or innate set of processes but as a purposive and persistent set of behaviors based on the information available. Facing the challenge for effective destination promotion, managers should follow basic principles of travelers' motivation.

**Key words:** *motivation, religious tourism, cognition*

## **BUSINESS PHILOSOPHY AND IMPLEMENTATION OF CRM APPLICATIONS IN TOURISM AND HOSPITALITY**

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### **Abstract:**

CRM as a trend in business and business philosophy, consists of a series of complex and diverse business resources such as: modern technological resources, information resources, human resources and all other procedural resources which serve to improve services to end user and customer.

Tourism as a service industry which business is based on selling services, has found great benefits and advantages in using CRM. Different kinds of CRM applications and systems have become extremely popular in all sectors. Thus, in the tourism sector, CRM has become one of the most important strategy in attracting and increasing tourist arrivals, in filling the tourist facilities and in satisfying the needs of guests.

The main goals of CRM are to attract tourists, to meet a maximum of tourists (a new guarantee of return and achieve the most efficient promotion), increase the number of tourists and achieve customer loyalty. It enables more efficient marketing and sales and it improves the overall tourism industry and services aimed at tourists and their preferences. Implementation of CRM systems is very demanding and requires commitment at all levels of the company. Very big problem is the integration of CRM systems with existing information systems in the enterprise. It is often impossible to implement without the use of qualified personnel and software that has the task of bridging the gulf between the CRM and existing information systems to create an integrated system. It is desirable

that the companies have been devoting increased funding for implementation of new technologies and that systems, in a short period of time, can realize a return on investment and greatly improve the business performance of enterprises. CRM gives the expected results only if it is fully integrated strategically and operationally in the business and in the information system of tourist enterprise. The fact is that this process and business philosophy will become important in the future, and it will continuously improve its processes and relationships within the company, all in order to reduce operating costs, creating a detailed segmentation of the market and meet the needs of guests.

**Key words:** *CRM, tourism, information systems, new technologies*

## STAFF RECRUITMENT AND SELECTION IN THE MARKETING SECTOR

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### **Abstract:**

Modern management intentions suggest the development of staff within their organizations. The human resource of high priority, also represents a prerequisite for quality and other resources in any organization.

The development of staff in the organization can undergo a very difficult time if staff are not properly recruited and selected. This is especially important for the Marketing sector. The character and skills possessed by the interested parties for working are very explicit and indicate the type of marketing activities in which we can engage.

Guerrilla marketing, as a modern way of bringing the product to customers closer requires staff with developed emotional intelligence that provides appropriate behavior in appropriate situations. Resourcefulness developed as a competence of the presenter is of an utmost importance and guarantees success.

This paper addresses the recruitment and selection of personnel for guerrilla marketing.

**Key words:** *guerrilla marketing, emotional intelligence, resourcefulness, recruitment, selection, staff*



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