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CONTEMPORARY TENDENCIES IN THE TOURISM OPERATION

Violeta Milenkovska¹

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.

1. INTRODUCTION

Tourism as social-economic phenomenon has major significance in developing the economy of every country. Although tourism development is associated with the development of humanity and its culture, however the development of tourism as a social, economic and spatial phenomenon should be connected with the development of humankind in the industrial and post-industrial period².

Tourism is a complex economic activity which penetrates into all pores of human life. If we want to express all the important characteristics of the development of the tourism as a phenomenon, the sentence will state - continuous growth and development, which is conditioned today, and represents the largest industry in the world. The global development of tourism phenomenon is marked by the following six characteristics³:

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² Cerovic, Zdenko. *Hotel Management*, 63.

³ Vukovic, B., and K. Keca. *Tourism and development – the notion, principles and practices*, 38.

- (1) rising standard of living, not only in the most developed industrial countries, but also in many countries and parts of the world;
- (2) increasing of leisure time and the right to paid annual leave of the employed population in many countries in the world;
- (3) an increase in free financial means after repaying the existential life needs that are eliminated and the means intended for tourism purposes;
- (4) high level of urbanization;
- (5) an inclusion of new segments of the population in the category of potential tourists; and
- (6) an increasing of opportunity of using modern means for mass transport.

Each tourism destination is comprised of inbound facilities. They can be divided into two groups:

- (1) primary facilities that participate directly in the provision of services to tourists and charging the services directly
- (2) secondary facilities that participate indirectly in provision of services and they are not able to charge the services directly but indirectly from tourists through primary facilities.

On the basis of the division inbound tourism facilities are divided into⁴:

- Primary inbound facilities: accommodation facilities for the tourists, especially hotels, hospitality facilities which provide services to tourists concerning food, beverages and entertainment; transportation; travel agencies; retail, crafts and various types of utility services; facilities which contribute to a richer and more diverse tourism stay, (culture and entertainment facilities, sport facilities and other recreational facilities); postal and telecommunication facilities; specific tourism activities and services; and
- Secondary inbound facilities: parks, promenades, coastal belvederes etc.; public decorative facilities (fountains etc.); local roads, public parking lots, facilities for water supply and electricity supply, utility infrastructure etc.

This division of inbound tourism facilities is the most appropriate because it covers the secondary facilities which although do not participate in the direct charging of the services by the tourists, but their existence is necessary for satisfying the needs of the tourists and as well as the locals.

2. SPECIFIC WORK IN TOURISM

2.1. The concept of work in hospitality

Hospitality is a service (tertiary) economic activity, which provides services in accommodation and food for tourists. In literature and practice, because of the great importance for the development of hospitality in tourism, there are attitudes that hospitality is identified with tourism. Such identification may not be accepted because

⁴ Markovic, Z. *Principles of tourism*, 142.

hospitality represents only one part of tourism⁵. Hospitality differs from all other activities, not just the subject of work (provision of accommodation services, food and serving of drinks and beverages), but also by its specific characteristics. Those peculiarities consist of technological and production or service process, organization, standards and categorization of the facilities, economics and techniques of operation. Of the three basic functions of the hospitality business: purchasing, production and sales with a special technique of serving, two are significantly different by the above mentioned in other economic activities, and they are: the production and sales function, with a special technique of serving in restaurants, banquet halls, appropriate receptions in the hotel halls etc.

Special characteristics of hospitality services are the following⁶:

- it is produced for a familiar customer (guest);
- it is often produced according to a special request of the client, which in principle is used on the spot;
- it is not produced for storage, but for disposable use;
- the quality level of the offered services should be appropriate to the category of the facility, but also in accordance to the national and international standards;
- for the production of hospitality services an expertise and culture of service is necessary;
- the services of food and beverage are sold first (that are being ordered), then prepared in the hospitality facility, where they are used (consumed);
- the services offered to the guests are offered through menus, wine menus and prices.

Today, the hospitality services are treated as products, i.e. "goods". Quality hospitality service is the basis for competitiveness and survival of the tourism market, and a constant or an increased tourism turnover is achieved by the hospitality facilities that offer the best services and the best prices.

In the Macedonian language the term hospitality can be interpreted as a warm welcome, while in the foreign literature the term hospitality is not quite identical. In England the hospitality – "Hospitality" is translated as accommodation, services and food, while instead of the term hotel management the term "Hotels Industry" is used, and in a narrower sense "Catering", only for the facilities that provide food services. In France it is called "Industrie hotellerie", and in German the term "Gastewerbe" is used and this term unites the activities and facilities that provide services of accommodation, the preparation and selling of food⁷. Hospitality as a complex economic activity besides the basic purpose of meeting the needs of people in relation to accommodation, food and beverages, it also has a task to meet other social, cultural, health and other needs of people who were motivated to visit or enquire for a certain service in the hospitality facility. Hospitality provides a place of rest, entertainment, recreation, taking a yearly vacation, picnics, providing food for the local population and tourisms, rehabilitation etc⁸.

⁵ Unkovic, S. *Economics in tourism, the ninth upgraded volume*, 7.

⁶ Pirija, D. *Standards in the hospitality management*, 5.

⁷ Ruzic, D. *Marketing management in hospitality*, 10.

⁸ Borkovic, Vesna, and Antun Kobasic. *Operation of hospitality enterprises*, 7.

2.2. Hospitality as a part of tourism

Hospitality as an economic activity can be divided in several ways depending on the aspect that can be observed⁹. According to the trading hours, hospitality is usually divided into hospitality with permanent operation and hospitality with seasonal operation. From the aspect of the stay i.e. retention of the guest's hospitality is divided in boarding hospitality and transit hospitality. Boarding hospitality means a longer period of guest retention and previously paid services, compared to transit hospitality where shorter guest retention pay for the service after using it.

So far in the most common worldwide practice of hospitality the division is according to the basic hospitality services. According to this criterion, hospitality is divided into two main groups:

- (1) Hotel management, that provides accommodation services; and
- (2) Restaurant management, that provides food and beverage services.

2.3. Hotel management

Hotel management is the most representative component of hospitality. Hotel management offers services of accommodation, food, beverages, entertainment etc. to travelers and tourists; however the main activity of hotel management is the provision of accommodation services¹⁰. There are various definitions of the word hotel, which is dependent on the understanding, legal regulations, the statutory decisions of hotel associations and other factors. The word hotel derives from the Latin word "hospes" which means guest, warm welcome¹¹, i.e. facility where guests are accommodated, and where they are offered hospitality¹². In the contemporary world hospitality mainly carries names such as: L'Hotellerie, Hotel Industry, Hotelgewerbe, etc. Nowadays, hotel management represents a large international business with significant economic factors. Therefore the term hotel industry is used frequently.

Thus the basic activity of the hotels is providing accommodation services (issuing equipped rooms for overnight stay and rest), food and beverages, in a hotel practice, thus satisfying the needs and motivations of guests and providing the employees income to exist by the management¹³. Besides this main activity hotels perform other subsidiary activities such as production of bread and baked goods, animal husbandry, farming and processing of vegetables and fruits, production of wine and brandy, washing, ironing and cleaning clothes etc. Among the more important subsidiary (secondary) activities included are selling newspapers, postcards and stamps, cigarettes, souvenirs, cosmetics and hairdressing services, transportation of passengers, mechanic services etc¹⁴. This means that the hotel is a hospitality facility that in a business, organization, construction and operational terms represents a whole and the

⁹ Nikolic, M. *Tourism and Hospitality Management*, 95.

¹⁰ Cickoski, A. *Organization and techniques of hotel operation*, 22.

¹¹ Pirija, D. *Standards in the tourism hospitality*, 10.

¹² According to some authors the term hotel originates from the French word "hotel" which means an inn, a place where guests stay and then they are offered hospitality (Klaic, B.: *A great dictionary of foreign words*, 528)

¹³ Radisic, Franjo. *Economics and organization of operation in hotel management*, 21.

¹⁴ Ackoski, N. *Economics and organization of hospitality*, 66.

most important component of hospitality, which by its services integrates all the important characteristics of that activity.

2.4. Restaurant Management

The term restaurant originates from the Latin word “restaurante” which means recuperation¹⁵. The first restaurant in the world was opened in 1767 in Paris by Boulanger, one of the constellation of masters of the French cuisine¹⁶. The restaurant management is a branch in hospitality which the main activity is the specific way of production and selling of food and beverages. According to this the restaurant in a narrower sense is a hospitality facility where warm and cold food are prepared and served which require professional, complex preparation and serving drinks.

In restaurant management the efficiency of operation is based on four principles:

- (1) the quality of the cuisine;
- (2) serving the guests;
- (3) high hygiene standards; and
- (4) the price acceptability.

3. STANDARDS AND STANDARDIZATION IN TOURISM

If the management functions such as planning, organizing, motivating, etc. are conducted impeccably then the need of controlling will be minimal. Control can not exist in a vacuum, it is linked to other fundamental management functions, which means the more connected it is, the more effective it is. Planning involves the preparation of plans in accordance with the objectives of the company; the control ensures that the actions taken for execution of the plans is correct and the standards are the final result of the planning process. Before the standards are being set, the objectives must be pre-formulated. The objectives represent the final desired results, while the planning standards are the final result; in the process of control standards represent a starting point.

The principle conception that with a change of standards in tourism and hotel management will limit the personal services, human warmth, communication between guests and staff are shown to be inaccurate from the very beginning. Namely the application of standards stimulated the quality and brings safety for the guests; therefore raises the guest's level of security, and allows management to achieve maximum organization. It also encourages better control, effective leadership, with one word it comes to quality that ensures greater profits¹⁷.

¹⁵ Pirija, D. *Standards in tourism hospitality*, 11.

¹⁶ According to some authors the term restaurant originates from the French word “restaurant” which literally translated means institution for mutual food of the workers (Klaic, B.: *A great dictionary of foreign words*, 347)

¹⁷ Cerovic, Z. *Hotel Management*, 136.

3.1. Standards as a basis for quality service in tourism

The various facilities in tourism, of which the hotels have the greatest significance, represent the basic substructure of a tourism destination. They have the task to accept guests from different countries of the world, with different culture, habits and age, regardless of whether they are traveling for leisure, recreation and entertainment or business purposes. From the capacity of accommodation facilities, their quality, equipment and reputation depends on the number and structure of guests and the overall economic tourism effects of the tourism destination. In order to give the guests exceptional quality service appropriate to the standards in the countries where the tourism originates from, it means in the everyday operation, services need to be delivered with the prescribed qualities. In many required and extremely competitive tourism and hospitality service, the main goal of each guest is to be offered with superior service at the best “price” and to meet their expectations. Therefore the goal of each hotel is to promote their own competitiveness, organization and effectiveness, and one way to accomplish this is by management quality based on standards ISO 9000. Achieving a certain level of quality standards depends on certain norms and regulations that provide guidelines for achieving certain characteristics of the tourism product or service. In that sense the standard is a result of the standardization process as a specific procedure that determines the way of achieving the same characteristics of hospitality products and services¹⁸. When compulsory measures which form successful quality, four procedures are based on quality should be applied, they are¹⁹:

- (1) Quality aims to meet the more complex and justified demands of customers and other users (in this case the buyers of tourism services) and these requirements should be satisfied with the first purchase;
- (2) Quality should be a permanent commitment, not only in the cases when the errors and observed deficiencies are removed;
- (3) The desired quality standards for the quality of tourism services will be achieved at the moment when there are no major drawbacks in the content and services structure, and in the process of serving; and
- (4) The obligatory introduced measure of quality to be treated as a means to satisfy the tourism as consumers of services.

3.2. Circles of quality hospitality products and services

Quality Circles are a technique by which a group of employees - collaborators meet regularly in order to identify and solve problems, how to improve their work, the work of other workers in the hotel, and how to improve the quality of all services. They should discuss the method of improving the quality of service, research the reasons for the problems, offer solutions, propose corrective actions and assess personal contribution²⁰. The proposals of the quality circle are considered by managers who make the final decision. Thus, the members of the quality circle have developed a sense of ownership in improving the quality of tourism products. The group usually suggests

¹⁸ Dujanic, M. *Complete Quality Management* (volume), 154.

¹⁹ Ibid, 155.

²⁰ Suklev, B. *Management*, 32.

possible solutions which can be applied by the manager to improve the quality of service. That means, the goal of quality circles is advancing the process of work, and orientation towards the client is the most important criterion, if we want to impose competition on tourism market.

The introduction of Quality Circles is associated with entrepreneurial philosophy. It is not used to “calm down and to silence” the employed in hotel enterprises, but rather useful for suggestions to be accepted and implemented, to accept criticism and poor business results and also to become an obligation that all employees in the hotels to actively participate in teamwork. In order for the hotel to be successful in Quality Circles management, the hotel must be fully accepted. The Japanese were the first to introduce Quality Circles which today is widely applied in the economy. Nowadays when speak about Japan in our thoughts are created excellence for Japanese products that are the result of top techniques and Quality Circles.

3.3. Elements of the quality of the tourism “product” and service

Today, expectations and demands of tourists as consumers are much larger. In this direction it is changing the concept of standardization and standards that are increasingly based on unification, classification, standardization of everything and are more focused on what should be taught to meet the various needs of the tourists. To ensure the quality of tourism services, especially competitiveness, it is necessary to research the international and national tourism market including the competition, establishing and achieved quality standards in competitive countries, destinations and hotels, and on the basis of that the management of tourism enterprises to find out what kind of services are required by the tourism market, in which form, when, who are the stakeholders of the demand according to the social status, age structure, occupation, traditions, habits etc. Then you need to make the right choice of content, structures and forms of tourism services²¹. Apart from the Quality policy is always possible to have a claim (complaint) by the guests. The basic principle of improving the diversity and continuous improvement of hospitality services can work only if employees in tourism facilities (hotels, restaurants, travel agencies) understand that they do not work for the employer nor their supervisor, but for their customers - guests. The maximum satisfaction of the hotel guests has to be in the first place. Under the concept of quality services the total properties that make up the basic characteristic of services and their use value are understood, and they are defined according to the satisfaction level the consumer requires and expects²². Every hotel and tourism-hospitality facility has its own specifics in maintaining and improving the quality of services that provide accommodation services, food, drinks and entertainment. They are²³:

- (1) What time standards are used to meet internal organizational norms?
- (2) With what expenses level of quality of services is achieved (maintained)?
- (3) Expectations and desires of the guests should be predicted in advance, in that sense, what activities are taken by the managers of the tourism enterprise (hotel) in order to meet the same? and

²¹ Vizjak, Ana. *Croatian Tourism in the European and World Tourism Exchange*, 67.

²² Pirija, D. *Standards in the Tourism Hospitality*, 36.

²³ Avelini-Holjevac, Ivanka. *Controlling-managing the business result, Faculty of Hospitality Management*, 28.

- (4) How and in what way can we satisfy the needs and wishes of the hotel guests, with one or more valuable tourism “products”, with one acceptable price and exceptional service par excellens?

Needs of implementing the standards in tourism and hospitality requirements arise from the international tourism market for quality tourism products and services that will meet the requirements of the guests. This means that, the competitiveness ability of the tourism enterprise (hotel) on the international tourism market depends on the method by which the tourism demands will be met. Therefore employed at the tourism enterprises (hotels) have to provide services professionally and the managers to know how to manage the quality, because the implementation of the international standards in tourism contributes to the increasing of competitiveness, business success and the performance of the tourism enterprises – hotels.

Standardization as an activity usually is comprised of three group tasks, including:

- (1) standardization is the process of establishment and application of certain rules (norms) which regulate the activities in a particular area;
- (2) standardization is a specific procedure for determining measures to ensure the requirements of paragraph (1); and
- (3) standardization is the process of adoption and application of standards.

Standardization and standards in tourism and hospitality is essentially a technical and legal document (the Act) for standardization that contains the defined standards, which must be met by certain products, services and other items that are subject to standardization²⁴. The Republic of Macedonia as a inbound country, expects a lot from the development of tourism, but in order to achieve this, it should apply the standard of quality at the level done in other tourism countries by :

- Introduction of a certificate of quality according to standards ISO - 9000;
- Introduction of a certificate of environmental protection according to ISO - 14001; and
- Introduction of standards under the HACCP (Hazard Analysis Critical Control Points) - Analysis of key processes in the production of food²⁵.

a) The role of management in applying the elements of the quality in hotels and chain hotels

One of the most significant changes that occurred in the business world is a positive approach to quality. The management of the leading international hotel corporations and hotel chains starting from the expectations of guests were the first to implement quality standards. The application of the elements of quality based on ISO standards not only contributes to increased efficiency in operations, but the possession of ISO certification means advertising of each hotel. When the client (consumer) will see that the hotel or restaurant, its tourism product and service has aligned with ISO standards (norms), means that the offer is secure and verified by an authorized institution and complies with the prescribed standards.

²⁴ Vizjak, Ana. *Croatian Tourism in the European and World Tourism Exchange*, 124.

²⁵ Council Direktive, 43/93.

b) Classification, standardization and unification of the products and services in tourism

If you look at standardization and classification only in hotel management, then it refers to²⁶:

- Accommodation services (issuing of rooms and apartments);
- Products and services to feed the guests; and
- Provision of services (serving) the guests with drinks and beverages.

Provision of accommodation services, provided guests stay overnight, it is counted in clean services. In this case it is a service whose standardization is lighter compared with the standardization in restaurant management where preparing and serving of food from the kitchen is much more sensitive and complicated.

When it comes to food services and serving of beverages and drinks, they are very sensitive products that must meet the expectations of nutritionists (gourmet) and satisfy the guests. Although it seems that in the phase of food preparation in hotel kitchens its quality can be accurately determined, according to the prescribed standards, it is not so. The tradition in the preparation of food despite our wishes moves to indigenous, customs of the area and that is certainly good. Therefore the standards as an expression of quality of certain foods, according to the recipe and standards of preparation of food (unless it is not regarding to semi-industrial foods), always considerably individually depends on the tradition, local and national customs.

Every hospitality facility (restaurant tends towards its own specialties, its own way of preparing food); wants to create its own “image” and attract visitors in order to increase efficiency in operations. Therefore it is possible to unify the standards of food preparation and in this sense the classification, standardization and unification of the preparation of food is not desirable. If the standards accurately determine food quality (the standard is quality), in which case we eliminate creation, the specificity and variety of different cuisines. For example, if we take chefs from three hotels to prepare the same food, each chef will prepare it in a specific way.

After implementing the standards, management of tourism enterprises needs to constantly monitor the changes of demands, to adapt the tourism product to the requirements of potential visitors, because product quality has to be constantly improved.

Regarding the standards in hospitality the problems of classification is closely related. If the purpose of standardization is product quality, the classification is limited only to the development research of products in specific forms which meet the needs and desires of consumers.

²⁶ Piriya, D. *Standards in the Tourism Hospitality*, 42.

3.4. The start and application of standards in hospitality and brand names in the world of standards in tourism

The rapid development of tourism and hospitality led to major changes in the way of operating. In essence, these changes are associated with business activities of enterprises within the international frame. Orientation towards the international market is a characteristic of any enterprise in tourism, no matter the size or scope of activities. A typical example of modern work is the “hotel chain and restaurants” in which in professional literature in the field of tourism more commonly the term “hotel industry” is used. As a result of rising expenses and the question of efficiency in the operation of tourism enterprises on the international and domestic market, it has come to evidence that without set standards as an indicator of the quality of services the expectations of the guests cannot be optimally met and the operation of the company would not be rational.

Hotel chains are mostly composed of facilities with similar comfort and have common standards (equipment, promotion, staff, service, and price). The quality of service is an exceptionally important factor in identifying the hotel chain. The client who buys a service in one hotel of the chain can be sure that he/she will get the same service in all hotels that belong to this chain hotel, regardless of the country where they are located. If it is a hotel under the franchise agreement, not respecting the standards and the organizational structure of the hotel chain, with itself entails loss of the franchise and expelling from the hotel chain. Quality of service is strictly controlled, and guests usually know what pleasures and under what price they will pay for it. Besides hotel management a significant component of the tourism offer are the tourism destinations and restaurants. The international chain of restaurants indicates the rapid development of this branch of hospitality, in which a special contribution is the concept of fast food. The major restaurant chains are oriented to specialized products out of which the basic product carries the range and image of the company. Restaurant chains now dominate the world, and the quality that is known and recognized is maintained by the presence of the following conditions²⁷:

- The service is extremely fast;
- There are no middlemen in the realization- front desk staff directly deliver the product;
- The food is always fresh – it is prepared on location and has a distinctive taste;
- The range is standardized;
- Equal quality;
- The expenses of goods relatively low;
- The payment is cash;
- The locations of the restaurants are busy places;
- Hygiene and conditions are at the highest possible level etc.

The concept of fast food is developing based on the franchise that was developed first in the United States of America. The largest and most successful chain of restaurants is McDonald's, with more than 20,000 restaurants worldwide. The

²⁷ Rakicevic, G. *Management in tourism and hospitality*, 97.

application of hospitality standards in the work of its hotels was introduced first by the world famous hoteliers such as²⁸:

- Hilton Conrad (1887-1979), hotelier of the world format. He is the founder of the famous hotel chain "Hilton Hotels Corporation" (Beverly Hills) in the US. Within his corporation he was the first to introduce standards in hotel operations, system of entry and exit of goods, monitoring of revenue and expenditure as well as standards of small inventory. He developed a system of planning the daily needs of workers in every department of the hotel. In order to gain new insights into the organization, equipping and introduction of standards in hotel operations during his visits to Paris, he always stayed in the hotel "RITZ" which was built in 1899 by the famous hotelier of XIV century César Ritz. The hotel chain "Hilton Hotels Corporation" today has 101,891 rooms and 255 hotels worldwide. His business philosophy was "for the least in order to get the most"²⁹.
- César Ritz (1850-1918) "king of the hoteliers and hotelier of the kings". He was an ingenious person who has made an outstanding contribution to innovations and promoting hotel management. He was the first who introduced the basics of organization and standards in the work of hospitality facilities in the second half of the 19th century. He has great merit for the contemporary understanding of hospitality. He had a great entrepreneurial personality and knew how to use his time for setting rational business processes in restaurant management and hotel management, and he never allowed it to be detrimental to the client, nor to reduce the quality of providing hospitality services. His professional work was specifically directed to the service organization to receive guests (reception) and servicing of meals (preparation and decoration of dishes), which in the restaurants is presented and served by the head of the kitchen and personnel responsible for serving and animation in hotel halls at his "Grnad Hoteli". He was the first who introduced the work uniform in the kitchens of his hotels, and in the restaurants he organized region serving (chef de rang and commis de rang), with special work uniforms for every hotel department. He introduced the biggest standards in the construction and arrangement of the hotel interior. As a friend of the famous French chef A. Escoffier in his menu he introduced his most famous dishes. The hotels that were run by César Ritz in time became known for the delicious food and high quality services, and they have still retained that reputation. César Ritz in the late 19th century organized the first hotel chain in the world "Ritz Development Company Ltd" with the main headquarters in London. Other big names that are credited to the achievements in the field of application of standards in the hotel management and restaurant management are: Henderson Ernest, the founder of the hotel chain "Sheraton", then Kemons Wilson, the founder of the hotel chain "Holiday Inn" and Marriot Wilard, the founder of the hotel chain "Marriot".

²⁸ Pirija, D. *Standards in the Tourism Hospitality*, 49-53.

²⁹ Cerovic, Zdenko, Nadia Pavia, and Vlado Galicic. *Organization and categorization of hospitality facilities*, 111.

3.5. Informing guests in tourism and hospitality facilities

From the organizational nature of tourism raises the exceptional need for several forms of informing the guests who stay in resorts, hotels, camps and other accommodation facilities, the employed and public (video, written and other kinds). All written materials besides the informative role of the guests, they have a propaganda role for sales channels of hospitality services that are offered, and provide information to visitors about efficient presentation of hospitality services. Information for guests can be divided into two parts:

- (1) Primary or required information in written form; and
- (2) Secondary or optional, but very important for informing the guests.

In the primary information are included:

- Information on house rules;
- Hotel prices;
- the menu, wine menu and a price list for beverages.

The optional information that are very important for informing guests include:

- Prospects of the facilities;
- A list of services provided by the hotel;
- Information on the daily events in the facility or place “billten du jour”, and weekly and monthly program of events in the field of culture and other events;
- A questionnaire sheet;
- Guidelines for handling technical equipment, hotel directory etc.

The basic information in hospitality is the house rules in the hospitality facilities. Guests are required to obey the house rules. The failure of obeying the house rules may be the cause of financial and other consequences. The guest who violates the house rules can be refused to stay in the hotel. For practical purposes which mean better information on + the house rules should be available to all guests. The best solution is the house rules to be placed in a nice designed frame and to be placed in every hotel room along with a menu, the price of the room with breakfast in euros, dollars and denars. The House Rules provides the following information:

- Money and valuable items should be left at reception, otherwise the hotel does not guarantee for the lost belongings;
- Combustible materials with a strong and unpleasant smell must not be worn in the hotel;
- Guests have to check out by 12 am and leave by 2 pm;
- If it comes to board guests they are obliged to cancel the board service, otherwise the hotel will not reduce the price of unused services;
- Parking services, laundry and other services offered by the facility the guests are obligated to pay according to the price list of services that must be displayed in the hotel room;
- The use of the rooms is allowed only to guests who are properly registered (check in), or room accommodation (room status);
- Room service is charged with an additional cost;
- In the hotel the entry of visitors with dogs, cats and other animals is prohibited.

In the optional information the prospectus of the hospitality facilities has more significance in which besides the content of the facility there is content of the offer of the tourism destination. As a result of frequent changes of the prices in the prospectus it is not advisable to write the prices of the services. In order to achieve better quality in

informing of the guests who stay at hotels, a special newsletter can be printed with the services they offer in their business units. These are various hospitality services, special gastronomic specialties, entertainment, recreational, cultural and other content offered by the hotel and tourism destination. In the hotel management and restaurant management there are two types of consumers (guests) of hospitality services:

- (1) guests who are satisfied with the services and who will visit you again; and
- (2) guests who are not satisfied with the service and will not visit you again.

CONCLUSION

As it is said Tourism is a complex economic activity which penetrates into all pores of human life. Tourism is very dependent on the managerial team of tourism organisations that means that it will affect perspective of future development. Achieving a certain level of quality standards depends on certain norms and regulations that provide guidelines for achieving certain characteristics of the tourism product or service. In that sense the standard is a result of the standardization process as a specific procedure that determines the way of achieving the same characteristics of hospitality products and services. From an academic perspective, quality tourism is associated with interaction between host and guest. Hotel manager is person who tries to cover the entire service in order to achieve maximum customer satisfaction. Modern manager must have perception in strategy and vision leading company, be an excellent psychologist to be able to recognise the human potential and limitations and create team that will fit in his organisation.

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