

MANAGEMENT IN TOURISTIC ENTERPRISE ACTIVITY AND ITS PROBLEMS

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It is established, that in a modern market economy management is one of the essential elements of the successful touristic enterprise activity. The existing management problems in enterprises have been analyzed and proposals for their solution have been given.

Tourism is an important factor in economic growth of a particular country generally and its individual areas. Despite the difficult socioeconomic situation, tourism in Ukraine develops extremely rapidly and there are all preconditions: geographical location, mild climate, the availability of natural, historical-archaeological and recreational potential. The development of the touristic market in Ukraine, the increasing number of touristic organizations and increased competition led to the need for training managers with extensive economic knowledge in the field of management. Therefore, the issues of effective enterprise management and solving problems that exist in ukrainian management become particular important in our country.

Theoretical and applied issues in the field of enterprise management investigated leading Ukrainian and foreign scientists, namely Drucker P., Lambe Jan-Jacq, A. Thompson, Chornenka N.V., N.Y. Kudla, M. Malska, Khudo V.V., Morhulets O.B. and others. But despite the large number of publications, the issues of management problems on the touristic enterprises of Ukraine are insufficiently analyzed and highlighted.

The purpose of the research is to analyze the problems of touristic enterprises management in Ukraine and to develop proposals for their solution.

Research Methodology. The theoretical and methodological basis of the research is the scientific work of domestic and foreign scholars. In this article the following methods of research are used: generalization, systematic approach, analysis.

Research results. The success of the organization is provided by numerous factors, but the most important among them is science-based management of enterprise, the purpose of which is to find efficient ways of effective management of the enterprise [1]. Management is a leading activity aimed at the implementation of the main objectives of organization in terms of indispensable ensurance of profitability of the enterprise. It is a conscious, purposeful and creative human activity that provides entity-balanced combination of production based on demand and available resources. Management is a process that is performed by the subject of management, i.e. the head, using the tangible and intangible assets when making decisions regarding its subordinate subordinates [2].

Effective performance of the touristic market requires executives and personnel knowledge and skills, their skillful use, so you can create new

competitive strategies. Today more and more attention is paid to the influence of management on the productivity and effectiveness of activities within the organization and outside it [3]. Enterprise executives interested in using its main achievements, as it enables organizations to achieve a harmonious construction, reduce laboriousness of administrative operations, to optimize the number of management personnel, strengthen management influence, focus all employees to achieve their goals. Built on the principles of modern management organization management is characterized by stability in obtaining high economic, social and other outcomes.

Thus, "management – the process of planning, organizing, actuation and control of the company in order to achieve the coordination of human and material resources which are necessary for the effective performance of tasks. Management affects almost on all the areas of the organization" [4].

Morhulets O.B. highlights several approaches to definition of management: "Management as a science – is an independent branch of knowledge that has its own subject, methods and remedies. Management as the integration process – the process, with the help of which professionally trained specialists form the organizations and manage them by setting goals and working out ways to achieve them. Management as an operation function – making that managers provide conditions for effective labor of employed workers in the organization, and produce results that meet the objective. Management as an art – is the ability to achieve their goals by directing work, intelligence and behavior of people working in the organization". However, the most concise definition is the following: "Management – operation of the enterprise to get profit" [5].

Characteristics of modern management basics – a multifaceted process, evaluated by specialists in different ways. Some believe that you need to be born as manager, others believe that the formation of the manager is performed through active learning and self-improvement. But well-prepared manager who has extensive knowledge in the modern economy, the basis in computer technology, business communication skills with domestic and foreign partners, can ensure the success of its innovative development, a favorable investment climate.

Management as a process of creative nature in a suitable way promotes the use of physical, human, financial and information resources of the company. It also provides coordination of production functions (procurement, production, sales) through the use of administrative tasks – planning, organization, motivation, control and decision making.

Thus, the goal of management is to ensure profitability, through effective use of human resources, through the rational organization of production (trade) process, including production management and the development of technical and technological base.

A business that provides travel services, has a specificity control method. It depends on the nature of the services provided, and those in turn – degree form the bundle, from those in which the degree of immateriality is the lowest and ending with "clean" services. As a result, there is an area of differentiated characteristic features of the management process as a kind of activity that takes place

continuously, based on a logical sequence of activities [2].

But for effective management it is necessary to solve the problems that exist in the domestic management. We believe that the most important of them are:

- the problem of quality management training. Important not only new economic and math, information knowledge, but also a psychological reorientation that allows to overcome the stereotypes, to abandon old forms and methods which do not meet with today's environment, and learn advanced technology and management tools;

- replicating the practices of foreign countries. Now you need not "blindly" copying foreign experience, but creatively process it and use the specific conditions in which there is a specific company;

- lack of corporate culture, low working conditions. Today there is the need to increase the real interest of employees in the final results of its operations, better working conditions, improved psychological climate in the team, the establishment of normal relations managers and executives etc.;

- corruption of modern Ukraine's economy at all the levels of government. Corruption is not only adversely affects the economic system, it undermines the credibility of institutions of governance and credibility. The higher level of corruption in Ukraine, the faster reduces inflow of investments and resources devoted to research and innovation and services that are provided to the citizens are also reduce. In critical conditions Ukrainian fight with corruption is only possible with means of transparency, openness and availability of information [6];

- the lack of integrated approach to management. Unfortunately, in practice, rarely respected this requirement. For example, the formation of new groups or reorganization of structures are rarely taken into account in social and psychological aspects. However, the application of an integrated approach should be taken into account technical, environmental, economic, institutional, social, psychological, political and other aspects of management and their relationships. If you miss one of them, the problem won't be solved.

Recently some steps were made to solve these problems, but mostly they are isolated, irregular. We believe that the introduction of targeted integrated state policy in close collaboration with business and scientific community will give the opportunity to solve them.

Conclusion. Thus, elimination of the problem of domestic management can create an effective model of it. In the present conditions of economic development based on market relations as a priority of its destinations, to develop the basic theoretical and methodological positions on the use of management practice of ukrainian enterprises. The main feature of management thought is the search for new concrete and real ways of improving management, developing positions on various issues of management in relation to market conditions and based on creative thinking, advanced foreign experience.

A market economy requires adequate management that must endure a radical transformation of the whole society. With the development of market relations factor for the success of the continuous improvement of the theory and practice of management becomes more important.

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