



MODERN HOTEL MANAGEMENT STYLES

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| Article history: | Abstract: |
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| <p>Received: 3rd April 2021 Accepted: 21st April 2021 Published: 10th May 2021</p> | <p>The article examines the modern style of hotel management, as well as the significant growth in the role of modern management in hotels, as in any other business. Based on the experience of foreign countries, the experience of enhancing the role of modern hotel management has been studied. The purpose of the study is to form a unified system for improving modern hotel management with the aim of further developing the developing tourism industry in the country and to give recommendations for its practical application.</p> <p>Scientific novelty of the research:</p> <ol style="list-style-type: none">1. Formation of diagnostics of corporate culture (collection, interpretation and analysis of collected data).2. To study existing values, norms and rules in the regions and apply them in hotel management.3. Further increase and strengthening of the role of managers in hotel management.4. Development of the main features of the method of managing the development of hotel activities. |
| <p>Keywords: Hotel management, modern management style, innovative management potential of hotels, the level of development of modern hotel management.</p> | |

INTRODUCTION

In the hotel business, the guest is always in direct contact with the "provider" of the service.

The success of a hotel is largely dependent on contact in a work environment with a highly motivated personnel who feel like a part of the company.

The modern business of hotel services, like any other business, involves significant strengthening of the role of management and there is an urgent need for such organization of business, which would guarantee the responsible attitude of each employee firm, active and effective participation in its affairs of all employees. Therefore, in developed countries, the art of management is highly valued, quoted and, of course, accordingly, highly paid.

The need to improve the organization of managerial work has caused the emergence of different terms and definitions for collective improvement actions quality of management activities. One such concept is leadership style, which is a factor in increasing competitiveness, production efficiency and organization management. The management style is developed by each enterprise and is dictated by the policy of the enterprises. In the interaction of the leader and subordinates, the method of their relationships. It is, of course, set by the head.

The question of the manager's leadership style is quite relevant nowadays. New economic conditions and an increase in the educational level gave impetus to the development organizational culture. Managers and leaders of various organizations have become all become more and more aware of the importance of culture in the activities of companies. Thus, the topic of the abstract can be considered relevant, since in tourism the most important the human factor and the choice of the correct management style determine the performance tourist enterprise

THE DEGREE OF STUDY OF THE TOPIC

Automated information systems in the hotel business A.S. Kuskov focused on the work of both a professional user and an ordinary user systems.

In the scientific work of N.I. Kabushkin, the automated system of the hotel business includes accounting modules, an automated restaurant management system hotels, an access control system and, of course, a remote booking system.

Lapin A.Yu. the features of the most popular software systems in hotel business.

RESEARCH METHODOLOGY

The article uses methods of socio-economic analysis, logical approach, deduction, factor analysis and scientific research of the result.

ANALYSIS AND RESULTS

In the process of historical development, the concept of "style" has significantly changed its content.

In ancient Rome, they wrote on the board with a stylus. Subsequently, the word was adopted art and literature. Today it is used in almost all areas of life, used figuratively as a type of writing, a form of expression. As it expands the scope of its application, this concept began to denote the generality of pictorial techniques in literature and art of a certain time or direction, as well as in a separate form activities such as gothic, renaissance, lyric, epic, dramatic styles, styles of writing, running, swimming, chronology.

The concept of style as a characteristic "chasing" of life forms and their expression is also suitable for style management activity: a single, characteristic "imprint" of the subject of management, its "Handwriting" (a system of unique management techniques, methods, approaches, tools). The essential difference between management activities and other forms of human activity consists in making socially significant decisions affecting the interests of many people and responsibility for their correctness and effectiveness to the owner. Resolution contradictions between general and particular characteristics of management activities, and also the influence of the personal qualities of the leader on the decision-making mechanism is expressed the concept of "management style". It is important to emphasize the integral nature of the adoption process solutions that require special personal qualities. In the management style, both general, algorithmic operations and single, unique, reflecting the individual characteristics of professionalism the head. They characterize his behavior not in general, but typical, "stable, invariant in it, constantly manifesting itself in various situations. "

The managerial job in the hotel and restaurant industry is presented as fulfilling management functions in the "person-to-person" system. It leaves its mark on choice of management style for a hotel company. A fuller definition of a leadership style is a relatively stable system of methods, methods and forms of practical activity of the manager. Moreover, under management style understand the manner and manner of the manager's behavior in the process of preparation and implementation of management decisions. Leadership style is also the way a leader communicates and interacts with subordinates. Psychological comfort to a decisive extent depends on the style of leadership employees. The leader sets it by the nature of his attitude towards subordinates. Let us remind you that "happy is the person who goes to work with pleasure in the morning ...". This part of the formula largely depends on the boss, the style of his leadership, the culture of relations with subordinates.

All definitions of management style are reduced to a set of characteristics characteristic of a manager techniques and methods for solving control problems, i.e. style is a system of constantly applied methods of leadership. The style and method of leadership exist in a certain unity. Style is the form of implementation of management methods adopted by this manager in accordance with his personal subjective psychological characteristics. A certain style is adequate for each of the established management methods. management. This means that each method needs personalities for its implementation, possessing specific qualities. A manager with an inherent leadership style in his activities can use various management methods (economic, organizational administrative, social psychological).

Thus, the style of leadership is a strictly individual phenomenon, determined by specific characteristics of a particular person and reflecting the peculiarities of working with people and the technology of decision-making by this particular person. How no two are alike fingerprint, so there are no two managers with the same leadership style.

It should be borne in mind that there is no ideal leadership style, suitable for all occasions. The style or combination of styles applied by the manager may depend not only on the personality of the manager, but also on the corresponding situation. The "correct" leadership style cannot be determined in advance, as life managerial situations are not standard, but the personality traits of the manager and subordinates tend to change in response to changes in the managed environment.

The choice of leadership style largely depends on what task is set for itself manager:

- manage - the manager gives precise instructions to subordinates and conscientiously monitors
- completing his assignments;
- direct - the manager manages and oversees the execution of tasks, but discusses solutions with employees, asks them to make suggestions and supports their initiative;
- support - the manager assists employees in the execution of tasks, shares with them responsibility for making correct decisions;
- delegate authority - the manager transfers part of his authority to the executors, makes them responsible for making private decisions and achieving goals enterprises.

For the first time, the issue of leadership styles was considered by K. Levin, who singled out authoritarian, democratic and liberal styles that have become classics. The the approach is taken by the authors as the basis for the classification of leadership styles. The authoritarian style is characterized by the centralization of power in the hands of one leader, demanding that all cases be reported only to him. This style is characterized by a bet on administration and limited contact with subordinates. Such a manager alone makes (or cancels) decisions, preventing subordinates

from taking the initiative. He is categorical, often harsh with people, always orders something, gives orders, instructs, but never asks. In other words, the main content of its management activity consists of orders and commands.

An autocrat is characterized by dogmatism and stereotyped thinking. All new is perceived by him with caution or not at all, because in management he practically uses the same methods in his work. Even placing people in the process of holding meetings is subordinated to his ideology - everyone must constantly be on mind.

This leadership style does not stimulate subordinates to show initiative: she, on the contrary, it is often punished by an autocrat, making it impossible to improve efficiency the work of the organization.

It is quite clear that the authoritarian style has many disadvantages: initiatives of subordinates, great damage in the event of a manager's mistake, difficult psychological climate, etc., the less there are situations in which the authoritarian leadership style is more effective than others: low-skilled, problematic, or paramilitary collectives.

A low-skilled team can function relatively successfully only under the strict supervision of the head. Here the boss gives out assignments, in detail explains the ways of their implementation, constantly monitors and stimulates them by the method "Carrot and stick". The weakening of leadership in a low-skilled team means usually a deterioration in performance. Employees do not know how, and often do not want to, with high quality and work conscientiously independently.

A problematic team is understood as any difficult situation in the company – danger bankruptcy, acute conflict, strike. In these cases, a leader is preferable hard type. A crisis manager is usually an authoritarian leader. The democratic leadership style is based on the fact that subordinates participate in the adoption making decisions and sharing responsibility. The name given to the style comes from the Greek word democracy - the power of the people. Democratic style is rightfully considered the best today. According to special research, it is one and a half to two times more effective than all other styles. Nothing more fortunate in control methods is not invented.

A manager with a predominantly democratic style seeks to you can solve more issues collectively, systematically inform subordinates about the state of affairs in the team, responds correctly to criticism. In communication with subordinates he is extremely polite and friendly, is in constant contact with them, part delegates management functions to other specialists, trusts people. He's picky but fair. With this style of leadership in preparation for the implementation of management decisions are taken by all members of the team.

The manager largely trusts his subordinates, is interested in their opinion, moods, consults with them, strives to use the best that they offer. Among incentive measures, encouragement prevails, and punishment is used only in exceptional cases. Employees are generally satisfied with this management system and usually try to provide their boss with all possible assistance and support him in necessary cases. A democrat leader avoids imposing his will on his subordinates. He does not publicly demonstrate his superiority over the members of the collective he manages, tries to involve his subordinates in developing and making decisions, supports initiative and independence. When conducting business meetings, a democratic manager is located, as a rule, in the middle of the group. This creates a relaxed atmosphere when discussing development issues organizations. Thus, the techniques and methods of influencing subordinates from an autocrat and democrat differ significantly.

A leader with a liberal leadership style practically does not interfere with the activities of the team, and the employees are given full independence and the opportunity individual and collective creativity. Such a manager with subordinates usually is polite, ready to cancel a previously made decision, especially if it threatens him popularity. Liberals are distinguished by lack of initiative, meaningless execution of directives higher management bodies.

There are specific situations in which a liberal style would be preferable. There are two such situations - these are creative and highly qualified teams. Creative the team does not need inclusive leadership. It is enough for the manager to execute only the most general organizational functions. The members of the creative team are strong in their individuality, uniqueness. Therefore, for high-quality professional work they need maximum freedom.

There is no particular need for guidelines and highly qualified team. Here, everyone knows their job well and does it responsibly. How as a rule, qualified employees have a sense of professional pride. It does not allow them to do their job badly. But even more this feeling does not accept frequent indications, petty guardianship. Moreover, such employees usually know their work better the head.

The main features of each leadership style are presented in the form of Table 1.

Table 1

Content of Leadership Styles

| Parameters | Authoritarian style | Democratic style | Liberal style |
|------------------------|--|---|--|
| | Concentration all power and responsibility in the hands of a leader | Delegation powers with maintaining key positions of the leader | Removal by the leader from himself responsibility and abdication of power in favor of the group |
| Nature of style | Prerogative in setting goals and choice of means | Making decisions divided by levels through participation | Providing opportunities self-government in |

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|-----------------------|--|---|--|
| | | in management | desired for the group mode |
| | Communication streams go predominantly from above | Communication carried out actively in two directions | Communication in mainly builds on Horizontal basis |
| Strong parties | Special attention paid to the timing and order, maybe prediction the result | Personal commitments staff for performance of work through participation in management | Lets start a business without leader intervention |
| Weak parties | Observed tendency towards containment individual initiatives | With this style takes a long time to solve problems | Without leadership intervention can be lost speed work and changed driving directions |

It should be borne in mind that each of these styles "in its pure form" is very common seldom. The flexibility of a leader lies in taking advantage of everyone style and apply it depending on the specifics of the situation.

It should be borne in mind that it would be in vain to look for a certain ideal style a guide suitable for all occasions. Applicable leadership style suitable for all occasions. The style (or combination of styles) applied by the manager depends on not only from the personality of the leader, but also from the current situation. The "right" style manuals cannot be programmed in advance, since management situations are non-standard, and the personality traits of the manager and subordinates tend to change in consistent with changes in the managed environment.

In conclusion, we present a summary table of the characteristics of an authoritarian, democratic and liberal management styles (Table 1.2).

Table 1.2
Comparative characteristics of management styles

| Characteristic | Style | Democratic | Liberal |
|------------------------------------|-------------------------------|-----------------------------|--|
| Control principle | Authoritarian | Decentralization powers | Non-interference |
| Type of solutions | Centralization powers | Collegiate | Collective |
| Power organization | Sole | Flexible organization works | Weak organization works |
| Delegation powers | Detailed organization of work | Delegated common tasks | Tasks are delegated and responsibility |
| Control type with side of the head | Delegated performing tasks | Result control | Control practically absent |
| Type of orders | Execution control | Indication | Request |
| Authority | Order | Real | Absent |

Research has not yet revealed a direct relationship between style and effective leadership. The first researcher of this topic, K. Levin, established that authoritarian leadership leads to greater productivity than democratic leadership, however at the same time, psychological losses can be very significant.

As a result of subsequent studies of this problem, experts have come to the conclusion that the authoritarian style is preferable for the leadership of simpler types activities focused on quantitative results, and democratic - complex, where quality comes first. In the same place where it comes to the need stimulating a creative approach to solving tasks, it is most preferable liberal leadership style.

Over its almost 100-year history of development, management theory has been enriched by a large a group of leadership styles that can be combined under the general name of special. All of them have one peculiarity. They are varieties of any of classic styles. From the democratic style, the styles that received the name "diplomatic" and "innovative".

The essence of the diplomatic style lies in delicate calculation, in the ability to negotiate and resolve specific issues, sometimes even on an exceptional basis.

Innovative (transformative) style denotes increased commitment leader to innovations, updates, reforms.

The free style of leadership became a kind of liberal. This is the position non-intervention of the manager, a way to give everything at the mercy of specialists. If the latter are qualified and responsible enough, this style will be quite successful.

The largest number of options came from the authoritarian leadership style. It the following styles: regulatory, planned, conservative, bureaucratic, emergency, administrative.

Regulatory leadership style is based on strict adherence to instructions. IN the latter, everything is scheduled and provided for. The manager's job is to strictly adhere to regulations.

The planned leadership style is based on scrupulous adherence to plans. Everything should occur in full accordance with what is envisaged in the plans. The role of the manager consists in ensuring the fulfillment of planned targets.

Conservative leadership style aims to keep tradition once and for all routine. A manager of this style has a negative attitude towards all kinds of new products. He believes that success comes from stability.

The bureaucratic style is based on the omnipotence of paper. Any movement is possible only on based on written guidelines.

Avral leadership style is about increased activity in performing regular directions and campaigns. This type of manager develops a violent activity in the conditions of an emergency. After that, there is a lull until the next emergency. The administrative style of leadership means the omnipotence of the apparatus. The leader of such style can sign the most important document without reading, if it has all visas and numerous approvals. In the event of an error, claims are made against the relevant the specialist who signed the document. This position leads to the fact that to receive visa becomes very difficult. The employees of the apparatus do not want to take risks, so they come up with all sorts of pretexts for refusal.

The flexible leadership style options include "mixed" and "creative".

A mixed leadership style means there are different styles in it. They are used depending on the situation. The creative leadership style presupposes the non-standardness of the leaders adopted decisions, originality of actions.

Thus, no one management style can be considered better than others in all cases. In each specific case, the actions of the leader should be determined by the specific situation. A good manager will turn out to be able to use the situation that has arisen. For this, it is necessary to know well the abilities of subordinates, their opportunities for fulfillment of the task, their powers. In the process of completing a task, the situation will change, and this will require a change in the methods of influencing subordinates, i.e. leadership style.

CONCLUSIONS AND OFFERS

Every leader must work in such a way that the style and methods of his leadership corresponded to the nature of modern relations in society, highlighting the main tasks, avoiding work on the formula "the end justifies the means", leading to overstrain collective. The task of the manager is to choose an even, moderate rhythm of the apparatus control, ensuring high performance for a long time.

The leader's motto should be: you can always do better than it was before. The existing order is not the only one possible. The leader must constantly to look for the best forms and methods of organizing the activities of the collective subordinate to him. Too frequent reforms should be avoided, however, as they can in some cases to bring confusion, disorder and disorganization into work.

The activities of the head and in particular the director of the hotel mainly consist in selection of methods and means of accomplishing a specific task to be performed by the state his staff. Therefore, the success of all work sometimes depends on the correctness of the order. The following are the basic principles for setting tasks for management personnel, for which you should pay attention to and remember them.

Give as few orders as possible. The more orders are given, the harder it is their implementation and execution control are carried out, a lot of time is spent on explanation, what and how each performer should do. Also, if the problem is too much fragmented, distributed among many employees, then duplication in their work. The leader should first of all highlight the main thing - one, but the main task, the solution of which determines the further direction of work.

Don't give many orders at the same time. It is advisable to give tasks at different times in the order in which they are to be performed. This will provide the performer the ability to tackle each task (problem) separately, without being distracted and without being sprayed.

Give orders at the most convenient moment. If the performer is currently busy other, more important and urgent work, he will not be able to understand well, think over new the task. As a result, the efficiency of order execution is sharply reduced. Each employee at any given moment should be engaged in only one task, perform one function and be fully responsible for it.

General recommendation, both for the hotel and for other enterprises in the industry hospitality and in general for organizations seeking to improve their level of culture management, making it more democratic can be diagnostics and analysis corporate culture, determining the degree of control of enterprise management over culture, a description of the methods and tools used to manage it. Based analysis, it is necessary to create an image of the required culture, describe the main corporate values and principles of conduct. The result of the work should be a plan measures to change and strengthen the culture of the enterprise. The content of the work may look like this:

- Carrying out culture diagnostics;
- development of recommendations for its change.

Before starting the main work, it is proposed to conduct a general express diagnostics enterprise, which will study issues related to the goals, objectives and the company's strategy, features of the external environment, the specifics of the management system.

Stage I. Diagnostics of corporate culture (collection of information, interpretation and analysis collected data) Depending on the specifics of the organization and specific diagnostic tasks, will be selected certain modules (typologies) for collecting and analyzing information. Using these models will allow you to study the culture of labor management at the enterprise from different angles, evaluate its strengths and weaknesses, to understand whether it corresponds to the business and objectives of the company, offer recommendations for changing it.

Diagnostics can be performed in three main areas:

1. Qualitative characteristics of culture:

A) Study of the material work environment, symbolism

- The appearance of employees, the design of office space, working conditions
- Use of corporate symbols
- Language
- Stories, myths

B) Studying employee behavior

- Work performance models
- Interactions between managers and subordinates
- Interactions (formal and informal) between employees
- Traditions

C) Study of declared values, norms and rules (regulations)

- Mission and goals of the company
- Principles of conduct and corporate values
- Internal regulations of the company

D) Learning the control system

- Organizational structure
- Personnel: composition, knowledge and skills, internal motivation system
- Corporate policies (including personnel)
- Reward system
- Planning, coordination, control system
- Business - goals, objectives and strategy for their implementation

As a result of diagnostics in the first direction, it will be possible to determine the type organizational culture within the selected typologies.

2. The power of culture:

- The presence of a dominant culture, its strength
- The presence of subcultures, their number about the relationship (the presence of contradictions)

Stage II. Development of recommendations

1) Definition of the target culture:

- Characteristics of the main elements of the target culture (strong, adequate to the goals and the specifics of the external environment)
- What elements of the target culture already exist at the enterprise?
- Which of the available elements do not meet the requirements of the target culture?
- What elements need to be formed to create a target culture?

2) Identification of tools for the formation and management of the target culture:

- Internal PR system
- Personnel policy
- Reward system
- Working environment
- Leadership style

3) Creation of a plan for the implementation of the selected changes in the event, terms, responsible faces.

In such projects, you can use such forms of work as working groups, consisting of consultants and company employees, as well as seminars-discussions with key persons of the company.

Also, as a recommendation for the hotel, you can offer the development of a memo manager behavior.

The memo aims to summarize the basic requirements that life daily presents to the head. There is no doubt that all the qualities listed in the Memo are not can be completely concentrated in one person. It provides methodological approaches that will, to a certain extent, help managers in their work. It is recommended to work with the Memo in the following way: each point touches one from the sides of the head's activities, therefore it is advisable that all sections of any the leader analyzed from one position: "How does this apply to me?"

The memo will help the manager explain (understand) the reasons for temporary difficulties, encountered in work, draw conclusions and apply them in practice. The memo is recommended for managers in the implementation of practical work on management both in production and in the management apparatus.

The memo focuses on the personal qualities of the leader. Let's dwell on the most important of them.

1) Excerpt. The leader must, first of all, be able to restrain the manifestations of his mood, never lose composure. Strong, optimistic person and inspires others with calmness and confidence in the success of the business, infects

with enthusiasm. A restless, nervous leader in vain tugs and unnerves himself and his subordinates, often spoils their mood from the very beginning of the working day, and the more, the more difficult the situation.

2) Politeness. A leader who never is rude to subordinates achieves the best results in working with them. Hot temper, rudeness, crying hard prove your case, rather you can turn the interlocutor against yourself. Unchanging the same politeness has a positive effect on the most nervous and irritable employee.

3) Tactfulness. The activity of a leader as an organizer is unthinkable without tactful attitude towards employees. When scolding a person, one must not humiliate him, but leave him faith in your strength. You should never criticize for the sake of criticism itself.

4) Modesty and intransigence to flattery. It is a must for every leader quality. Emphasizing your merits, any pressure on subordinates with authority are unacceptable. There is no better way to lull a person's vigilance than flattery, for sometimes it is difficult to distinguish where is flattery, and where is a manifestation of real respect. Leader should suppress any praise of his merits, but at the same time not be afraid to praise those employees who deserve it. You just need to remember that to praise a person, even for the case, just before you want to ask him for something, is also flattery.

5) Sensitivity. A good leader knows his subordinates not only by name, but also by patronymic, interested in problems arising in their personal life, living conditions. Knows how notice in time that the employee is upset, and, as far as possible, help him, ask health, ask about children, wish happy birthday, joke to the place - this makes it easier for him working with people, helps to gain trust, create a good mood in the team.

6) Self-criticism. The inherent qualities of every leader should be the ability to objectively assess their activities, to be critical of their shortcomings, the ability not only to admit your mistake, but also to reverse a wrong decision.

7) Self-discipline. From the organization of the work of the leader himself, his personal example often the quantity and quality of the team's work depends. If the leader is careless, sloppy, careless about his duties, he can be sure that all these qualities in one way or another are inherent in his employees. A good leader is not only tells, but also shows (including by his own example) how to do it.

8) Demanding. The manager will only be able to organize the work of employees, if he systematically requires them to carry out their tasks. Connivance in this question leads to irresponsibility, laxity, red tape, which disorganizes the whole team work.

9) Equal treatment of all. In his work, the leader must necessarily rely on to all employees. The practice of surrounding yourself with the chosen ones and then relying only on on them, the rest of the team is rebuilt against the leader.

General recommendation for enterprises in the hospitality industry and in general for organizations seeking to improve their level of management culture, to make it more it can be democratic to carry out diagnostics and analysis of corporate culture, determination of the degree of control of enterprise management over culture, description of methods and tools used to manage it. Based on the analysis, it is necessary create an image of the required culture, describe the main corporate values and principles behavior.

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