

Summary

Subject matter of qualification paper: ENHANCEMENT OF THE MANAGEMENT SYSTEM OF RESTAURANT-HOTEL COMPLEX IN CONDITION OF ITS DEVELOPMENT (based on the example of Co Ltd “Zhemchuzhina”)

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Information about customer organization: restaurant-hotel complex Co Ltd “Zhemchuzhina”, city of Pyatigorsk.

Topicality of the research. Increasing competition on the market of restaurant-hotel services, free price formation combined with developing level of restaurant-hotel complex’s independence force separate enterprises consolidate efforts primarily on fulfilling economic objectives such as boosting production efficiency, maximizing profitability, and conquering a definite market share. In this connection enhancement of the management system of service industries and enterprises acquires a special role. This process demands implementation of progressive methods and techniques, which ensure adequate satisfaction of population demand in services available.

Objective of the research is to develop practical recommendations for enhancement of the management system of restaurant-hotel complex in condition of its development with consideration of contemporary tendencies in economic development.

Tasks of the research are:

- to analyze peculiarities of a restaurant-hotel complex as a management object;
- to single out basic system elements of restaurant-hotel complex management;
- to study foreign and Russian experience of restaurant-hotel complex management in condition of its development;
- to give general characteristics of the activities of restaurant-hotel complex Co Ltd “Zhemchuzhina”, concentrating particular attention on its interior environment;
- to analyze current management system of restaurant-hotel complex Co Ltd “Zhemchuzhina”;
- to differentiate the directions of enhancing various elements of management system of restaurant-hotel complex in condition of its development.

Theoretical significance of qualification paper consists in emphasizing and concentrating attention on the problems of management system of restaurant-hotel complex in condition of its development, in detailed theoretical analysis of foreign

and Russian experience in organizing restaurant-hotel complex management, in broadening scientific approach to restaurant-hotel complex as the management object in modern economic conditions.

Practical significance infers the possibility of implementing suggested recommendations in practical activities of restaurant-hotel complex “Zhemchuzhina” which in our opinion will enable to increase efficiency of restaurant-hotel complex management and to create favorable conditions for providing its competitiveness in restaurant and hotel markets of Pyatigorsk.

Results of the research:

Management system of a restaurant-hotel complex can be considered from the point of view of systematic approach, in the framework of which executive (subject) and operated (object) parts are primarily represented. In addition, here belong managerial relations (interaction between the object and the subject of management as well as coordinated actions with other components of environment to reach the synergetic properties of unity). According to the process approach to management, management system of a restaurant-hotel complex should be viewed as series of continuous interrelated actions (management functions), each of which also represents a process consisting of series of continuous interrelated actions. The fundamental management functions in the framework of the analyzed approach are considered to be: planning, organization, motivation/ stimulation, control, coordination.

Management of a restaurant-hotel complex in condition of its development is considered to be the sum total of regulations and principles that should be implemented by managers of a restaurant-hotel complex in the process of making managerial decisions concerning their development in interaction with the environment.

Recommendations:

In respect to management subject:

- to implement complex approach to planning, including preparation and realization of strategic, tactical and financial plans;
- realization of operative plans should be executed through the system of budgets or financial plans;
- it is appropriate to carry out planning “bottom-up”.

In the field of improving operated subsystem:

- to work out the bonus program, which would be aimed at attracting and retaining regular customers.

In the field of improving interrelations between the executive and operated subsystems:

- creating and functioning of the web-site of restaurant-hotel complex “Zhemchuzhina”. The site structure should include the following sections: general information about the restaurant-hotel complex; available rooms, online booking; restaurant; location of restaurant-hotel complex “Zhemchuzhina”; useful links.