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# MANAGEMENT AND TEAM WORK IN TOURISM AND CATERING

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***Abstract:** Big part of life we live in building working relations with people with who we work , and it's not depending for formal or informal relations . When we start to count the professions in which the team work is present, we shall confirm that the list of these professions (catering, banking, tourism, public sector) is never ending. Exactly the large number in this list is cementing the need of bigger team work and deeper relations between workers*

***Key words:** Management, team work, tourism, catering, tourism-catering enterprises.*

## **Introduction**

Whenever a worker does not know how to establish support from the colleague's, it is hard for him to accomplish his own goals, and with that the goals of the team, If he doesn't accomplish what is expected of him and if he is not in the condition for development and to keep the good relations with colleague's (and the client's ), it's easy to find himself in a downward spiral in the organizational structure of the company , leaving place's for the colleague's . There is readiness for team work and good communication, because of that is the only way for them to establish an partnership with trust, compation, understanding and colleague friendly environment. It does not matter how much a worker works hard or is capable, when he is not cooperative. It is certain that in the absence of teamwork skills, he will never move forward in his career development and contribute to the development of the tourism company. These are just some of the challenges that reveal the huge need for education in the field of teamwork. This need was also our guide to summarize knowledge about management and teamwork and its role for successful operation in tourism and hospitality.

The concept of the team is based on the primordial need of the person to socialize and promotes this need in the best possible way. What is valid in the sports hall or at a concert of a symphony orchestra, where ten or fifty people act in a joint composition, also functions and is perceived in the operation of the tourist-catering company. Every company, especially in tourism and hospitality, faces specific challenges for which teams are the most practical and powerful tool available to the tourism manager. The critical task for senior managers is to take care of overall performance and the types of teams that could do the job. This means that management in tourism and hospitality needs to find the unique potential of the team that could achieve results, strategically deploy the teams that are the best tool to work with, and maintain the core discipline of the team that can make them effective. Thus, the management in tourism creates an atmosphere that encourages individual engagement, as well as the work of the company in the field of tourism and catering in general. Teams and good performance go together, ie. Do not go without each other.

A team is a artificial , organized human community, And like every other organized community and the team on the road to the faze of maturity overcome provided ladder. To build a team is a real , available and can be achieved by anyone . The main steak is – combined work of the manager of tourism and catering and his coworkers , teammates. But , its not enough the wish to create a super team. It takes persistent and patient work. Intention

without effort is not worth it. As a system of formal organization of a joint work process, the team is linked by certain goals and interests of the members, a joint mission and tasks. Positive synergy is provided in the teams as an effect of the joint work and thus increase of the productivity and efficiency of the tourist-catering enterprise.

### **Defining teamwork in tourism management and hospitality**

The movement and literature of team working in work the come up in the 60's in the 20<sup>th</sup> century . With a great need for organization flexibility, use of teams, it comes as one of the most important of functionality of many company's, and much in tourism and catering. The author Salas he describes the team such as a group of people, who is assembled to accomplish some sort of goal.<sup>1</sup> He further argues that not only should teams serve as an organizational tool for problem solving and increasing flexibility, but that the teams themselves should achieve internal cohesion and flexibility. To this end, obviously, teams should be composed of people with work skills related to the problem they are facing. Within the team, there should also be effective channels of communication supported by the very desire of members to share ideas and knowledge for their implementation in tourism and hospitality.

While Castka argues that working within a team has multiple dimensions and it can be divided into 3 levels:<sup>2</sup>

- on an individual level,
- at team level and
- at the level of the larger organizational structure.

He also discusses that if the work is done effectively at all three levels, the team will have laid a good foundation for successfully completing its task in tourism and hospitality. It should also be borne in mind that the three levels are interdependent and that problems at any one level will adversely affect the other two levels. In addition, the author Salas argues that an important part of teamwork, and especially in tourism is setting and defining clear goals, as well as ways in which those goals will be achieved. He further argues that the manager, and especially in tourism and hospitality, to provide clear directions and clarifications about the problem and the available ways to solve it, the other team members should have a student mentality, open to new knowledge and be flexible.<sup>3</sup> Author Gueldenzoph supports this by arguing that teams need to have an internal learning atmosphere and a high degree of flexibility to new challenges from the external environment.<sup>4</sup> The most acceptable definition of teamwork would be: a formal group whose members have complementary skills, which are tied to common work goals and tasks for which they are considered responsible. The team performance depends on the individual contribution, but also on the product of the collective work, ie developing synergy. Synergy is simply defined as the phenomenon when two or more elements of a system, acting together, give greater effects than those that would be achieved by the simple sum of individual actions. Teamwork, especially in tourism, means overcoming individual, independent work, especially when

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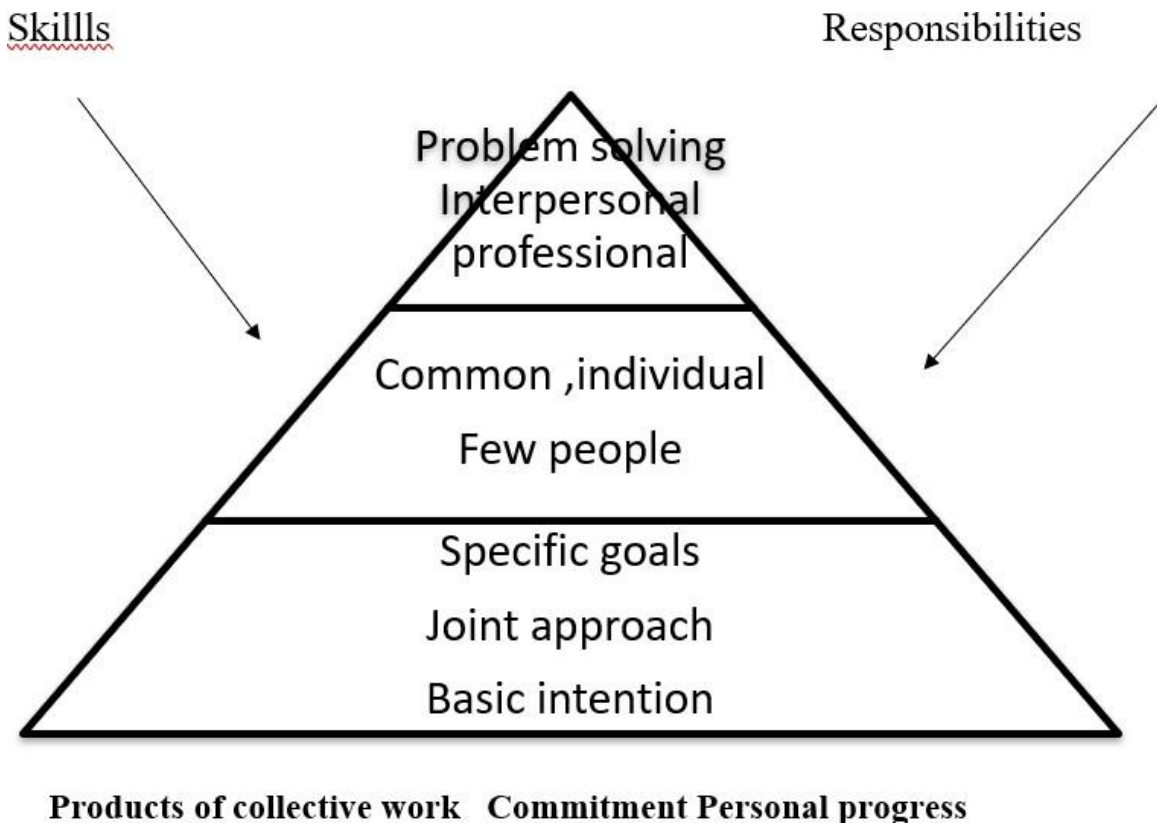
<sup>1</sup> Salas, E., (2006) Fostering teams effectiveness an integrative theoretical framework. Department of Management University of Florida, 188 – 189.

<sup>2</sup> Castka, P., (2002) Measuring teamwork culture: The use of a modified EFQM mode, Brno University of Technology, Brno, The Czech Republic

<sup>3</sup> Salas, E., (2006) Fostering teams effectiveness an integrative theoretical framework. Department of Management University of Florida, 188 – 189.

<sup>4</sup> Gueldenzoph, E., December, L., (2007) Using teaching teams to encourage active learning. North Carolina A&T State University, 457 – 460.

certain tasks require different skills, assessments and experiences. But often the employees in tourism and catering are not ready and have a natural resistance, dedicating themselves to individual roles and responsibilities. They find it difficult to accept responsibility for the work of others, nor do they allow themselves to take responsibility for them. Overcoming resistance, according to Katzenbach and Smith, requires a strict application of the „team fundamentals" shown in Figure 1.<sup>5</sup>



*Figure 1. Team basics*

**Products of collective work Commitment Personal progress**

The verticals of the triangle show the results of the team work; the sides and center describe the elements of the discipline that allow this to happen. By focusing on the accomplishments and fundamentals of the team, very small groups can deliver results that require and produce team behavior.

**Creating teamwork in tourism and catering**

It is almost indisputable that in tourism and hospitality management, the members of a team will never be perceived as part of a team, unless the tourism and hospitality management perceives them as a team. In a tourism company, team success will not be achieved if only individual achievements are continuously rewarded, instead of team achievements. Tourism staff should be made aware that they are a team, that they are

<sup>5</sup> Katzenbach R. J., Smith K. D., (2003), *The Wisdom of Teams: Creating the High-Performance Organization*, Collins Business Essentials, 38 – 42.



expected to work as a team and that they will be rewarded for their work as team. It is the first step towards team building and teamwork. The fact that teamwork should be a daily activity, not something that will be done occasionally, is imposed as an imperative.

Team building in tourism and hospitality involves three key steps:<sup>6</sup>

□ The group should diagnose the internal problems, the stress that exists in the workplace and the obstacles that appear in the group efficiency;

□ The group should establish ways to solve the identified problems in the workplace. Caution in identifying group members must identify problems, not symptoms that arise as a result of an existing problem, and

□ The group should from time to time make an assessment of its performance as well as an assessment of interpersonal relationships in the group.

Successful teams that are the trump card of successful tourism - catering companies pay attention to the following challenges:<sup>7</sup>

□ Clear expectations. Tourism and hospitality management should clearly communicate the expectations of their teams. First of all, do the formed work teams know why they were formed? Teams need to have the necessary human resources, time and money needed to carry out their tasks effectively.

□ Context. Does every member of the team know why he is part of a particular team? Employees in tourism and hospitality need to understand how the use of teams will contribute to maintaining and achieving goals in the most effective and efficient way. And of course they need to know how their work fits in with the organizational principles, values or vision of the tourism - catering company.

□ Commitment. Do the employees in tourism and catering want to be part of a certain working team or is it simply instructed to them? Employees should be willing to commit to meeting the goals and mission of the work team and the task to be accomplished.

□ Competence. One of the most important moments for the team to function properly is for all members to believe that the right people are in the team and that there are no specific people who are just present, and will not contribute at all to the realization of these goals. When forming teams in tourism and catering, it should be defined whether the team members have the necessary knowledge, skills and capacity that are needed to successfully complete the task. If they do not have them, is there a way they can acquire the necessary knowledge in a short time?

□ Cooperation. Team members need to understand the roles they have, the processes that need to be realized, to understand the existence of the team, all in order to be able to successfully cooperate with each other. For successful cooperation, teams need to have established norms and rules of conduct that they will adhere to. In this way, the teams will be able to deal with the various problems they will encounter during their work in tourism and catering.

□ Consequences. Do team members feel obligated and responsible for the team's achievements? When forming teams in the tourism - catering company, it is always taken into account that there should be some reward or recognition that the employee would receive because he was included in the team or is taken into account in his further career development. That is, what is the benefit of the employee who was part of the specific team.

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<sup>6</sup> Ibid., pp. 48 – 50

<sup>7</sup> Moehrle, G. M., (2006) Exploring Problems with function analysis, Experimental Insights for team management Journal compilation Blackwell Publishing, 203 – 204.

However, when determining the awards, in addition to the measurement for successful realization of the work tasks, ie the existence of a reward system for successfully realized project of the team and measurement of the individual performance of the team members should be taken into account. This is very important to avoid certain consequences that may happen to a team. That is, a certain member of the team should just go through and not make a proper contribution to the team, but in the end, as part of the team, he should also receive some merit. This behavior also affects the motivation of other members, which can lead to a reduction in the effective and efficient work of the team and jeopardize the timely performance of work tasks in tourism due to which the team itself is formed.

- Development of communication that encourages mutual respect between employees for the contribution they make to the development and operation of the company in the field of tourism and hospitality, as well as the desire to work for a good team.

- Emphasizing the goals of the team. Everyone should know the responsibilities of other employees in tourism and hospitality, because that is what helps in quickly solving problems and dealing with crises.

- Encourage the interaction between the employees in tourism and catering and their interconnection.

- From a working group to an effective team.

### **Conclusion**

Tourism and hospitality are entering a process of accelerated change and are an active process. The knowledge of managers and employees in this industry, as well as their mutual cooperation is a prerequisite for creating quality, satisfied guests and competitive advantage in the market. In order to increase the quality of services in the tourism industry, it is inevitable to follow current world trends. Current trends affect the change in the profile of managers in tourist facilities, ie there is a clear need for teamwork. Achieving a modern organization of work is inconceivable without a manager who invests in lifelong education and improves their communication skills to encourage teamwork among employees. The inventive manager of a tourist-catering facility adopts the changes brought about by the globalization and internationalization of the tourist-catering offer, follows the changes in the habits and behavior in providing tourist services and prepares it for the fact that the decision for the day. Instead, the tourist facility is not only carried by adults, but also by children, who have a significant influence on the distribution of the family budget. Every guest should be treated with care, but it should not mean the same. Tourism and hospitality companies should pay more attention to meeting the needs of existing consumers, before embarking on a race to find new guests. In this industry we cannot talk about marketing products and services, but about marketing experiences or shaping experiences around our products and services. For example, the world's top restaurants are known for the overall experience they experience in their space, as well as for the food. The goal of experience marketing is to add a „spice" to something that can be considered ordinary food. All tourist and catering facilities offer services, and the successful tourist and catering workers take their guests through an unforgettable experience.

Employees in tourism and hospitality, as in no other activity are tied to the user of their own services. The degree of satisfaction of the user / guest is mostly a result of the human factor. In addition to professional training, employees in this industry should have a high degree of motivation for their work, as well as some personal characteristics such as: professional behavior in doing work, decent appearance, a sense of help to guests or co-

workers - ability to teamwork, flexibility and special skills and knowledge. Most of the services in tourism and catering are reduced to funds between employees and guests. For the guests, the crucial criterion for a positive assessment of the quality of the tourist and catering services is the approach and the special attitude of the employees. The point of sale in tourism and catering is in the relationship between employees and guests. The ability of the employee to intercept and satisfy the specific wishes of the visitors comes to a special expression.

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