mhtsps

1st International Conference

Higher Education in Function of Sustainable Development of Tourism in Serbia and Western Balkans

PAPERS PROCEEDINGS

ВПТШ
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European Commission
TEMPUS

First International Conference

Higher Education in Function of Sustainable Development of Tourism in Serbia and Western Balkans

within

7th International Conference

"Science and Higher Education in Function of Sustainable Development – SED 2014"

PAPER PROCEEDINGS

October 2014, Užice, Serbia

Publisher

Business and Technical College of Vocational Studies, Užice
34 St. Sava' Square
31 000 Užice, Serbia
www.vpts.edu.rs

For publisher

Milos Jovanović, PhD, Director in charge

Editors

Milutin R. Djuricic, PhD
Milos Jovanovic, PhD

Technical editing

Milutin R. Djuricic, PhD

Design

Miroslav Drašković

Printed by

"GRAFOPLAST PLUS", Užice

Circulation

200

ISBN 978-86-83573-44-8

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1. **Milutin Đuričić,** Ph.D
2. **Nenad Milutinović,** M.Sc

PREFACE

First International Conference "Higher Education in Function of Development of Tourism in Serbia and Western Balkans", that will be held within the SED 2014 Conference, is one of the results of the TEMPUS project No. 544543-TEMPUS-1-2013-1-RS-TEMPUS-JPCR entitled "Modernization and Harmonization of Tourism Study Programs in Serbia" (MHTSPS), implemented by:

- Business and Technical College of Vocational Studies, Uzice, Serbia, lead partner,
- Novi Sad Business School - Higher Education Institution of Professional Studies, Novi Sad, Serbia,
- University of Kragujevac, Faculty of Hotel Management and Tourism, Vrnjacka Banja, Serbia,
- Business College of Vocational Studies, Leskovac, Serbia,
- Regional Chamber of Commerce, Uzice, Serbia,
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- Tourism Organization of Western Serbia, Uzice, Serbia,
- Tourism Organization of Leskovac, Leskovac, Serbia,
- University of Greenwich, London, United Kingdom
- Technological Education Institute of Piraeus, Athens, Greece, and
- University of Agricultural Sciences and Veterinary Medicine, Cluj-Napoca, Romania.

Project is funded by the European Union, while EACEA - Brussels, and Tempus Office - Belgrade, provided a great help in its implementation through valuable suggestions that enabled achievement of desired quality level of both implementation process and project results.

Work plan of this TEMPUS project has envisaged organization of two more International conferences, with the objective of successful dissemination of project results.

The aim of this International Conference is that scientists and experts in the field consider and clarify the role of higher education in the development of tourism in the Western Balkans and Serbia. Beside the researchers from partner institutions participating in the MHTSPS project, the representatives of eight European countries took part in the Conference work. Participation of talented students is of special importance and will contribute to the sustainability and dissemination of the project and its results.

This Conference resulted in two Paper Proceedings. The first Conference Proceedings encompass articles of scientists and experts in the field, while the other one is a collection of student papers. All papers have been reviewed, and authors themselves bear the full responsibility for papers quality.

Užice, September 2014 Editors

CONTENTS

QUALITY ASSURANCE PROCEDURES IN THE FUNCTION OF CONTINUOUS DEVELOPMENT OF TOURISM STUDY PROGRAMMES

Milan D. Antonijević, PhD;
Faculty of Engineering and Science, University of Greenwich, London, UNITED KINGDOM
Milutin R. Đuričić, PhD;
Business and Technical College of Vocational Studies, Uzice, SERBIA

Abstract: *The main aim of the higher education in the area of tourism is to develop study programmes that will respond to current needs of Serbian market. One of the best ways to accomplish that is to enhance the quality of current study programmes through alignment with best EU practices. Such alignment can be achieved through implementation of quality control systems established in ISO 9001/2008. Implementation of TEMPUS projects related to modernisation and harmonisation as well as accreditation of study programmes leads to educational compliance with related standards, ISO 9001 and EU standards related to the quality assurance. This paper presents a model of how to develop institutional quality control procedures that are used as a setting stone for implementation of Quality Management System (QMS) in Serbian higher education institutions.*

Key words: *Quality of study programme, Quality Menagment System, quality procedures, education*

1. INTRODUCTION

Quality of higher education represents a powerful tool of every society; therefore societies often willingly invest in educational development. Such investments will lead to enhanced quality of life of every member of our society. Higher education, as a crown of the education, is extremely important therefore it quality is aspiration of modern society!

Modern higher education and scientific research present base for the development of successful world economies. Higher education, among the other tasks, has task to provide new researchers, which highlights its importance in modern society. Therefore, it is important to remember that modern higher education must rely on constant Quality Control (QC), Quality Assurance (QA) and Quality Enhancement (QE). These directly correlate to the achievements of higher education institutions and also of the complete national system of higher education.

Current trends in QC/QA of higher education are demonstrated via development of uniform criteria for QC and QA as a part of the Bologna framework as well as development, establishment and harmonization of national accreditation systems and introduction of QMSs based on different available models. All above mentioned requires comprehensive analysis of QMS whose aim is to establish QC/QA and QE in higher education (Lazic, 2007). As a result, it is expected that every higher education institution should achieve better results with lowest possible input. This per se is not easily achievable in current trends of globalization, enlarged competition and need to explain to students that degree will lead them to job and better position in society. In developed countries that is achieved with clear focus on development and future via use of best practices from past in the development of higher education institutions of high – total quality (Figure 1). Serbia is still far from such approach, hence aim of this work is to point out to the development of quality in higher education in the field of Tourism which will lead to model for the improvement of complete Serbian higher education system.

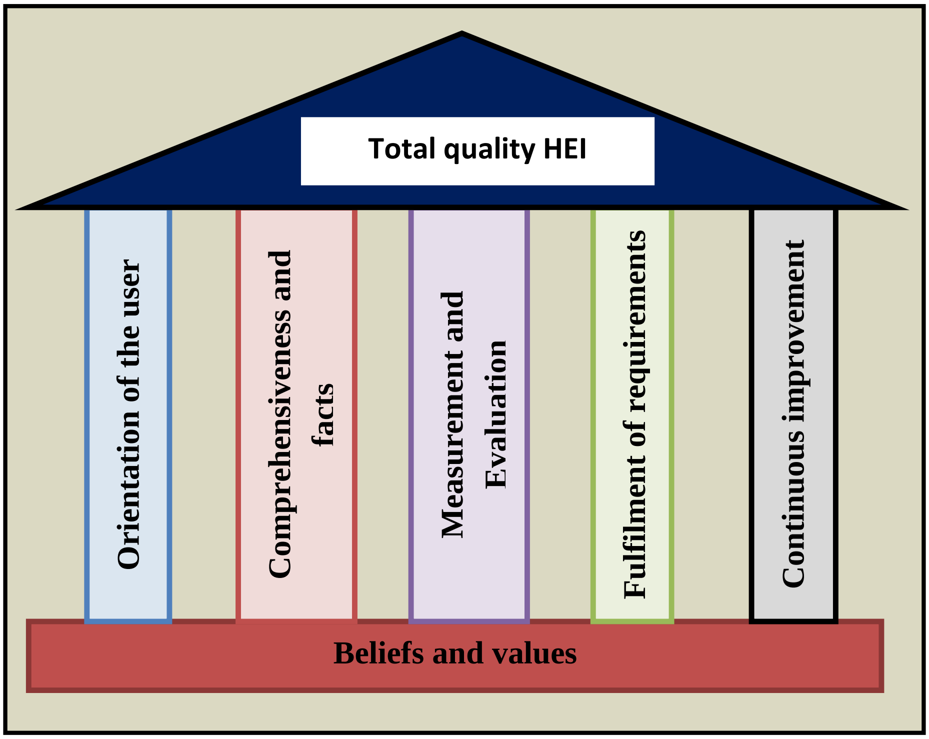

Figure 1. *Basic components of the total quality of higher education institutions (adopted from Lazić M., 2007)*

Serbia stated clearly that focus of all reforms is to become part of the EU, which means that Serbia is accepting society based on knowledge and education. Consequently, Serbia accepted that not only QA of higher education but also scientific research is primary goal for the future development. This should lead to transition from theoretical studies, empirical research to practical applications and get to the level of mid developed countries. In order to accomplish that we almost certainly need to firstly adopt positive EU experiences, secondly adapt them to Serbian mentality and finally implement them.

1. EUROPEAN APPROACH TO QUALITY ASSURANCE IN HIGHER EDUCATION

European Union is committed to develop European society of knowledge based on European Research Area (ERA) and European Higher Education Area (EHEA). Implementation of above mentioned proposal has strategic place in Euro Integrations (Komnenović, 2005). During such development original idea "Harmonization" with European educational system direct firstly towards respecting appreciation of autonomy and diversity was coined (Živković, 2007). Following those directives European higher

education system will become active participant in the total globalization. Such system insists on shifting the focus from "professor being in the focus" to education with focus on "outcomes".
Modern approach in higher education in EU offers methodology for harmonization which in focus of educational process places student and is interested in what will student learn and not what will lecturer teach. Therefore, competences (Table 1) generic and discipline related are in the scope of methodology for the curricula development and they include

Table 1. *General competencies that the EU wants to be acquired through education*

GENERAL COMPETENCES		
Instrumental	**Interpersonal**	**Systemic**
1. capacity for analysis and synthesis, 2. ability to plan and organize, 3. basic general knowledge, 4. grounding in basic professional knowledge, 5. oral and written communication in the native language, 6. knowledge of foreign languages, 7. basic knowledge of computers, 8. information management skills (ability to obtain and analyze information from various sources) 9. troubleshooting, 10. decision-making.	1. critical thinking skills and self-criticism, 2. teamwork, 3. interpersonal skills, 4. ability to work in interdisciplinary teams, 5. ability to communicate with non-experts in other fields, 6. understanding of diversity and multiculturalism, 7. ability to work in an international environment, 8. ethical commitment.	1. ability to apply knowledge to practice, 2. research skills, 3. ability to learn, 4. ability to adapt to new situations, 5. ability to generate new ideas (creativity) 6. leadership, 7. understanding the culture and customs of other countries, 8. ability to work independently, 9. project design and management, 10. start-up and entrepreneurial spirit, 11. concerns about quality 12. desire to succeed.

student's skills to organize their time (time-management), effective problem solve, obtain, analyze and adopt new knowledge, as to apply that knowledge in various situations and new contexts (Masic, 2008). It is evident that competences include: knowledge, abilities and skills which student should develop in higher education institution. Research that was conducted by European Council for industrial and higher education (Archer, 2008) highlights that stakeholders placed importance on following attributes:

- 86% - communication skills (they also comment that graduates do not use communication skills effectively)
- 85% - team work
- 83% - integrity of individual
- 81% - intellectual abilities
- 80% - reliability
- 75% - personality
- 74% - planning and organization
- 71% - good writing skills
- 68% - numeracy
- 67% - analytical thinking and decision making skills

When stating all this it is important to know that “aim of harmonization is neither development of unified, prescribed and finalized European curriculum nor establishment of some rigid union skills specifications that will limit and unified educational material and/or end a rich diversity of European higher education. Also, the aim of project is not to limit independence of university lecturers and experts or to damage local and national autonomy” (Figure 2) (Tuning Educational Structures in Europe, 2003:25).

Principles and methods of teaching in modern higher education in EU must be planned and organized so that students can:

- Master knowledge of different subjects
- Link knowledge from different subject areas and treat information critically and independently,
- Actively participate in planning and implementation of courses
- Gain research and analytical thinking skills
- Develop entrepreneurial attitude
- Have opportunity for artistic expressions
- Analyze professional ethics
- Present material to different auditoria
- Work with and use IT and other educational tools (Berg, 2006).

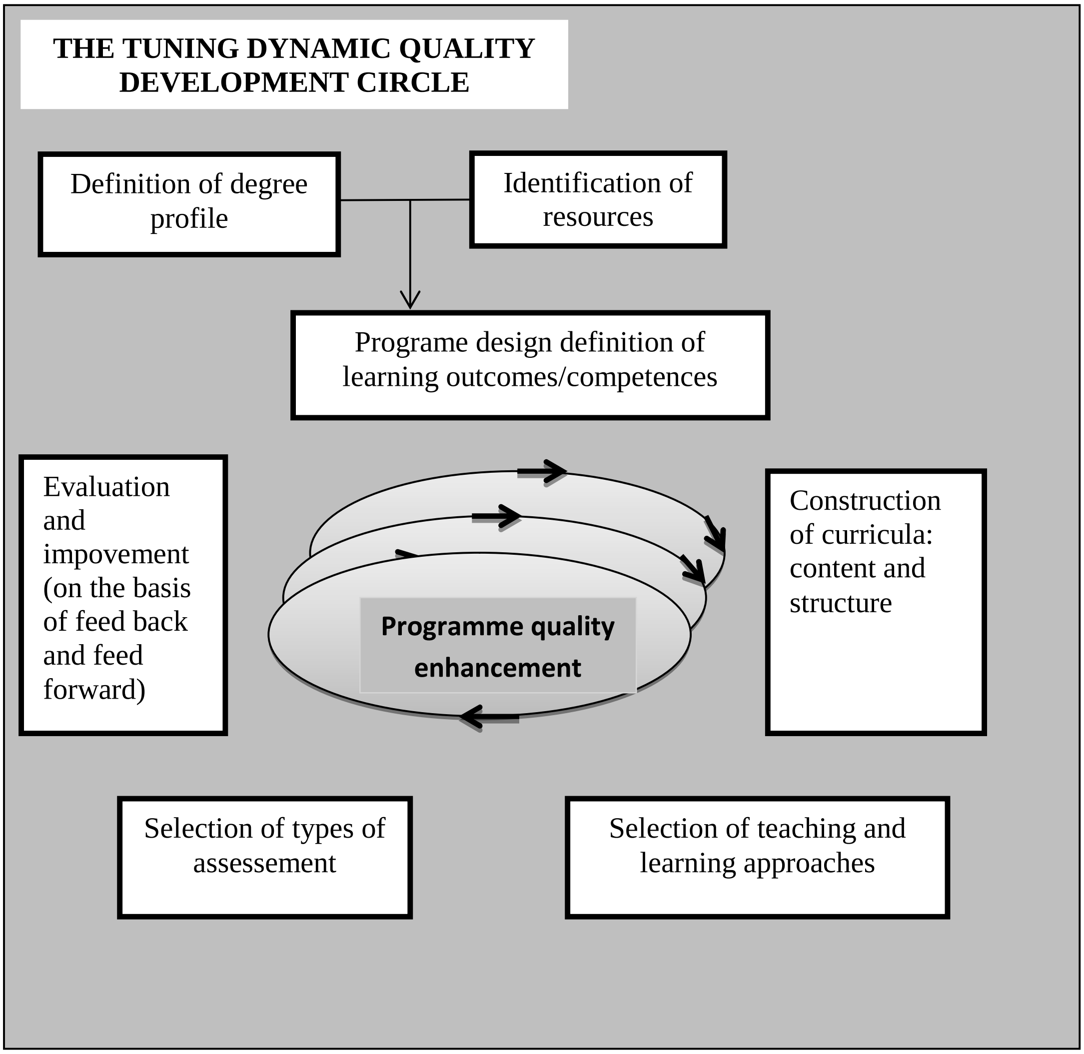

Figure 2. *The cycle of the dynamic development of quality in higher education (source: Gonzales J. 2008)*

Presented system of higher education in EU insists on high quality of higher education institutions, which consists of three components (Figure 3). They will be explained later in the context of education for current tourism needs.

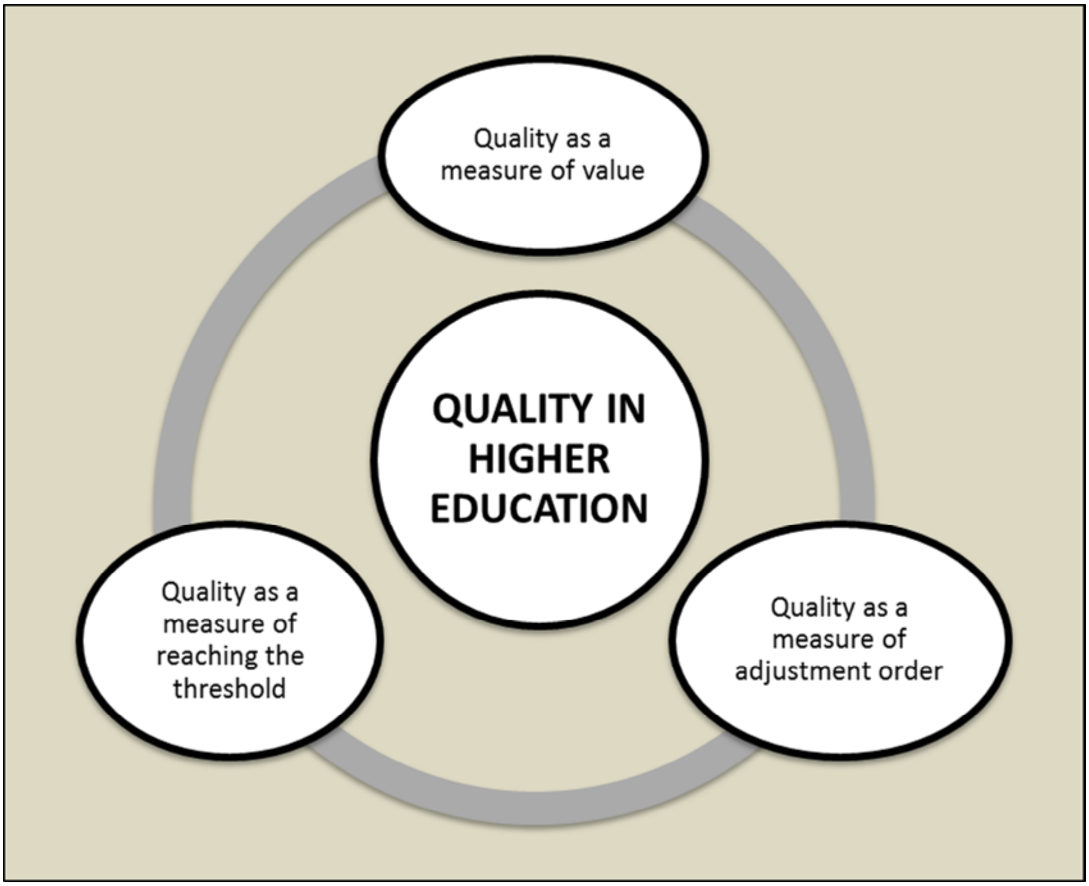

Figure 3. *Quality in higher education*

Active student's participation in educational process and its quality assurance is extremely important. Student's responsibilities, in this process, can be summarized in following four categories, students as:

1. information providers,
2. active participants in educational quality enhancement,
3. experts,
4. partners.

Constant student's participation in QC and QE signifies not only their obligation but also challenge for all participants in this process: student's parliament, student's organizations and societies, teaching and support staff and every individual student. (Figure 4).

European Network for Quality Assurance in Higher Education (ENQA) established standards and recommendations for internal and external QA in higher education in order to assure QC/QA in European higher education area. The most important principles of QC and QA in higher education are:

- Higher education institutions have primary responsibility for QC and QA,

TEACHERS

- Exploit the new technological tools to improve student-to-teacher interaction and to better assess studentprogress
- Link practices, methods and tools with the institutional global quality teaching policy
- Collaborate with the quality units in the design and implementation of curricula
- Take the opportunity to reflect about their own actions and role in the enhancement of quality, gaining commitment to reflective practice and resulting adaptation and innovation
- Consider the possible consequences in a teacher□s career progression

INSTITUTION LEADERS

-Sustain quality teaching in a continuing, effective and explicit way
- Motivate the head of departments
- Combine and balance top-down with bottom-up approaches
- Ensure adequate time, people, funding and facilities for planning and implementing quality teaching initiatives
- Engage the whole community, including administrative staff and students

Implications for

STUDENTS

- Collaborate actively with teachers and leaders in the definition of the initiative and of quality teaching concept itself, keeping the interaction alive and raising concerns about teaching, learning environments, quality of content and teacher attitudes
- Use associations and students group to bring new ideas and influence the institutional policy on quality teaching

QUALITY TEACHING UNITS

- Ensure that the institutional policy on quality teaching is understood and implemented properly by faculty members
- Disseminate a quality culture in the whole institution and facilitate collaborative work and information fluidity
-Reconsider their reflection role in addition to the more technical one
- Combine research in educational sciences with the definition of practices
- Experiment to develop new measurement and evaluation methods
- Be receptive and enhance communication tools to gather teacher and student suggestions
- Keep an open-oriented approach towards external inputs and good practices examples, creating a communication network with quality assurance agencies and external partners

Figure 4. *Implications for institutional actors of an engagement in quality teaching* (*source*: http://www.oecd.org/edu/imhe/44058352.pdf)

- Interest of society are secured through implementation of standards and QC/QA in higher education,
- Quality of study programmes must be developed and enhanced for students and other users of higher education in European higher education area,
- Effective organizational mechanism for QA of study programmes,
- Transparent, external and experts evaluations,
- Establishment of educational quality culture in higher education institutions,
- Initiation of processes which should demonstrate institutional responsibility which includes responsibility for investment of public and private funds,
- Higher education institution should present its quality nationally and internationally,
- Development process should not impact diversity and innovations (Ristić, 2007)

Based on above mentioned principles, as a part of the TEMPUS project MHTSPS, model for quality assurance of tourism curriculum in Serbia was developed.

2. QUALITY ASSURANCE OF HIGHER EDCUATION IN TOURISM

In the domain of tourism higher education quality can be viewed as:
1. Quality as a measure of value,
2. Quality as a measure of adjustment order and
3. Quality as a measure of reaching the threshold (Table 2).

Quality assurance of higher education in tourism depends on several requirements, from which the most important are:
- Stakeholders needs and interested parties (Figure 5),
- Bologna process,
- international standards and international organizations,
- national standards for accreditation,
- Quality Management System,
- Institutional standards
- Technological and pedagogical standards

Quality of higher education in tourism is determined by quality of study programme (curriculum), quality of educational-scientific process, quality of achieved learning outcomes or competencies of graduates (Gajić, 2009). All above can be analysed through evaluation (Figure 6): of study programmes, courses and modules, previous educational experience, teaching team, IT and other support etc., and is used to define level of achieved quality all parties that took place in educational process (HE Institutions, schools, departments, teaching team and students) via development of league table (Figure 5). Satisfaction of educational users and other interested parties is important parameter when reviewing the quality of higher education in tourism.

Table 2. *Categories of quality in higher education in the field of tourism*

QUALITY IN HIGHER EDUCATION IN THE FIELD OF TOURISM		
Quality as a measure of value	**Quality as a measure of adaptation**	**Quality as a measure of the reached level**
- HEI sets a goal to be the best according to the set criteria, - Achieving quality is the main task of higher education institutions, - HEI itself can assess what the maximum quality is, - Emphasizes the responsibility of higher education institutions for the use of institutional autonomy and academic freedom, - This concept of quality is difficult to achieve.	- The quality of a particular program of study depends on the ultimate goal of its participants. - A program of academic studies can be very good for the education of researchers, but also extremely bad for the training of specialists for practical work. - The concept of quality is based on the needs of "customers", which are not always understood in the same way. - Valuation is primarily directed at assessing the relevance of the expressed needs.	- In Serbia, there are standards which represent the quality threshold, - Everything in which HEIs reach the set threshold is labeled as the "quality of higher education institutions." - This approach is objective, verifiable and uniform due to the fact that the entire system is working for the universities. - The disadvantage of this approach is the static nature of the set of norms, which are very difficult to adjust to the changing conditions.

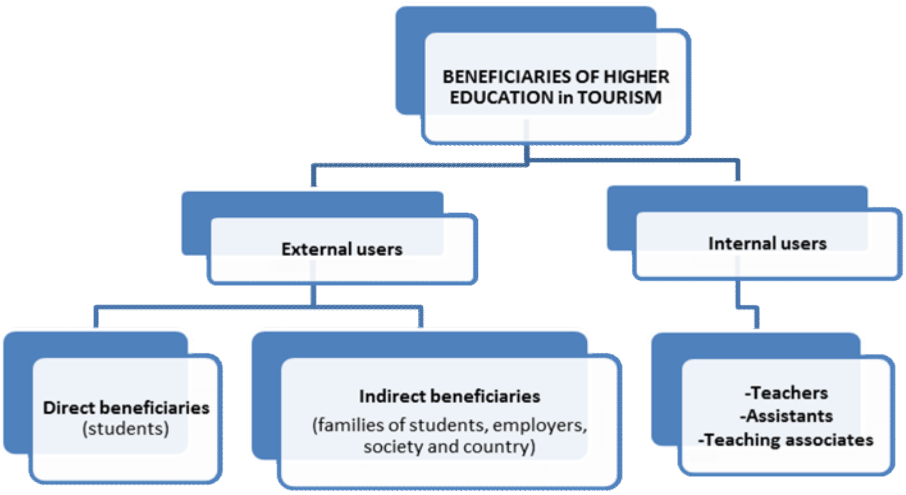

Figure 5. *The beneficiaries of higher education in the field of tourism*

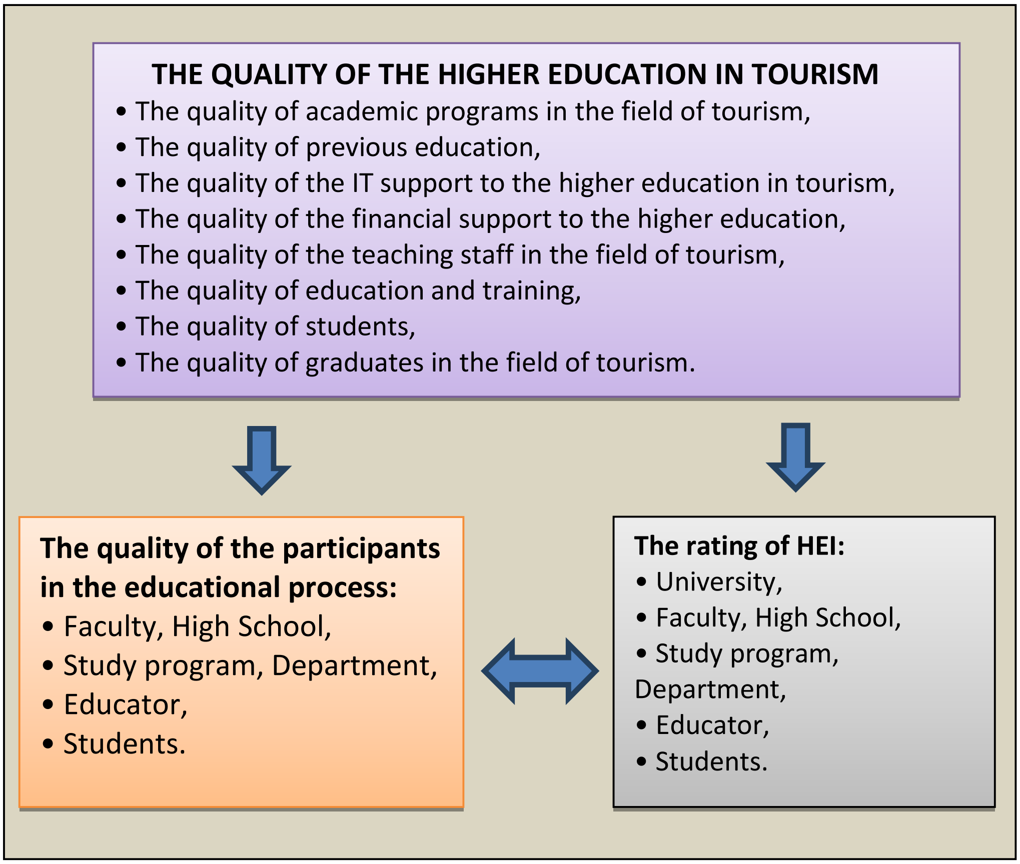

Figure 6. *Possible components of the quality of higher education in the field of tourism*

Modern business strategy in higher education requires well developed marketing strategy and implementation of quality management system that is aligned to series of international standards which represents base for constant improvement (enhancement) and way to problem prevention and total quality.

3. QUALITY MANAGEMENT SYSTEM IN HIGHER EDUCATION

Term quality management system, as per ISO9000 standards involves quality planning, management, assurance and enhancement (Figure 7). By implementing QMS higher education institutions in the field of tourism may achieve not only greater attraction and expectation assurance of interested parties but also:

- Improvement of all management parameters of higher educational institution to a higher level,
- Leading role of HE Institution management,
- Constant observation – monitoring, control and enhancement and
- Timely and flexible response to market changes in higher education.

When implementing QMS it is important to understand that higher education institutions are complex for management, assurance and quality enhancement. Great difficulties during the implementation process may present high lever of historically independent approach of teaching team to select and develop learning styles. Also, difficulties may present: complex educational process, high social expectations (graduates ready for work), long education process, complexity of identification of stakeholders, their requirements, wishes and expectations etc. (Lazić, 2007).

THE QUALITY MANAGEMENT SYSTEM IN HIGHER EDUCATION INSTITUTIONS			
1. **Quality Planning** - Determining the desired goals regarding quality - Identifying the processes to achieve the desired goals in accordance with the resources.	**2. Quality Management** - QMS activities aimed at meeting the requirements of quality and ensuring customer satisfaction.	**3. Quality Assurance** - QMS activities focused on the verification of the compliance with the requirements of quality and customer expectations.	**4. Quality Enhancement** - QMS activities focused on raising the level of skills in order to meet the demands of quality and customer expectations.

Figure 7. *The main components of quality management systems in higher education institutions*

Truthful implementation of educational principles, which are necessary to sustain needs of tourism economy, is established through constant enhancement of tourism educational process, assurance of high quality of educational process and using effectively all available resources (staff, IT, financial, infrastructure etc.) of higher education institution. Therefore, it is necessary to identify (Arsovski, 2007):

- Main processes – scientific and educational (Figure 8) and
- Supplementary processes – development of infrastructure and resources

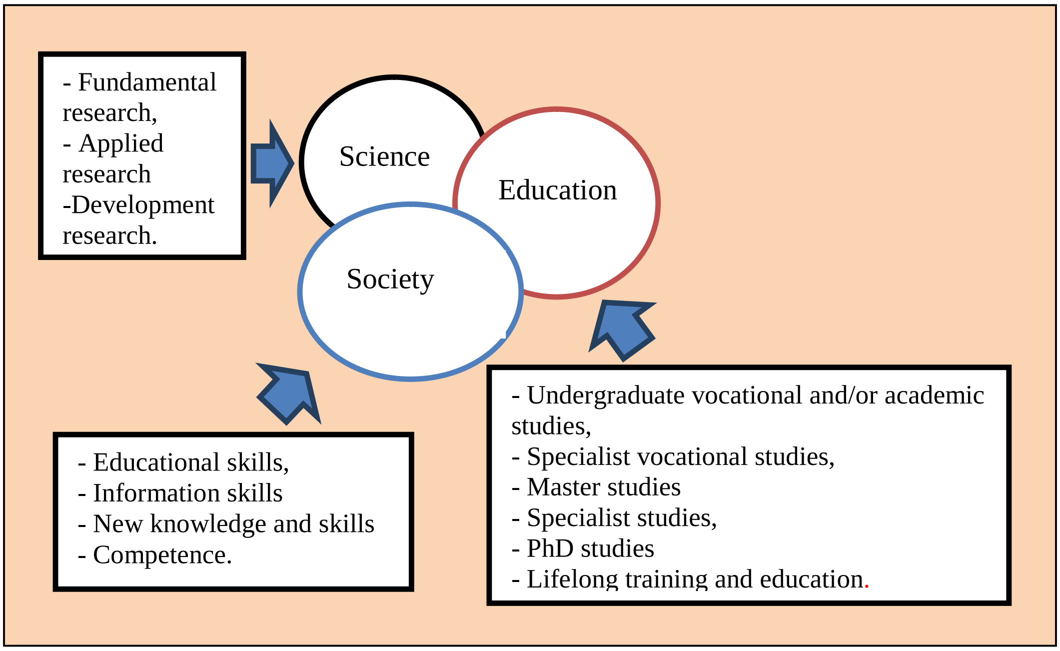

Figure 8. *Fundamental processes in higher education institutions in the field of tourism*

Shaping QMS in HE Institutions in the field of tourism starts with work on documentation (quality roles, procedures, directives, instructions, forms, records etc.) that define organization, main processes, procedures and important procedures of interim actions.

4. QUALITY SYSTEM PROCEDURES AS DOCUMENTATION AND QUALITY ENHACEMENT

Part of the TEMPUS project MHTSPS as activity that is related to QA in higher education institution that are participants in the project from Serbia started with assumption that every participant institution has established and implemented:

1. Quality assurance strategy
2. Action plan for implementation of strategy and decisions of their approval,
3. Statute
4. Decisions of educational board and HE institution council that are in the function of quality enhancement
5. Periodical quality checks

For the needs of TEMPUS project, missing procedures are developed using standardized methodologies. These internal standards and procedures which are in accordance with current regulations on standards for self-evaluation and quality assessment in higher education institutions were developed and they are:

1. Procedure for quality of study programme,
2. Procedure for quality of educational process,
3. Procedure for quality of research and expert work,

4. Procedure for quality of teaching and support staff,
5. Procedure for quality of students,
6. Procedure for quality of books, literature, library and IT resources,
7. Procedure for quality of institutional management and non-educational support,
8. Procedure for quality of infrastructure and equipment,
9. Procedure for quality of financing.

Above mentioned procedures that are in accordance with current international and national regulations are fundaments for HE institutions in Serbia to work on development of institutional procedures that will reflect their own needs and therefore gain relevant experience for the implementation and certification of their own QMS. Institutional QMSs will be in the function of constant quality enhancement and way to prevention and achieving total quality. That is the way that may last long but is worthy.

5. CONCLUSIONS

Higher education institutions involved in delivering educational programmes in the field of tourism are obligated to educate graduates according to actual needs of tourism economy, users of educational process and to meet their wishes, expectations and hopes with respect to the quality of education.

Management and all employees of HE institution must determine reported and default needs and user's requests in current moment and completely fulfill them in the future.

In times of total globalization and tendency towards union of all European countries it is necessary to harmonize higher education in Serbia with education in developed EU countries by accepting their adopted approaches related to European Higher Education Area.

Higher education institutions from Serbia working in the field of tourism need to implement good practices from EU and developed countries in an organized maner and in accordance with current standards for quality of higher education. Development, introduction and enhancement of Quality Management System in higher education in the field of tourism, that is based on processes approach and facts, is important presumption towards quality assurance and enhancement in education of tourism experts in 21st century.

Procedures for quality of curriculum that are suggested as a part of the TEMPUS project MHTSPS can be used by HE institutions in Serbia as a base for implementation of QMS and later for constant enhancement that leads to prevention and total quality.

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TEMPUS PROJECT QUALITY PLAN (PQP) - AN IMPORTANT MANAGEMENT TOOL OF PROJECT COORDINATOR

Milan D. Antonijević, PhD;
Faculty of Engineering and Science, University of Greenwich, London, UNITED KINGDOM
Milutin R. Đuričić, PhD;
Business and Technical College of Vocational Studies, Uzice, SERBIA
Milan M. Đuričić, PhD ;
Faculty for Business and Industrial Management, Union University, Belgrade, SERBIA
Nenad Milutinović, MSc
Business and Technical College of Vocational Studies, Uzice, SERBIA

Abstract: *Nowadays project management is becoming increasingly important. Project management is responsible for securing and improving the higher education outcomes defined by approved TEMPUS project proposal. Appropriate design, definition, plan and successful implementation of the project are supported by adequate project quality plan (PQP). PQP is a powerful management tool that enables the project coordinator and project team to implement all of planed activities successfully and with appropriate quality within the agreed deadlines and budget. This paper provides an example of a well-designed PQP. Given example provides the required quality of all activities and results (products) of the TEMPUS project that make project sustainable in long-term.*

Key words: *quality, quality assurance, TEMPUS project, project quality plan, management tool*

1. INTRODUCTION

The main objective of project management is to achieve required quality of processes and project results, with minimal time, resources and expenditures. “To manage a project means to balance the competitive requirements imposed by the project framework, time, costs, risk and quality… You can get good quality, low cost, fast delivery - choose two!” (Gojšić, J et.al. 2008).

Once the project is implemented, time, costs and the scope become minor in comparing to delivered results and their quality. Therefore, it is important to emphasize that out of four key project elements (scope, quality, time and costs) the quality is the one most closely related to the satisfaction of a user (client, purchaser, etc.) and remain aligned much longer to the project. Adequate quality management ensures successful project implementation, with no deviations from prescribed quality standards.

Furthermore, the role of the TEMPUS PQP as a main project coordinator’s tool will be clarified within this paper.

2. TEMPUS PROJECT QUALITY MANAGEMENT

The TEMPUS project quality management must be carried out through all the stages of the project’s life cycle:

– Project quality planning,
– Project quality effectuation (or assurance) and
– Project quality control. (Figure 1)

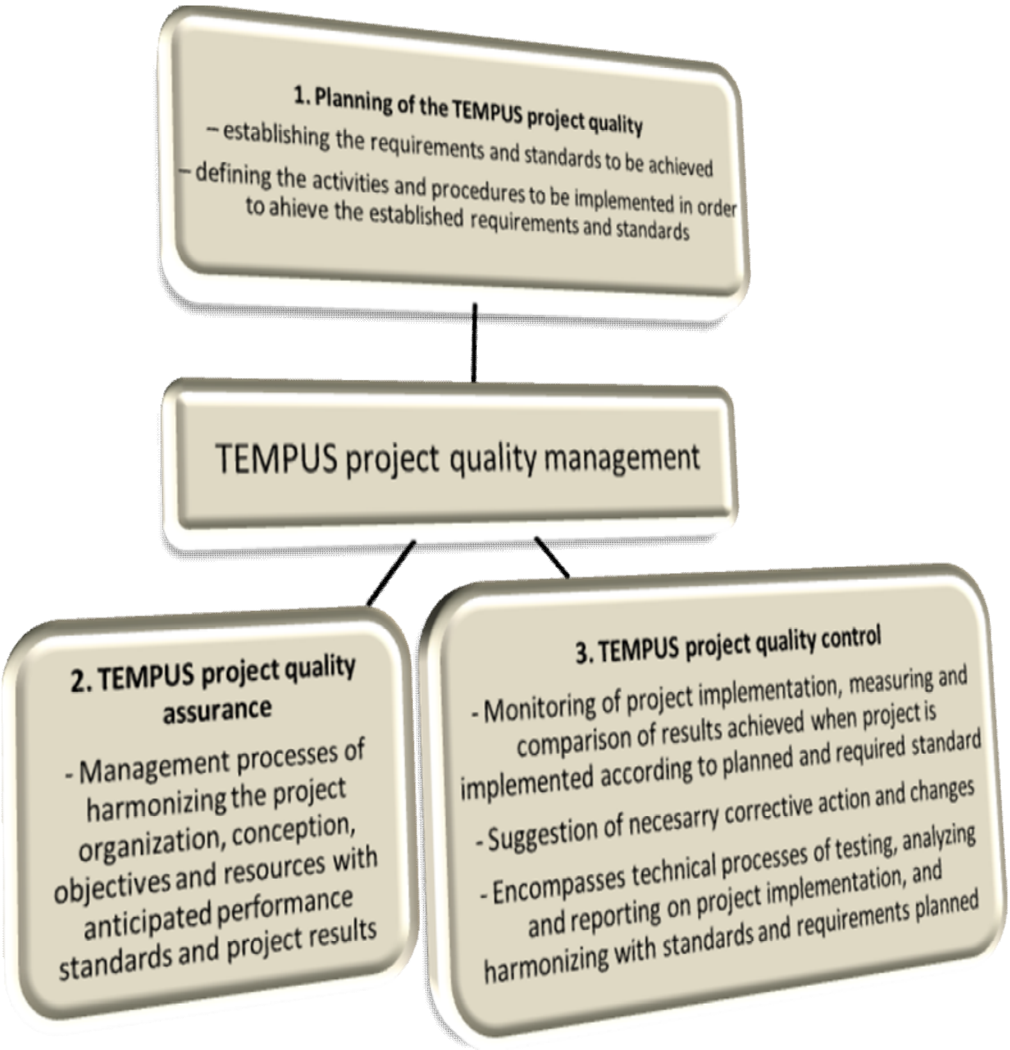

Figure 1. *Stages of the TEMPUS project quality management process*

Quality management of the TEMPUS project that is approved for funding incorporates planning, implementation (and monitoring of implementation), measuring and control of the quality of:
– Implementation of all project activities,
– Project equipment acquisition,

– Budgetary funds (staff costs, equipment costs, travel costs and costs of stay, printing and publishing costs, indirect costs and other costs),
– Quality assessment of reports on implementation of all project activities, intermediate and final reports.

Development of the TEMPUS PQP is very important phase of quality management, as all other phases rely upon it. It is a well-known fact that the key factors of every TEMPUS project success are results corresponding to project application documentation. Project expectations can be fulfilled only if they are clearly stated and agreed, existence of the project descriptors of outcomes, at the beginning of project development. Therefore, it is necessary to develop quality assurance plan within TEMPUS project proposal.

PQP involves setting up the objectives, requirements and methods of achieving them. It is performed in relation to defined requirements and quality standards stated in project documentation. The TEMPUS PQP, based on the quality management concept, is designed for TEMPUS project No. 544543-TEMPUS-1-2013-1-RS-TEMPUS-JPCR entitled "Modernization and Harmonization of the Tourism Study Programs in Serbia - MHTSPS" and is built into the project implementation plan.

TEMPUS project quality assurance is effectuated by all the project teams involved in implementation of individual activities and the project management team. Project teams are obligated to adhere to the prescribed procedures that ensure the achievement of required quality standards during the implementation of individual project activities. Project coordinator and members of the project management team, who are in charge of quality management, monitor implementation of project along with project teams. Project activities are conducted in accordance with appropriate procedures, methods and instructions, while the corresponding Quality records are kept. An appropriate operative plan for quality assurance is designed within the PQP. Each implementation stage of the project and all of its activities should be aligned with project quality assurance and project outcomes.

Project quality control is the last phase in the project quality management process. Considering that each one of them consists of several phases, it is necessary to clearly define individual assignments and responsibilities, as well as methods of connection and communication for each phase. Duties and responsibilities of every participant in the project teams and project management team are defined by project coordinator. Project quality control must involve discrepancy analysis and necessary modifications i.e. corrective measures (Figure 2). Each report on implemented activity is followed by corresponding decision on adoption of the report brought by project steering committee. Likewise, all equipment purchased must be accompanied by necessary documentation of origin, acceptance control and compliance with prescribed standards and, eventually, all attests needed. The Partner for whom equipment is acquired is obliged to perform an adequate acceptance control.

Project quality system incorporates all quality assurance procedures all members of project teams, members of the project management team, institutional management, administrative and technical staff of each partner institution.

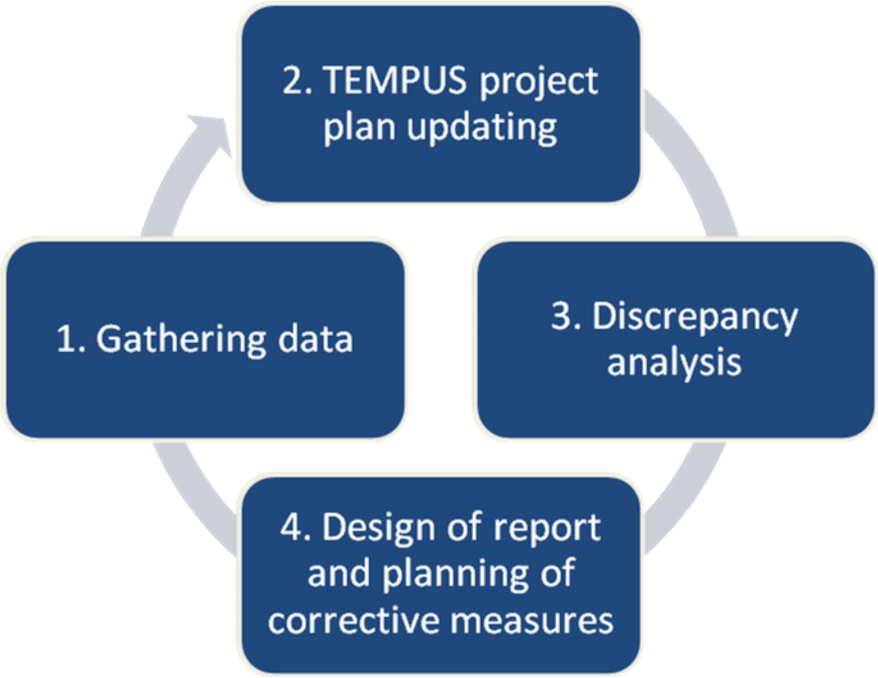

Figure 2. *TEMPUS project monitoring cycle*

Evidences of achieved quality in the TEMPUS project are:

- Procedures: documents describing the purpose and the subject of activities as well as the way of conducting them,
- Documentations: the records of the results of conducted activities and studies,
- Attests and Certificates, as well as the Control of conformity, providing the proof of conducted control of acquired equipment necessary for implementation of the TEMPUS project.

Quality Plan of the "MHTSPS" TEMPUS project contains specific procedures, resources and activities to be implemented under this project.

3. AREAS AND TOOLS OF TEMPUS PROJECT MANAGEMENT

Each TEMPUS project starts from the addoption of project proposal for funding, which expresses the interests of all TEMPUS project stakeholders (all partner institutions in the TEMPUS project: academic and non-academic institutions, EACEA et al.). For successful implementation of TEMPUS project it is necessary to encompass nine areas of knowledge (Schwalbe, 2008) shown at Figure 3.

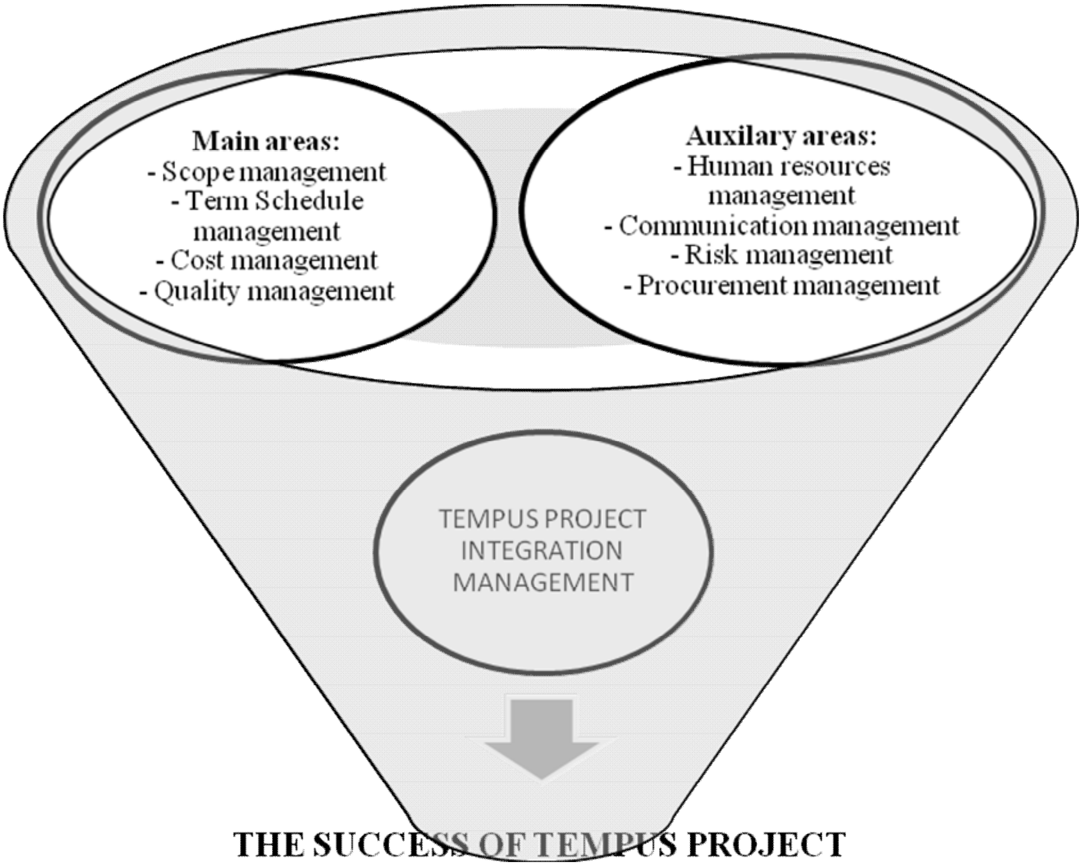

Figure 3. *Nine areas of knowledge determining the success of a TEMPUS project*

Successful implementation of TEMPUS projects must be followed by adequate application of appropriate project management tools and techniques. Table 1 stipulates project management techniques and tools for each area of project management.
Implementation of every project is accompanied by many risks. These risks should be adequately managed, too, in order to achieve desired goals of a TEMPUS project.

4. TEMPUS PROJECT RISK MANAGEMENT

Each TEMPUS project is accompanied by corresponding risk, as a "possibility of occurring of undesirable consequences of future events". Risk control is necessary for successful implementation of a project. Project failure is usually the result of inadequate monitoring of problems occurring during implementation of project activities. Anticipation of such problems enables facilitation of the cost, work program and quality management.
TEMPUS project risk management encompasses a series of activities to be conducted during project preparation and implementation stage (Figure 4). The efficiency of TEMPUS project risk management is dependent upon identification and surveillance of

potential risks. The most effective way of risk management is prevention or reduction of the risk, which is much more efficient than elimination of the consequences of undesired events.

Table 1. *Techniques and tools of project management*[1]

Project management area	Project management tools and techniques
Scope management	Scope declaration, WBS, demand analysis, scope management plans, techniques of scope verification and scope alteration control
Time management	Gantt charts, flowcharts, CPM analysis
Cost management	Return on investment, cost-benefit analysis, Earned Value Management, cost estimates
Quality management	Check lists, quality control diagrams, Pareto diagrams, maturity models, statistical methods
Human resources management	Motivation techniques, organizational project schemes, resource histograms, team building exercises
Communication management	Communication management plans, kick-off meeting, conflicts management, status and progress reports, virtual communication, templates, web site of the project
Risk management	Risk management plans, measuring of impact possibility, risk ranking
Procurement management	„Make or buy“ analysis, contracting, supply requests, selection of sources, metrics of suppliers evaluation
Integration management	Project selection methods, project management methodology, stakeholder analysis, project management plans, project management software, change requests, project review meetings, reports on lessons learned

Every TEMPUS project has two main types of risks:

[1] Project Management Body of Knowledge, Project Management Institute, 3rd Edition (PMBOK Guides): Upper Darby, 2004

1. ***Business risk*** - at organizational system level - represents the danger that TEMPUS project outcomes may not result in expected benefits. TEMPUS project steering committee is responsible for overcoming this kind of risk.

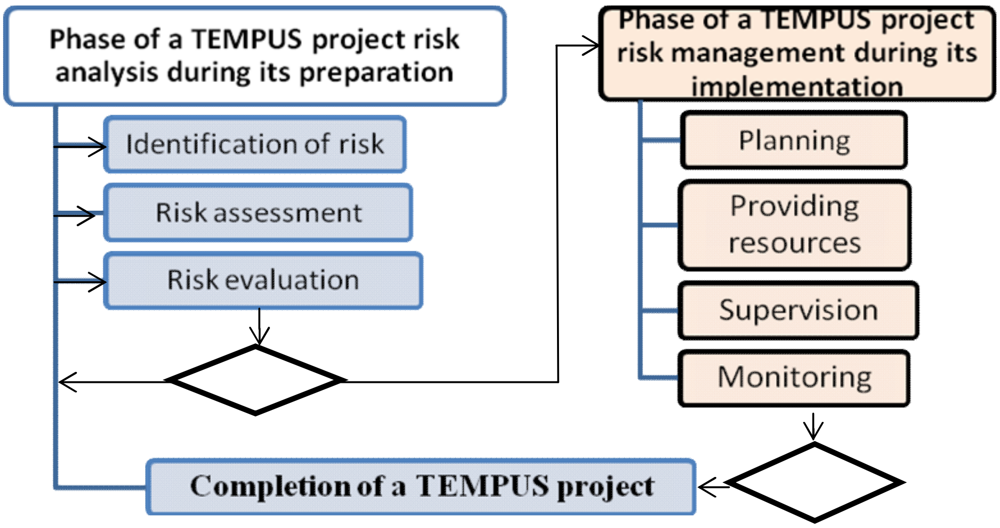

Figure 4. *Main activities of a TEMPUS project risk management*

2. ***Project risk*** is a risk that the objectives of the TEMPUS project may not be achieved in terms of quality of outcomes, deadlines and project costs. Both, TEMPUS project management team and steering committee are responsible for overcoming of these risks (Figure 5).

TEMPUS project risk management involves: planning, providing the resources, supervision and monitoring. The process of overcoming the risk is conducted in parallel with other activities of the TEMPUS project. Risk management starts as soon as the risk evaluation is finished and it is continued through whole life cycle of the TEMPUS project. It is important that the project management team conceives the risk management as a part of their assignments and duties, rather than as an exclusive responsibility of the project coordinator.

All above stated activities are characterized by planning, implementation and control which should be carefully managed and documented according to the ISO 9001 standards.

Figure 5. *TEMPUS project risk management*

5. MANAGEMENT OF PROJECT DOCUMENTATION

TEMPUS project generates voluminous documentation in form of rescripts, decisions, declarations, plans, reports, minute books and lists. Usually, most of these documents have several versions. Therefore, it is necessary to prescribe a way of organizing the documentation and procedures for management of project documentation in order to enable distinction between individual versions. Such documentation is not only important for project quality but also very important for future projects.

Technical secretary (TS) of a TEMPUS project is responsible for keeping project documentation. TS is also responsible for archiving the entire project documentation in a proper way and for making it available to authorized persons on the project (Table 2). TS ensures compliance with standards and procedures specified in project plan. An adequate space for archiving the documentation in physical form must be provided along with electronic records.

Registries are marked according to a structural diagram of a TEMPUS project results, and placed into purposely designated area. For documents in electronic form, rules of keeping have been defined, in compliance with TEMPUS project information system. This is because of different needs of security and availability. In this case, appropriate folders should be created at PC (in form of directory). Regular back-up procedures are in place to assure protection and existence of e-copies (copies of electronic documents) of all project documents.

Table 2. *Overview of structure and form of documenting the TEMPUS project*

STRUCTURE AND FORM OF A TEMPUS PROJECT DOCUMENTATION		
Folder (or registry) of conducting: - Organization - Plans - Supervision - Finances - Correspondence	**Quality folder (or registry)** - Quality estimation -Supervision of changes -Description of the outcomes	**Technical folder (or registry)** - Monitoring

6. CONCLUSION

TEMPUS PQP is a precondition for project's successful implementation. It is based on valid quality standards and TEMPUS project application documentation.

Adequate TEMPUS project quality management provides successful implementation without any deviations from the prescribed quality standards. Project quality management must be carried out through all the stages of the project's life cycle (Planning of the project quality, Project quality assurance and Project quality control).

Quality plan of the "MHTSPS" TEMPUS project contains specific procedures, resources and activities to be implemented under this project. For successful implementation of TEMPUS project it is necessary to manage nine areas of knowledge (scope management, time management, cost management, quality management, human resources management, communication management, risk management, procurement management and integration management). Application of appropriate management tools within each mentioned area is necessary.

Project management team of a TEMPUS project must pay a particular attention to project risks, and prevent occurrence of problems and discrepancies during the life cycle of the project. Emerged problems should be resolved using adequate corrective measures.

Proper implementation of a TEMPUS project relies on appropriate monitoring and documentation of all activities, which should be supported by well-designed storage system. All project documents must be kept both in paper and an electronic form.

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CURRENT ASPECTS OF THE TOURISM SITUATION IN THE WESTERN BALKAN COUNTRIES

Academician Prof. Slobodan Nešković, PhD.
University Business Academy in Novi Sad, FIMEK

Abstract: *The European integration is an essential trend of the transition countries of Southeast Europe, while EU members from this region tend to solve their current contradictions within that group. Despite the significant natural resources of all the countries in the region, they have a number of current broader economic problems, as well as social problems that hinder their international position. At the same time, there is no doubt that tourism as an industry marked a great development opportunity for all the countries. In recent years some countries of Southeast Europe have recorded impressive results in the expansion of the tourist industry, which has become the backbone of the entire national prosperity. In this area it is necessary to apply the best practices of developed countries, as well as current trends in the field of management and new technologies. Relevant entities of Southeast Europe in the future will need to establish new training cooperation in tourism, as in other areas of public life.*

Keywords: *Southeastern Europe, tourism, cooperation, The European Integration, environmental, infrastructure, the Balkans*

1. INTRODUCTION

The territory which is occupied by Serbia, Bosnia and Herzegovina, Macedonia and Albania is called the "Western Balkans". The Western Balkans is a narrower part of the geographical and geopolitical area of southeastern Europe. This area is the shortest connection between Europe and Asia, whether this connection is by the land, river or air transport. Because of all the natural features of this region it stands out from the rest of the world and represents a great potential for the development of many branches of the economy, especially tourism. As the Western Balkan region is naturally divided into maritime and continental territory, the tourism in this region is unevenly developed. Tourism is far more developed in the areas and countries that possess the sea compared to the areas in the continental part of the region, but also this coastal area is inferior in comparison to the global costal tourist destinations. Some parts of the western Balkans in recent years have been back into the swing concerning tourism development, but the majority of countries of this region are still in the unenviable position in relation to the same or similar parts of Europe and the world.

However, as tourism is in constant development, when we talk about the global framework and the fact that the number of tourists visiting various tourist destinations, has been increasing every year, there is a possibility that the Western Balkan region can be actively involved in the development of this promising industry.

In order to achieve progress in the field of tourism, which can undoubtedly make a great income for the countries of this region; it is necessary to seriously consider this important issue and to create a regional strategy for the development of tourism in this part of Europe.

2. NORMATIV REGULATION OF THE EUROPEAN UNION IN TOURISM

The European Union regulates the field of tourism by the multiple laws. Such important laws are Consumer Protection Law and the Law on Environmental Protection, which are one of the most important laws of the European Union (Neskovic, S., 2009, page 179.). Regulations of the European Union in the field of tourism are mostly based on UN General Assembly Resolution 39/248 relating to consumer protection. Thanks to the expansion of tourism as an economic sector, the Council of the European Union has decided to declare 1990 as the "European Year of Tourism". In this regard, the European Union comes to the introduction of numerous standards governing this promising area. Among the most important documents that have been adopted by the European Union there is the Council Directive EEC 90/314, adopted on the13th of September, 1990. It applies to packages and Regulation 295/91, which has later been replaced by EU Regulation 261/2004 relating to air transport (Neskovic, S., 2009, page 179.).

Tourism in the European Union participates at a percentage of 4% of GDP, and all this because the European Union aims to establish a joint tourism market through coordination of local, regional and national interests. In this regard, the European Union has developed a variety of methods in order to promote the development of tourism through the investment of private and public capital and has adopted and implemented several large-scale projects related to the development of the industry. The first project of this kind was approved in the eighties and it was titled "The tourism sector-92 Horizon", and referred to the planning and development of tourism in the European Union. During the nineties "Green Book" project has been adopted, which refers to the development of rural, cultural and social tourism, improvement of education-related tourism and the protection of environment and cultural heritage. At the end of the nineties the European Union adopted a multiannual program to promote the development of tourism (Philoxenia), which covered the period from 1997 to 2000 with the aim to improve the quality and competitiveness of European tourism on the international market. The European Union emphasizes that tourism development policy should be conducted in cooperation with the other international organizations such as the World Tourism Organization, the International Bureau of Social Tourism and the like.

Construction of tourism and related facilities in the European Union are provided within the existing institutions through various financial elements such as dedicated financial support from many EU funds, special purpose loans, state aid and new forms of intervention that are focused on raising funds for tourism development. Also, the European Union allocates substantial funds for the improvement of all aspects of transportation and strives to establish a single transport market throughout the European Union.

In order to help and satisfy the specific needs of the countries in the Adriatic Sea area, the European Union has adopted a program called IPA Adriatica. This program has been created through a series of meetings on the initiative of the European Commission and involves financial assistance to these countries through the territory, environment, population, migration, the economy, labor market, trade, tourism, infrastructure, transportation, and research and innovation.

3. SPECIFIC FEATURES AND TRENDS OF DEVELOPMENT OF TOURISM IN SOUTHEASTERN EUROPE

Generally, the countries of the central part of Southeastern Europe (Serbia, Macedonia, Bosnia and Herzegovina and Albania) have excellent geographical and transportation features.

Two out of four countries (Bosnia and Herzegovina and Albania) have access to warm seas of the Mediterranean (Adriatic and Ionian Seas). Unlike in Bosnia and Herzegovina, where the Adriatic Sea is just a small area around the town of Neum (Lopandić D, 2010, page 42), which is a potential tourist attraction because it has more than 260 sunny days per a year, Albania has an extensive coastline and beautiful sandy beaches. The Albanian diaspora has invested a lot of money in building infrastructure and itself accounts for an area with more than 50% of the total number of tourists who annually visit this country. Particular benefits for the development of marine tourism in Albania are the ports of Durres, Vlora and St. John, which are located at confluence of the Drin in the Adriatic Sea.

However, tourism in Albania is still not a well developed economic branch because the development is slowed down due to the numerous problems faced by the Albanian government as well as the lack of quality and modern infrastructure, the pollution of the Albanian coastal cities as well as the lack of awareness of the Albanian people about the need for the development of tourism in coastal areas. Also, the big problem is the lack of modern legislation in the field of tourism as it is the case in Greece and Turkey, as well as the lack of stimulating measures of the Albanian Government for the development of marine tourism.

Also, in the central part of Southeastern Europe there are important routes, which are connecting Europe and Asia. Three road corridors (Nešković, S., 2009, page 1783) and a European river corridor (Todorović, M., 2007, page 76.) pass through this part of Europe and in addition to marine tourism, these countries provide an opportunity for development of other tourism sectors such as transit, sailing, fishing tourism, and the like. Moreover, they provide a safe and smooth journey of tourists through the region. The construction of these roads should be utilized for improving the tourism offers of the region, and also with the assistance of good tourism marketing.

The Navigable Danube and its navigable tributaries, Sava and Tisa, are a great potential for tourism development. The capital of Serbia Belgrade, which was in 2012 declared for the "best tourist destination in Southeastern Europe" and won the "Golden Tourist Heart" awarded by the International Centre for Tourism Development SACEN, is located on the Danube. Belgrade has so far been the most visited tourist destination in Serbia and its income based on tourism in 2012 was around 500 million euros. Apart from Belgrade Novi Sad, which has exceptional tourist locations and is famous all over the world for one of the biggest music festivals in Europe the "EXIT ", is also located on the Danube. The Danube as a major navigable river opens the door for the development of tourism sectors such as nautical, urban, eco-and ethno-tourism and sports tourism.

The Sava, as a navigable river of regional importance connects Serbia and Bosnia, and Herzegovina. Along with the Danube it is an exquisite location for development of nautical and the urban tourism. Apart from the Danube, the Tisa and their tributaries, the Sava opens the possibility for the development of agro-tourism and agriculture, which is the accompanying tourism industry, because in this manner production of healthy food, which is one of the basic requirements of the European Union in the field of consumer protection is enabled.

Great potential for the development of winter tourism, sports and recreation, health, eco- and ethno-tourism in this region are provided thanks to mountains in Bosnia and the Herzegovina: Igman, Jahorina, Igman, Prenj, Treskavica, Trebević, Romanija, Kozara; mountains in Serbia, Kopaonik, Zlatibor, Goč, Stara Planina, Tara, Fruška Gora, Šar Planina, Divčibare, Golija; mountains in Macedonia: Korab, Belasica, Galičica, Jakupica, Bistra, Baba and southern parts of Šar mountain and high mountains of Albania: Prokletije, Korab, Tomori and the Galičica. These mountains are ideal for sport tourism and height preparations for sports teams, but also for the establishment of sport camps. Also, these mountains are the potential for the development of congress tourism in the region for which in this part of Southeastern Europe there are very few adequate facilities, and investments in this area in the future could bring out great economic benefits to these countries.

In most of the mountains in this part of the Balkan Peninsula there are well-equipped routes for winter sports. Most of these trails are located in Bosnia and the Herzegovina and Serbia, and the latest big investment in this field has been carried out with the assistance of the Government of Serbia on the Stara Planina. However, the most famous winter tourism center in this part of Europe is surely Kopaonik. The mountains of northern Albania, Western Macedonia and the southern Serbia on Kosovo and the Metohija have the largest number of snowy days in this part of Europe. Apart from Brezovica on Šar Mountain, the mountains are not sufficiently exploited for the development of winter sports. In recent years, there has been a strong initiative for the development of this industry in this region. (Nešković, S., 2012, page 25).

Due to its geographical characteristics, on these mountains there are other more present forms of tourism such as ethnic and eco-tourism and the culinary tourism. As the "pearls" of summer tourism there can be listed Zlatibor, Tara, Divčibare Fruška Gora, Mountain National Park Tomori in Albania, a mountain Jakupica in Macedonia, Dinara, and mountain Rtanj.

In addition to the mountains, this area abounds in numerous plateaus including the famous Pester, which is known worldwide for producing famous Sjenica cheese. In this part of Southeastern Europe Deliblato sands as the only of its kind in the region is also located.

On the Danube national park Đerdap, which is an extraordinary tourist attraction, is located. Also, on the banks of the Danube in the Middle Ages there was built a fortress, which is today an exceptional tourist potential (Petrovaradin, Kalemegdan, Smederevo, Golubac). Besides the Danube plains, areas around the Sava and the Tisa make complete the puzzle of the tourism offers in this part of Europe.(Nešković, S., 2011, page 249).

Great tourism potential in this region refers to the streams of the Great, West and South Morava River with its tributaries on whose banks large Serbian cities and many monasteries such as those in Ovčar-Kablar Gorge are located. Besides these rivers, there should be mentioned the river Vardar, nearby which an important European road corridor passes.

This part of Europe is abundant in mountain rivers and streams that are ideal for the development of adventurous tourism such as rafting and drifting and for this ideal river Drina and the Neretva (banks of those two rivers are connected by the famous Mostar bridge from which the famous jumps into the river are performed), the Tara, the Lim and the Albanian rivers that flow through the mountainous part of the country. It is important to mention the river Drim which is characterized by extremely clear water and the river Maća whose lower flow looks like a swamp. It is important to mention the river Drim which is characterized by extremely clear water and the river Maća whose lower flow looks like a swamp. In addition to the Albanian swamps, there should be also mentioned the Obed swamp, which is located near the river Sava and it is considered a forerunner of the national parks in the region.(Nešković, S., 2012, page 597).

Also, this part of the Western Balkans is rich in natural and artificial lakes, whether they are on a mountain (mountain eyes) or a in lowlands. The most famous lakes, especially those that attract the highest number of tourists, are certainly Palić, Ohrid, Prespa, Dojran and Skadar lake and artificial lakes such as Vlasina , Jablanica, Zavoj and Perućac lake and an artificial lake on the river Maća and the largest artificial lake in this part of Europe, Đerdap lake.

World Association for the Protection of Nature "WorldWideFund for Nature" (WWF) has launched a project to create a network parks of "Dinaric Arc " which includes Serbia, Macedonia, Albania, Bosnia and Herzegovina, Montenegro, Croatia and Slovenia. On the territory of Serbia, Albania, Macedonia, Bosnia and Herzegovina, under the protection of the state in the category of national parks there are 19 national parks and a large number of protected natural areas. In Serbia those are: Fruška Gora, Đerdap, Tara, Kopaonik and Šar; in Macedonia: Pelister, Mavrovo and Galičica; in Bosnia and Herzegovina: Kozara and Sutjeska; in Albania: Dajti Divjak, Drenova Jela , Hotova Jela, Ljogara, Lura , Thjethi, Tomori and Valbona Valley. These parks have are a great potential for the development of all aspects of environmental and ethno-tourism. Great tourism potential in these countries refers to a very diverse flora and fauna with a large number of endemic and rare species which is an invaluable potential for the development of ecological tourism.

As a great potential for tourism development in this area of South-Eastern Europe the most mentioned are the spas and the biggest number of them is located on the territory of Serbia and Bosnia and Herzegovina. Spa waters from these areas have great diversity in terms of temperature, chemical composition and healing properties. Spa tourism in this region is continuously expanding so that in recent years many spas are modernized and fully adapted to the needs of foreign and domestic tourists. As an example of successful modernization and spa management resources Ribarska Spa with a modern specialized hospitals and Wellness Spa center and Prolom Spa, which derives a large income from the medical tourism and the exploitation of water exported worldwide, can be mentioned. Also, in recent years spa Vrućica in Teslić has also been developed and it has successfully balanced health tourism with other forms of tourism, so that tourists who want pure nature and rest, frequently visit this resort. However, the most famous spa in the region is definitely Vrnjačka spa where there are numerous accommodation facilities as well as numerous events such as "Vrnjački carnival".

As a positive example that contributes to the development of spa tourism is certainly a program implemented by the Regional Development Agency Bačka. In fact, it is a cross-border program with the assistance of the European Union which aim is to help the development of the spas on the way from Budapest to Belgrade. It is an interstate project which is led by the University of Szeged and the strategy of the development of spa tourism in Vojvodina and it should be completed by mid-2014.

However, not all spas in the region are well developed. A case in point may be particular Kuršumlijska spa that due to negligence, has been increasingly polluted in recent years, so that there remains no people, infrastructure, and therefore no visitors. Hot spa water gets discharged in streams and streets, and because of that this region is losing huge benefits that could be gained by re-opening the spa.
As a form of modernization of the tourism offers of the spas in the region the experience of other countries, especially the Czech Republic and Slovenia, in the development of spa tourism can be used. Specifically, Slovenia has invested in the development of the tourism industry 15 billion euros by building the most modern spa centers in recent years, so that when it comes to the total income from tourism in this country, spa tourism accounts for around 50%. This type of tourism in Slovenia has been developed thanks to the investments that have, among others, come from the development funds of the European Union, the funds marked for balanced regional development. Experts estimate that with the construction of the modern spa and wellness centers, countries in this part of Southeastern Europe, could add up to 200% of income from tourism.
Because of its exceptional cultural and historical treasures that are protected in the region, UNESCO's World Heritage List has included a large number of cultural monuments that are located in the region.(Nesković, S., 2010, page 151). In this region there is a large number of churches, cathedrals, mosques and synagogues. Sarajevo is the only European city in which four great religious temples are placed on the small area of no more than 100 meters. Among the most important centers of religious tourism in this region there is one of the Albanian mountains Tomori. Religious tourism in Serbia is reflected in the visits to numerous monasteries and the majority of Orthodox monasteries in Serbia under the protection of the state, while some of them are protected by the UNESCO. Also, a great tourism potential refers to a groups of monasteries in Fruška Gora and in Ovčar-Kablar Gorge. A pilgrFigure place with the largest number of Orthodox believers in the region is the monastery of St. Virgin in Đunis.

4. PROSPECTS OF TOURISM DEVELOPMENT

Due to the unstable political and military situation in the region, a large number of existing tourist facilities have fallen into decay and are deserted so that their prices have dropped. This fact leads to an ideal condition for attracting foreign investors in the tourism sector. Cheap labor force, educated staff and incentives for foreign investors that the individual governments of these countries have adopted, further support the development of foreign investment in the domestic capacity. Considering these incentive measures there can be counted favorable tax policies in these countries with relatively low taxes when compared to the neighboring countries.
As a great advantage for the development of tourism in the region there can be stated over 17 million people who are forced, due to the poor economic situation in these countries, to satisfy the needs for travel on a national territory.(Todorović, M., 2007).
However, a basic precondition for the development of regional tourism in the region is regional cooperation. In this sense, the countries in this part of the Balkan Peninsula have begun to collaborate through the CEFTA, IPA Adriatica founding Tourism Association of South-Eastern Europe, which aims to attract tourists from the Far East, the "WorldWideFund for Nature" (WWF) to create a network parks of "Dinaric Arc "and the

special relationship that Serbia has with Bosnia and Herzegovina. As a positive step towards the establishment of cross-border cooperation between countries from the Balkan Peninsula there opening of the mountain walking trails on Prokletije which pass through Albania, Montenegro and Serbia on Kosovo and Metohija may be mentioned. Moreover, they are the cause for opening special border crossing points. Interstate cooperation in the region is crucial to the development of tourism as the industry and its development would affect the opening of many potential tourist destinations such as Drina and Skadar Lake.
However, because of ethnic and religious intolerance of the Balkan peoples and frequent inter-ethnic wars, it is difficult to obtain the necessary intergovernmental cooperation and because of the lack of cooperation between those countries, tourism suffers great damage. For these reasons there is a strong resentment of the population of the developed part of Europe and the world toward the Balkans. In addition to this basic problem, a major drawback is an inadequate infrastructure which is underdeveloped due to the difficult economic situation. The economic crisis in the region lasts too long, causing the weak purchasing power of the domestic population. Also, a major problem for the development of tourism is the lack of professional and knowledgeable tourism staff and rapidly aging populations in these areas. A large number of educated and active people of these countries migrate to the developed countries of Europe and the rest of the world. To all this there should be added bad legislation of these countries in the field of tourism and non-compliance of regulations with the regulations of the European Union. In recent years, there has been a shift in this field because the countries in this part of the South-Eastern Europe tend to join the European Union, and also they are required to adapt the legislation of the laws forced by the European Union. Although tourism is a very important industry and it brings out a large income to countries in which the development is going on, in this region there is still no required government interest in investing in this perspective branch.

5. CONCLUSION

The fact is that South-Eastern Europe countries have enormous potential for tourism development. However, the fact is that tourism in this region is not developed in the manner it should be. The reason for this lies in society, not in countryside. The three most important reasons why tourism, regionally speaking, is not enough utilized are unstable political situation, inadequate infrastructure and the lack of interest of the authorities of these countries for tourism development, including a lack of incentives and bad legislation. Specifically, in these countries of the Balkan Peninsula except Albania a negative natural population growth and constantly aging population are present This problem is particularly acute in rural areas of the region, where large-scale migration of populations to urban and developed regions of these countries and the developed countries of Europe and the rest of the world is frequent. It is well known that rural areas represent the areas where tourism should be developed. Also, according to the World Tourism Organization, rural tourism in the near future will be one of the primary forms of tourism. In rural areas only old and poorly educated residents, who in any case cannot contribute to the development of tourism, remain. In addition, these areas have not influenced the development of the infrastructure that is necessary for the very tourism development in these areas.

The solution to this problem could be in the implementation of the strategy and implementation of incentive measures, inter alia, in the form of favorable tax policy and priority to employment of the local population in the area of tourism.
The same case is with the border areas that are usually ideal for developing tourism. Because of the closeness of the border, and insufficient development of these areas, the young and educated residents of these areas migrate towards the inside of their home countries???. However, the solution for the development of tourism in the border areas could be found through international agreements and programs for the development of tourism as an example of cooperation between Montenegro, and Kosovo on the Prokletije mountains.
For successful tourism development trained personnel in this field are necessary. Application of incentive measures should help the return of the young and educated people in the rural areas in this part of the Western Balkans. Infrastructure construction in rural areas of the region and education of personnel in the field of tourism, lead to the basic prerequisites for the accelerated development of the beautiful and the unused space of the Balkan Peninsula.
The accession of those countries to the European Union, would open the possibility of access to various funds for balanced regional development of the European Union. Therefore, the developing countries of the Balkans, such as Serbia, Bosnia and Herzegovina, Albania and Macedonia would, with the assistance of the European Union, seriously invest in the development of this very important industry.
Judging by the facts; that is, with a serious strategy for the Western Balkans in the field of tourism, the injection of fresh capital, the cross border cooperation and wise use of natural resources, tourism in this region could experience growth and become one of the main pillars for economic development of these countries in the years that follow.

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PARTICULARITIES OF ROMANIAN CURRICULUM IN TOURISM – A CASE STUDY

Ramona Suharoschi[1*], PhD. Diana Dumitras[1*], PhD.; Dan Vodnar[1*], PhD.; Laura Stan[1*], PhD.; Sevastita Muste[1], PhD.

[1] University of Agricultural Sciences and Veterinary Medicine Cluj - Napoca, ROMANIA, ramona.suharsochi@usamvcluj.ro

Abstract: *The present study aims to investigate the development of tourism curriculum for first (bachelor) and second (master) level of higher education. The particular issues of tourism education in Romania were evaluated for (1) competence-based curricular design (knowledge, skills and abilities), (2) quality assurance (QA), and (3) integration of QA in Romanian higher education (HE) according to both Romanian Agency for Quality Assurance in Higher Education (ARACIS) procedure and European University Association (EUA) Institutional Evaluation Program. The focus of this paper was to identify issues and challenges in tourism education and training in Romania and to provide a framework that can be used as a guideline for the design, planning and developing of a national tourism training strategy.*

Keywords: *tourism, curriculum, qualification, QA, Good Practice*

1. INTRODUCTION

Education and training have a key role in the transformation of the European Union (EU) into a world-leading knowledge-based society and economy. Since the adoption of the Lisbon Strategy in 2000, in order to strengthen political cooperation in education and training was set-up the first work program “Education and Training 2010” and follow-up by the strategic framework for European cooperation in education and training “ET 2020”. This cooperation has led to the formulation of common objectives and initiatives encompassing all types of education and training at all stages of lifelong learning. The objectives and initiatives are supported by a number of funding programs such as the Lifelong Learning Program 2007-2013 and Erasmus Mundus 2009-2013. Moreover, a number of networks and organizations support actions in education and training, namely the Education, Audiovisual, and Culture Executive Agency (EACEA) and the European Institute of Innovation and Technology (EIT).

The aim of the Bologna Agreement (1999) and the ongoing strategy are to improve the effectiveness and efficiency of higher education in Europe in the context of a common European Higher Education Area (EHEA). As part of this process, all European Union’s Higher Education Institutions (HEI) develop their program and modules in terms of learning outcomes, knowledge, skills and competences proposals in preparation for a changeover to the “student-centered” European Credit Transfer System (ECTS).

In Romania the reform of the higher education system started in 2005 with a view to applying Bologna objectives in order to harmonize the European higher education and transform it into a more unitary, flexible, coherent and transparent system. The reform of curricula is part of this process. Moreover, human resources is crucial in a competitive global tourism industry, and thus, more attention should be given to the development of the human resources in order to be able to face all challenges of this industry. Amoah and

Baum (Amoah, V.A., 1997) emphasize the link between tourism and hospitality, and specifically the link between human resource development and management. The integration of human resource development with the national education policy and planning may bring benefits to the tourism industry (Mayaka, M., 2007). Fidgeon in 2010 noticed that tourism education and curriculum design in Great Britain sought to balance needs of employers with those of a traditional academic educational system that emphasized academic rigor and strictness and pursuit of 'core' subject disciplines (Fidgeon, P.R., 2010). As a growing sector of economic activity, globalization and open trade and work in tourism industry many students consider as having good employment prospects. This has been a further driver for vocational training and education, and has consolidated tourism's position in the wider educational curriculum.This paper extends previous research interests centered on the establishment of specific criteria (benchmark) for competence-based curricular design (Pop, C.M., 2012), quality assurance (QA) (Matei, L., 2013), and integration of QA in Romanian HE (Moldovan, L., 2012), customized for the study degree field (engineering, business administration and other – e.g. geography) at first (bachelor) and secondary (master) level of higher education to identify issues and challenges in tourism education and training in Romania and provides a framework that can be used as a guideline in the design, planning and developing of a national tourism training strategy.

2. APPROACH AND METHODOLOGY

The institutional framework for quality evaluation and assurance has been continuously developed. The European Association for Quality Assurance in Higher Education (ENQA) represents one of the outstanding institutions in the field of education quality assurance. ENQA study (2008) concluded about a series of significant methodological issues, demonstrating a process of maturity for the procedures on quality assurance in higher education. The study emphasized that it is unrealistic to expect that the same model(s) of quality procedures are applicable to all since the social, economic, political, pedagogical, geo-political and historical factors are different.

In Romania, the Agency for Quality Assurance in Higher Education (ARACIS) is a full member of ENQA and is registered in the European Quality Assurance Register for Higher Education (EQAR). It is an autonomous public institution, of national interest, whose main mission is the external evaluation of the Romanian higher education's quality, at the level of study programs, as well as from the institutional point of view. In this paper is presented the analysis of selected study programs in tourism on the base of ARACIS, EUA (European University Association) and ESCO (European Skills, Competences and Occupations) principles (ESCO, European, Skills, Competences, and ~ Occupations).

2.1. Higher Education structure in Romania

Higher education institutions in Romania and those of many other former communist countries are typically highly specialized and focused on programs in a particular set of associated fields. This distinctive institutional setting of universities was established under communist rule and prevails until today, e.g. there are universities of humanities, universities of economics, universities for natural sciences, technical universities and agricultural universities. Other aspects of higher education have changed swiftly post 1989. For example, the autonomy of Romanian universities was re-established for the larger institutions after 1990 by the Higher Education Act and the state also relinquished its monopoly on HE leading to the establishment of many new private institutions of higher education. Currently Romania has 101 HEIs of which 46 were non-public. Still, the majority of students are educated at public institutions, which also dominate research. When Romania became a Bologna signatory country in 2005, the required three cycle degree programs were introduced efficiently. As part of Higher Education Act all traditional four- and five-year programs were transformed into Bachelor and Master degrees with the exception of a few subjects such as medicine, pharmacy and architecture. The modern post-Bologna structure follows six to eight semesters (180 ECTS for non-technical degrees and 240 ECTS for technical degrees carrying the professional title of 'Engineer') for Bachelor, and four semesters (120 ECTS) for Master. HEIs reform remains an ongoing process to implement the National Education Law no. 1/2011.

2.2. Guidelines and accreditation of Higher Education System in Romania

With the signing of the Bologna Declaration and with the agreement creating the European Higher Education Area, Romania is committed to a long process of change. The undergone transformations from the Romanian education and from the higher education generally and in particular since 1990, the accession of our country to the European Union, required the conceptual and structural changes to make it compatible with the requirements of an effective education in which the recognition of the diplomas be covered with skills and competencies. Higher education in Romania used to be highly regulated, with state level guidance and standards for each of the 81 state recognized fields of study with 353 study programs. The latest guidelines for planning education were completed and ratified by the Romanian Government H.G. 865/23.10.2006. The standards defined the name of the field, degree programs and detailed requirements such as the number of semesters and hours of study, a graduate's profile in terms of skills and competencies, required content and learning outcomes, and minimum number of hours and ECTS for specified modules. The guidance distinguished between Bachelor and Master programs and a comparison of learning outcomes shows an anticipated progression to higher level skills and greater depth of knowledge from Bachelor to Master level (Amoah, V.A., 1997) (Gudeva, L.K., 2012) . In 2011, a radically new version of the Higher Education Law was issued, revoking all existing guidelines and creating a different framework for all fields of study (Romanian Government Decision (HG), 2013), (National Education Law no.1/2011).

2.3. Curriculum development of the analyzed study programs of tourism in Romania

Analysis of tourism study programs was performed by comparison of four Universities from Romania (three public and one private university). These universities offer eleven study programs of tourism (eight for Bachelor and three for Master), ten of them are full-time and one is long distance (Table 1). All the analyzed programs are offered in Romanian language. The first level study program (Bachelor) can be of two type: in the **field of economic science, business administration with a duration of 3 years of study**

(6semesters), 180 ECTS, and in the field of engineering sciences respectively with a duration of 4 years of study (6 semesters), 240 ECTS (Table 2). The second level study

Table 1. *Universities and Study Programs of tourism analyzed in this study*

University name	Faculty	Study Program (SP)	SP Code	Type of study	BA/ MA
Babes-Bolyai University[1] (UBB)	Geography	Tourism Geography	SP1	FT	BA
	Economic Science and Business Administration	Business Administration in Hospitality	SP2	FT	BA
		Economy of commerce, tourism and services	SP3	FT	BA
University of Agricultural Sciences and Veterinary Medicine[1] (UASVM)	Horticulture	Engineering and management in catering and agri-tourism	SP4	FT	BA
		Engineering and management in tourism industry	SP5	FT	BA
Bucharest University of Economic Studies[1] (BUES)	Business and Tourism (former Commerce)	Business Administration of commerce, tourism, services, commodity science and quality management	SP6	FT	BA
		Business Administration of commerce, tourism, services, commodity science and quality management	SP7	LD	BA
		Management and marketing in tourism	SP8	FT	MA
		Business Administration in tourism	SP9	FT	MA
Dimitrie Cantemir Christian University[2] (U_DCC)	Tourism and Commercial Management	Economy of commerce, tourism and services	SP10	FT	BA
		Tourism business management	SP11	FT	MA

Note: *1 - Public university, 2 – Private university; FT- full-time, LD – long distance; BA – Bachelor, MA - Master*

program (Master) is extending on two years (4 semesters) with 120 ECTS. Both types of study program, Bachelor and Master, were compared based on the ARACIS reference standards (benchmark):

1. Domain of science (fundamental)
2. Study program domain,
3. Duration,
4. Number of ECTS,
5. European Qualification Level,

6. Framework for Higher Education Qualifications,
7. Teaching language,
8. Type of courses (fundamental, specialty, domain, complementary) (compulsory, optional, facultative) and
9. Number of hours (courses, laboratory, project, seminars).

Table 2. *Study Program characteristics*

SP Code	Fundamental Field[1]	Degree Field[1]	Duration (semester)	ECTS	EQF Level
SP1	Mathematics and nature science	Geography	6	180	6
SP2	Social Sciences	Business Administration	6	180	6
SP3	Social Sciences	Business Administration	6	180	6
SP4	Engineering Sciences	Engineering and management in agriculture and rural development	8	240	6
SP5	Engineering Sciences	Engineering and management	8	240	6
SP6	Social Sciences	Business Administration	6	180	6
SP7	Social Sciences	Business Administration	6	180	6
SP10	Social Sciences	Business Administration	6	180	6
SP8	Social Sciences	Business Administration	4	120	7
SP9	Social Sciences	Business Administration	4	120	7
SP11	Social Sciences	Business Administration	4	120	7

Note: 1 – according to H.G. 493/17.07.2013 [9]

The courses offered by the universities can be compulsory, optional and/or facultative (Table 3). Students are required to take all compulsory classes, can chose among two or three courses offered as optional course and are free to choose if they want to attend a facultative course or not. The structure of the courses can be further distinguished as fundamental, specialty, domain, complementary, built based on the ARACIS standards and guidelines for the specific domain. In the case of Bachelor programs, compulsory courses range from 53.73% up to 82.14% in the case of programs with 180 ECTS. BUES offers more optional courses than the other universities; thus, students are allowed to choose the courses they believe do respond to their necessities. In the case of programs with 240 ECTS the percentages among the types of courses are more similar. The differences in the curriculum structure of courses are mainly related to the different fundamental field and degree field as well, and are in accordance with ARACIS standards. In the case of Master programs, the majority of courses are specialty courses, the range being between 62.50% and 100%, the private university offering also complementary courses.
As regard to the total number of hours taught in the Bachelor programs (Table 4), the average total number is 1958.4 hours per program in the case of programs with 180 ECTS

and 3008 hours per program in the case of programs with 240 ECTS. There are no significant differences as regard to the distribution of hours among lectures (45.20%-54.03%). More significant differences appear to the practical courses offered, which can be seminars, projects and/or laboratory, depending on the specific domain. The engineering programs are the only ones who offer all of these three types of practical courses. The Master programs are taught on average in 1014 hours, the students being equally involved in participating to the theoretical and practical activities.

Table 3. *The structure of the study program*

Study Program	BA/ MA	Type of courses					Curriculum structure of courses							
		Compulsory		Optional		Facultative	Fundamental		Domain		Specialty		Complementary	
		No	%	No	%	No	No	%	No	%	No	%	No	%
SP1	BA	46	82.14	10	17.85	2	23	41.07	9	16.07	17	30.35	7	12.5
SP2	BA	43	89.58	5	10.42	0	12	25.00	15	31.25	16	33.33	5	10.41
SP3	BA	39	84.78	7	15.21	5	19	41.30	13	28.26	8	17.39	6	13.04
SP4	BA	54	73.97	19	26.03	16	9	12.33	33	45.21	19	26.03	12	16.44
SP5	BA	53	73.61	19	26.39	14	9	12.50	34	47.22	17	23.61	12	16.67
SP6	BA	36	53.73	31	46.27	47	28	41.79	0	0	39	58.21	0	0
SP7	BA	37	59.68	25	40.32	0	25	40.32	0	0	36	58.06	0	0
SP10	BA	26	86.67	4	13.33	4	13	43.33	3	10.00	12	40	2	6.67
SP8	MA	15	78.95	4	21.05	0	0	0.00	0	0	19	100.00	0	0
SP9	MA	20	83.33	4	16.67	0	4	16.67	0	0	20	83.33	0	0
SP11	MA	22	91.67	2	8.33	0	0	0	0	0	15	62.50	9	37.50

Table 4. *Report between specific teaching activities and the total number of courses*

Study Program	BA/ MA	Total Hours	Lectures		Seminars		Projects		Laboratory	
			Hours	%	Hours	%	Hours	%	Hours	%
SP1	BA	1736	938	54.03	560	32.26	-	-	238	13.71
SP2	BA	1876	868	46.27	812	43.28	-	-	196	10.45
SP3	BA	1998	910	45.55	700	35.04	-	-	388	19.42
SP4	BA	3028	1450	47.89	844	27.87	134	4.43	600	19.82
SP5	BA	2988	1432	47.93	1102	36.88	134	4.48	320	10.71
SP6	BA	1952.17	909.71	46.60	793.13	40.63	249.33	12.77	-	-
SP7	BA	2078	1057	50.87	791	38.07	230	11.07	-	-
SP10	BA	2104	951	45.20	1097	52.14	56	2.66	-	-
SP8	MA	1078	462	42.86	308	28.57	308	28.57	-	-
SP9	MA	1078	420	38.96	350	32.47	308	28.57	-	-
SP11	MA	886	448	50.56	438	49.44	-	-	-	-

2.4. Correlation between study program professional and transboundary competences with occupations (ISCO-08) (RNCIS)

Designing the National Higher Education Registry (RNCIS) in Romania is based on the framework for qualifications in the EHEA, compatible with the European Qualification

Framework (EQF) for LLL (Life Long Learning). The National Framework for Higher Education Qualifications closely define the profile, objectives and initial design of the first and second level of higher education in Romania (based on methodology, guidelines and procedures developed by ARACIS). The description of the qualifications for each level of studies in Romanian National Framework reflect the usual skills and accomplishments of the student and are related to the qualifications that indicate completion of specific study level. The study programs are built such that they address to the High Education Competences and Qualifications stated at national (RNCIS) and EU level (ISCO-08).
Romania supported at national level a structural program to reform the Higher Education Qualifications based on Knowledge, Skills and Abilities (KSA) – professional (CP) and transboundary (CT) competences developed through study programs (Table 5, 6), correlated with ESCO (ESCO, European, Skills, Competences, and ~ Occupations). The main issue of this wide national project was the development of RNCIS. For each competence, the project specifies minimum performance standards to help the evaluation of the specific competences. All these competences (professional and transboundary) are established to respond to the national and international requirements. The differences among the competences are related to the fundamental field and degree field. However, it is interesting to notice that the professional and transboundary competences differ in the case of SP2 as compared to the other study programs which are included in the same fundamental and degree fields (SP3, SP6-SP11). SP4 and SP5 have slightly different competences, the differences being due to the degree field. In all cases, the transboundary competences do relate to the ability of working in a team and to the responsibility of applying principles, norms and values of professional ethics.

2.5. Internal Evaluation

Universities establish their own Internal Evaluation of the Study Program. Design of new Study Programs follow the decision chart represented in Figure 1. Based on a market study each Faculty establish its own strategy on design and developing new integrated study programs highly competitive and follow-up with their validation on education and work-market (feedback from employers).

Table 5. *Study Program/Professional Competences (C_P)/ Descriptor type of C_P*

SP	C_P	Descriptor type of CP
SP1	C_{P1}	Definition, description of main geographic notions, laws, processes, phenomena, explanation of their genesis and evolution, assessment their consequences upon natural and anthropic geographic systems
	C_{P2}	Identification and geographic analysis of the tourist potential at a local and regional level
	C_{P3}	Processing the data obtained within some theoretical research and analyzing the results
	C_{P4}	Using TIC for processing information analysis of the data
	C_{P5}	Accounting for solutions based on information from different sources with a didactic, scientific and popularizing character within the domain of geography
	C_{P6}	Applying the principles of multi- and inter-disciplinarily in the geography domain

SP2	C_{P1}	Collection, processing and analysis of data necessary for the management of economic
	C_{P2}	Business environment research foundation for business decision
	C_{P3}	Negotiation of terms of contract and management of relations with customers and suppliers
	C_{P4}	Implementing business development strategies in organizations in the hospitality industry
	C_{P5}	Assistance in the management of human resources of organization
	C_{P6}	Implementation of quality management systems, environment and food safety within the companies
SP3, SP6, SP7, SP8, SP9, SP10, SP11	C_{P1}	Services in trade, tourism and services
	C_{P2}	Marketing of goods and services
	C_{P3}	Management of relations with customers and suppliers
	C_{P4}	Management and allocation of financial and material resources
	C_{P5}	Quality assurance in trade, tourism and services
	C_{P6}	Human resource management consultancy
SP4	C_{P1}	Performing calculations, demonstrations and applications, for solving specific tasks for engineering and management based on knowledge of fundamental science and engineering
	C_{P2}	Development and interpretation of technical, economic and management documentation
	C_{P3}	Planning of flows, processes and technical, economic, financial and socio-cultural systems in public alimentation units; control and evaluation of these activities
	C_{P4}	Management of information systems: software applications-operating and customization
	C_{P5}	Management of production units in public alimentation/ agritourism, marketing strategies and policies
	C_{P6}	Designing new products and services; quality control and production/service audit
SP5	C_{P1}	Same as C_{P1} for SP4
	C_{P2}	Same as C_{P2} for SP4
	C_{P3}	Diagnosis of technical, economic, financial, social issues, development and interpretation of studies, complex researches and multidisciplinary analyses to develop operational and development strategies
	C_{P4}	Management of systems and processes to ensure quality and increase profitability of the tourism product, by using principles, concepts, specific knowledge, tools, methods and appropriate models
	C_{P5}	Optimizing the activities regarding the development and marketing of tourism products and the implementation of the principles of marketing in tourism
	C_{P6}	Provide technical assistance in tourism industry and the ability to implement environmental programs

Table 6. *Study Program/Transboundary Competences (C_T)/ Descriptor type of C_T*

SP	C_T	Descriptor type of C_T
SP1	C_{T1}	Applying strategies of efficient and responsible work, of punctuality, seriousness and personal responsibility based on principles, norms and values from the code of professional ethics
	C_{T2}	Applying techniques of efficient work in a multi-disciplinary team, ethical attitude towards the group, respect for diversity and multiculturalism, accepting diversity of opinion
	C_{T3}	Self-evaluation of the need of continuous professional development with a view to insertion and adaptability to the work market requirements
SP2,SP3, SP6,SP7, SP8,SP9, SP10,SP11	C_{T1}	Application of principles, norms and values and professional ethics within its own rigorous work strategies, effective and responsible
	C_{T2}	Identify roles and responsibilities in a multidisciplinary team and apply techniques of networking
	C_{T3}	Identify opportunities for continuing education and efficient use of resources and learning techniques
SP4	C_{T1}	Develop projects, under assistance, to solve issues and comply with content, norms, standards
	C_{T2}	Team development of a work or project of medium complexity, by identifying and respecting professional roles of team members and the fundamental principles of management
	C_{T3}	Develop and defense, in Romanian and in an international language, of a specialized work in the field, with topic required or of choice, using a wide range of information sources and tools
SP5	C_{T1}	Same as C_{T1} for SP4
	C_{T2}	Same as C_{T2} for SP2
	C_{T3}	Same as C_{T3} for SP4 for a personal professional development plan

2.6. External Evaluation

External Evaluation at national level

All Universities presented in this paper follow the Institutional External Evaluation at national level by ARACIS that set-up methodology, guidelines and standards for institutional external audit.

The Study Program Standards/ Guidelines for Engineering Study Programs (CEPSI 1, 2) are presented as follows:

- the study program plan should have courses as fundamental, specialty, complementary, and domain, classified as compulsory, optional and facultative;
- optional courses should be of minimum 10% of total courses (compulsory + optional),
- Fundamental courses should represent minimum 17%, domain courses minimum 38%, specialty courses minimum 25%, complementary courses should represent maximum 8%,
- Minimum 4 courses with project
- Courses should define professional and transboundary competences and address to national and EU qualification (RNCIS and ISCO-08)

- Academic year should have two semesters, each of 14 weeks, with 20-28 hours per week (for first level of study), with a maximum of 3152-3376 total hours including 240 hours of practical activity eight semesters (4 years of study)
- Each semester should have 30 ECTS, with a total of 140 ECTS
- Report between course and laboratory (practical activity) hours should be 1:1, ±20%
- Practical stages beginning with 2nd year of 2-3 weeks per year and diploma stages in the last year of study.

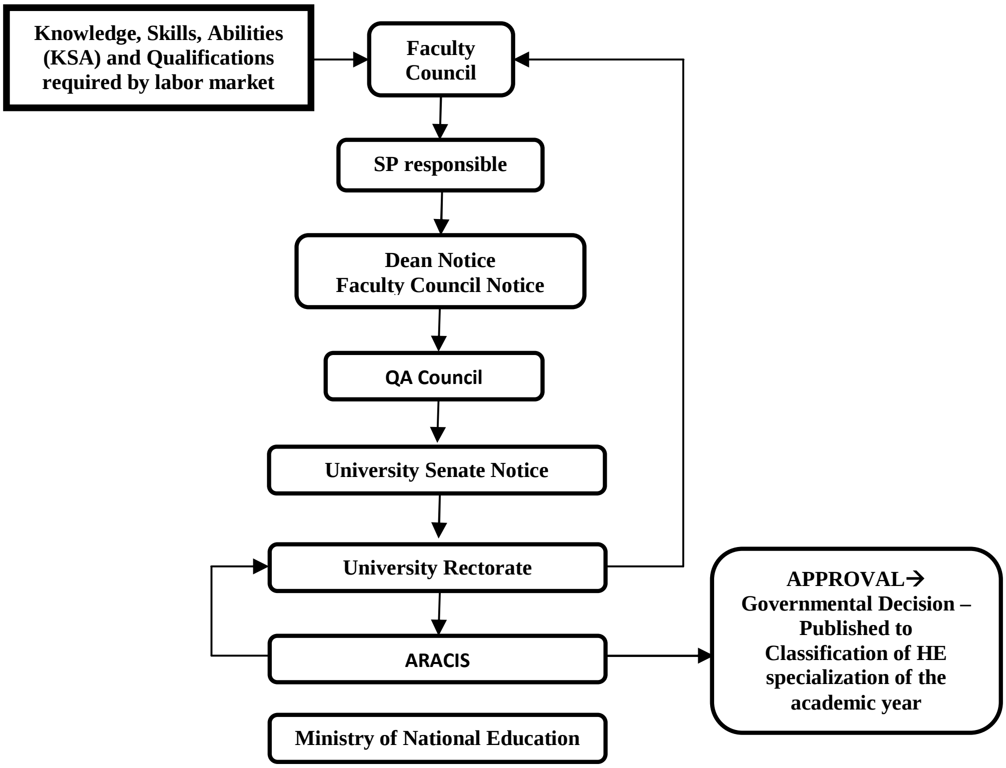

Figure 1. *Decision chart* - *Procedure of design and approval of the new Study Program*

Standards/ Guidelines for Social Science – Business Administration Study Programs
- the study program plan should have courses as fundamental, specialty, complementary, and domain, classified as compulsory, optional and facultative;
- Complementary courses should represent maximum 10%
- Optional courses should represent maximum 10%
- Courses should define professional and transboundary competences and address to national and EU qualification (RNCIS and ISCO-08)
- Academic year should have two semesters, each of 14 weeks, with 20-28 hours per week (for first level of study), six semesters (3 years of study)
- Each semester has 30 ECTS, with a total of 240 ECTS
- Report between course and laboratory (practical activity) hours should be 1:1, ±20%

- Practical stages beginning with 2nd year of 2-3 weeks per year and diploma stages in the last year of study ARACIS set-up the following criteria For the Engineer and Management bachelor study domain:
- domain courses: 55% engineering sciences, 35% economic sciences, and 10% magisterial sciences,
- specialty courses: 55% engineering sciences, >35% economic sciences, < 10% magisterial sciences.

External evaluation at EU level

Starting with 2010 the Romanian HEIs go through the Institutional External Evaluation, by the European University Association – EUA. The case study presented in this paper apply for External Evaluation in 2013 (UASVM, UBB and BUES), the private University U_CDD did not follow this procedure.
*UASVM IEP (Institutional Evaluation Program) Report EUA (*Schmidt-Nielsen, B., 2013). - The University aimed to fulfill its mission, 'by promoting excellence in education, research and innovation, by initial and post-university formative study programs, by lifelong learning systems and by acceding to the university values, in accordance with the requirements of a knowledge-based society' (Strategic Plan 2012-2016). Since 1990 the challenge of improving teaching has been confronted head on by the University. The introduction of the Bologna process with an emphasis on student-centered learning, flexibility, choice and innovation in assessment practices, together with a renewed focus on the balance between theory and practice in agricultural and veterinary programs are, to the University's mind, progressively bringing about the required improvements in teaching and learning. Elective routes are limited in the Bachelor's programs and absent altogether at Master's level. This sat uncomfortably with the idea of student-centered learning at undergraduate level and may not fit the graduate for the employment market particularly effectively. A key consideration in the Bachelor degree was that declining staff resources have necessitated a reduction in electives compared to five years ago. However, every Bachelor specialization is followed by a specific Masters program. The University explained that the four-year Bachelor programs provide a firm basis for a more narrowly focused program at Master's level. Each faculty has a Vice Dean for Academic Affairs who has an interest in the effective delivery of programs in the classroom. The Vice Dean holds regular meetings with departmental representatives and weekly meetings with the Vice Rector (Academic). In this way teaching activity can be monitored at the level of the classroom and the Executive can be kept informed at Faculty and University levels that teaching and learning policies are being implemented. In monitoring such activity the University adopts several monitoring methods, all at departmental level:

- Departments carry out regular reviews of groups of program specialties to ensure that the nature of the program and related pedagogy are relevant to the students' needs.
- The percentage of theoretical content given to students is monitored.
- Assessment practices are scrutinized.
- Feedback from students on committees and questionnaires are analyzed and considered by Vice Deans and Heads of Department.

BUES IEP Report EUA (Junge-Jensen, F., 2012) emphasize one issue that was raised in all the meetings with students. It has to do with the need for practical experience and development of personal skills, including also entrepreneurial skills, and this should be considered a necessary complement to the theoretical courses, which prevail in the study programs. The need to develop the practical competences of students is of course an issue to be considered in redesigning the curricula and the corresponding learning outcomes. Besides, it is an issue that requires the cooperation of the external partners to the university, *i.e.* the people of companies and business. In this regard, the evaluation team would like to suggest some practical ideas, as follows:

- Increasing the number of internships nationally and internationally which should be considered a constituent part of studies, providing students with more exposure to the workings of a business
- Involving students in real-life projects in companies
- Inviting experts from the world of business and companies as guest lecturers to the BUES with no obligation to hold a doctorate degree
- Developing innovative learning methods (case studies, case competitions, simulation exercises, business games, etc)
- Developing mentoring schemes, with the involvement of students of higher levels of studies and of BUES alumni.

UBB IEP Report (The Bucharest University of Economic Studies). - The university's Self Evaluation Report indicates that policy in the area of education, and teaching and learning, is centered on ensuring that studies and pedagogy are focused not only on enhancing the student experience but also on meeting national needs. UBB has aspirations for a shift of emphasis towards growing more masters provision, and to greater prioritization of lifelong learning and continuing professional development (CPD) programs. In all of these areas it is apparent that there are fewer restrictions at national level. In view of the significant potential for meeting training and updating needs of local and regional business, commerce, and professions, and changing labor market needs more generally, the IEP team strongly endorses these plans. From the team's perspective, in view of the availability of expertise in the UBB Centre for lifelong and distance learning, there is an added advantage of making such new provision available on a distance or blended learning basis.

3. CONCLUSION

Using the case study of Romanian university programs in tourism, this article provides a framework for the application of systems approach in the design and promulgation of a national tourism training and education strategy, particularly in emerging tourist destinations in Romania countryside (agritourism/ecotourism) and other parts of the world. In most instances, lack of coherent national tourism policy has led to increasing fragmentation and diminishing quality of tourism programs that lack versatility to respond to the changing demands of tourism industry.

In Romanian universities, implementation of the quality management systems in accordance with ISO 9001 is not a mandatory requirement. The legal requirements for QA in HEIs are formulated by the national accreditation bodies ARACIS as external methodology, standards, reference standards (benchmark) and performance indicators,

organized in three domains with specific standards (benchmark) and performance indicators that can be fulfilled on different levels. Romanian universities have the freedom to decide to implement their own QMS that usually meets both legal and ISO requirements, but also to develop their own levels for performance and quality indicators.
The system of qualification descriptors is the backbone of the National Qualification Framework for Higher Education. The Romanian study programs analyzed were designed with respect of the KSA system (knowledge, skills, abilities) in terms of professional and transboundary qualification for the specific field. The model suggested for the competence description comes as a helpful working tool that can serve the design of curricular models. Curriculum designers shall examine and precisely determine the topics, structure and content elements that are adequate for the study field. To sum up, the authors consider that any study program in tourism should aim at offering students adequate knowledge, skills and abilities (in the practical and technical know-how and specialized training with a basic training in the area of professional communication) so as to ensure better labor insertion on the EU marketplace. Hence, the application of curriculum design approach in tourism training and education is essential in the development of a highly qualified and adapted workforce that is a key to raising quality standards and gaining a competitive advantage in the global tourism market. As a general conclusion the level of content compatibility of the tourism programs in Romania has increased in the latest years. This is due to the National Romanian Agency of QA in HEIs – ARACIS and EUA (IEP) as well as strengthening of the professional dialogue among universities – faculties and employers, in terms of ESCO.

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CURRENT FEATURES OF TOURISM IN THE GLOBAL WORLD ECONOMY, WITH SPECIAL EMPHASIS ON THE PHENOMENON OF HUMAN TRAFFICKING AND SEXUAL ABUSE OF CHILDREN

Academician prof. Dr. sci. Mladen Bodiroža
International University of Travnik, Travnik, Bosnia&Herzegovina

Abstract: *Topic of this paper, previously etitled as complex – interdisciplinary includes a number of issues concerning global - international economy or more precisely, issues concerning international relations in general. However, bearing in mind the task of this meeting, certain aspects had to be omitted because much more time is needed for the elaboration of the most important issues.*
So, that was the main reason why some of the aspects were left out and our analysis was focused on one, certainly most important aspect - it is the role of sex tourism as a modern form of global economic relations and its impact on business and national GDP. Central point of this analysis is the phenomenon of human trafficking, sexual abuse of children and women.
This crime, based on ruthless acquisition of profit derived from slave labor and employment, is often aided by a weak judiciary, corruption and poverty in countries that are characterized as poor global south.

Key words: *tourism, business, sexual assault, human trafficking, prostitution*

1. HUMAN TRAFFICKING AS ECONOMIC AND SEXUAL EXPLOITATION - GENDER AND AGE STRUCTURE

One fact stands - new cognitions about the phenomenon of human trafficking are acquired almost every year. In this regard, one report of the USA Government from the first decade of 21st century presents the data about manifold division of transnational human trafficking. According to these data, human trafficking is divided by various criteria such as gender, age, etc. Data showed that, out of sample of 600.000 - 800.000 men, women and children who are trafficked across international borders every year, approximately 80% are women and girls, and up to 50% are juveniles. Furthermore, the data indicated that most of the victims were trafficked across international borders for economic and commercial sexual exploitation. But the fact is that the focus was on human trafficking across international borders, so presented figures do not include millions of victims around the world who are trafficked within national borders. It is a disgraceful assault on the children's dignity and a form of violent child abuse. Sexual exploitation of children has devastating consequences[2].
Tourists who travel to a foreign country in order to have sex with children usually travel to developing countries, looking for anonymity and availability of children for prostitution.

[2] UNICEF"s data

This crime is aided by a weak judiciary, corruption, Internet, ease of travel and poverty. Sexual offenders come from all social and economic environments of planet, and some of them hold positions of trust. Beside this, one 2009 report indicates the alarming fact about human trafficking for slavery work purposes, often within thier own country. This form of human trafficking is much more difficult to uncover and estimate than trafficking for sexual exploitation, and still could be much larger in size if we include domestic trafficking. This fact does not have to explicitly involve the same criminal networks profiting from transnational trafficking for sexual exploitation purposes. For example, this is more about individuals who are in most of the cases culpable for enslavement of a servant, or hundreds of workers in factory where regular salary is not payed.

There is a series of estimates about the range and the extent of a modern-age slavery, both within certain country and across various borders. As a response to the problem of tourism for the purposes of having sex with children, NGOs, tourism industry and governments commenced to deal with this issue. The World Tourism Organization (WTO) established a working group to fight against this form of tourism. WTO, a non-governmental organization named “End child prostitution, child pornography and trafficking of children for sexual purposes” (ECPAT) and Nordic tour-operators designed in 1999 a global Code of conduct for protection of children from sexual exploitation in travel and tourism. Until 2005, one hundred travel agencies from 18 countries have signed this code. This process is now intensified and is expanding to many other countries.

In this regard, the International Labor Organization (ILO), specifically the United Nation’s agency in charge for labor standards, employment and social care issues, draw up estimation that, at any moment, 12.3 million people is working under compulsion, whether it is a debt bondage, sexual slavery or it comes to children at forced labor. The range of other estimates is from 4 to 27 million people.

2. THE NECESSITY OF INTRODUCING A LEGISLATIVE REGULATION

Extraterittorial laws are necessity, and so is a global (planetary) level prohibition for all forms of tourism for the purposes of having sex with children, while the penalties should reflect the heinous nature of the crime. In addition, the countries of the world should train police officers for these purposes, finance the campaigns of public awereness rising and organize shelter and assistance for victims.

In all of these activities, travel and tourism sector must play a crucial role through training of the staff to report suspicious behaviour and introduce passengers with relevant laws in effect. Likewise, the private sector should establish and enforce a strict policy of rejecting the sexual exploitation of children. Furthermore, the owners of the private companies should insist that institutions and suppliers who work for them do the same and much more regarding the issue of consistent implementation of legal regulations concerning this key tourism problematics.

3. WHY SEX TOURISM IS MORE AND MORE ACTUAL AS A PART OF GLOBAL WORLD ECONOMY?

In answering this question, some not quite accurate ascertainments about women sex tourism increasing popularity in last decades can be given.

According to various statistical sources, it is unequivocally that in recent decades about 600.000 women craving for male attention, love and sex go to the Caribbean Islands each year, looking for love adventures. But, there is a big difference between male and female sex tourism. Women don't go to the bars and sex clubs to find a partner. They are doing it in much more sophisticated manner.

Researchers who study the phenomenon of female sex tourism claim that this type of tourism is characteristic for middle-aged, lonely and women dissatisfied with their habitual and boring family life.

4. WHICH SEX TOURISM DESTINATIONS ARE MOST ATTRACTIVE IN ECONOMIC TERMS (PROFIT) AND WHY?

It is interesting that men, when choosing a destination for so-called „hunt“, usually opt for countries in Southern Europe like Italy, Turkey, Spain, even Croatia, which are top destinations for male sex tourism according to the latest researchs. Other popular destinations are the Caribbean Islands, Indonesia, and those who prefer dark-skinned women spent their sexual vacation in Kenya.

Less popular destinations among ment for this kind of tourism are Nepal, Dominican Republic and Cuba, but these are also the countries equally chosen by men and women. It is known that around 17 percent of the Jamaican population lives below the poverty level, and tourism and agriculture are the only sources of income. The best-known such destinations are Mytilini in Greece, Bangkok and Pattaya in Thailand, and the island of Bali.

Furthermore, sex tourism is popular in so called third-world countries, where prices of these services are very affordable, some would even say attractive. As we found out, beside the money, lovers gladly accept all kinds of gift items, such as watches, clothing, lighters and other small items, while the women of Ottawa are known as the most generous guests.

5. SEX TOURISM AS A PART OF GLOBAL WORLD ECONOMY

Here we have in mind a girls for fun, that is hospitable girls, prostitutes, massage girls - it all has the same meaning. They are a part of the global world economy, goods that are transported across the borders, from one airport to another, and down the mainland. They are expendables in the multi-billionaire dollar industry. Women and children are being sold as a product for a large profit - it is about the international sex trafficking. There are several categories of this kind of trafficking. First, and the largest one of transnational sex industry (the one this text is focused on), is international prostitution. There is industry of the brides by man's request. Another one important category is export of she/he workers in exchange for foreign capital that would be sent back home. When it comes to export of women, they are intended to work in households as a housewives or carers. Although they do everything deemed appropriate, they live on the margins. Through this kind of trafficking, poor women reach the rich men. Flow rate of poor women from the South to the North is the greatest. Women from the former Eastern block also come to the North. Most often destinations for the women are Europe, North America, Japan, Australia and Middle East. Women come from both rural and urban areas. They were attracted to these jobs by promises that they will become tourist agents, or they were simply kidnapped and forced into sexual slavery. In some countries, the market is developed to the extent that women are sold directly on the street. Often, it is not about women, but about the girls from 10 to 15 years of age. Some of these girls haven't experienced a menstrual cycle, and most of them don't even now what sex actually is. For example, imagine the position of a kidnapped girl from Burma; she has no idea in which country she is or what will happen to her. If she is not raped along the way (or even if she is), she is immediately taken to the „room for revealing virgins". She is being continuously raped there, until she can no longer pass as a virgin. Then she enters the business. The girls were bought for 400-800$. They were told that they must earn that money before they are allowed to leave brothel. They have to pay for food, clothes, lodging and usually recieve 20% of their earnings. They earn 4 to 5 times more money than they actually owe and only then they are allowed to fend for themselves. Once that happens, they still aren't in better position then before. They have no means of living except prostitution, no place to live, they are labeled for a lifetime. This is nothing new. The fact is that selling women lasts for thousands of years.

Brides on order are also common thing. Selling is much more organized and systematic nowadays. Due to the large profits, prostitution has reached catastrophic proportions. It has been ascertained that one to two millions of women and children are trafficked every year. It was also found that 30 millions of women have been sold across the world since the mid-seventies to 1991 and this trend constantly grows. Over 100.000 women have been trafficked to Japan each year, to be slaves in bars and brothels. Thousands of young women and girls are sent from Nepal to India and from Burma to Thailand. In 1990, 200.000 women were sent from Bangladesh to Pakistan. Women from Latin America and Africa found themselves in Thailand and Europe. Women from Latin America and the Caribbean are transported to the USA, although the actual study on human trafficking in the USA has not been made.

6. WHAT IS MEANT BY THE TERM „FEMALE SEX TOURISM"?

As men make up their mind to visit striptease bars or to pay a prostitute during the holiday, so does women have their own form of sex tourism, higly developed and widespreaded, although they never talk about it in that context.

Women are not going to pay to somebody in a „simple" way in order to get what they want. They prefer to pay for their romance through dinners in fine restaurants, branded clothing, expensive jewelry or even traveling. Their romance lasts much longer than in men's case.

It is a form of tourism that is already known to the Croatian coast, too. Everybody are familiar with terms „seagulls“ and „seagulling“. It refers to guys who are accompanying „fine“ foreign women during their summer holiday. These guys are always suave and smooth-tongued, and such behaviour brought them a first statue in Makarska, in honor to this „species“ which brightened the days spent in Croatia to many women.

7. WHAT ARE THE MAIN CAUSES, MOTIVES AND PURPOSE OF SEX WITH CHILDREN?

Millions of children in countries at all continents are affected by commercial and sexual exploitation of children. One form of such exploitation is progressing rapidly, and that is tourism for the purposes of having sex with children. This kind of tourism involves persons who are traveling from their own country to a foreign country for having sex with children. This crime is aided by a weak judiciary, corruption, Internet, ease of travel and poverty. Tourists who travel to a foreign country for a sex with children usually travel to developing countries. Such tourists from Japan, for example, travel to Thailand, while Americans usually travel to Mexico or Middle America. Some people just „take advantage of the situation“[3]. They don't travel to a foreign country with the intention to have sex with children, but they sexualy exploit children when they find themselves in another country. Pedophiles travel with the intent to sexually exploit children.

As a response to the increasing problem of tourism for the purposes of having sex with children, NGOs, tourism industry and governments commenced to deal with this issue. The World Congresses dedicated to the fight against commercial and sexual exploitation were held in Stockholm and Yokohama in 1996 and 2001. In this regard, the World Tourism Organization established a working group to fight against this form of tourism and designed a global code of conduct for protection of children from sexual exploitation in travel and tourism. Persecution of persons who travel to other countries for sex with children was intensified all around the world in last five years. Today, 32 countries have extraterritorial laws allowing persecution of their citizens for crimes committed abroad, regardless of whether these offences are punishable in the country where they are committed.

8. UNITED STATES OF AMERICA AND THEIR LAW ON PROTECTION OF VICTIMS OF HUMAN TRAFFICKING

Since 2003, the United States have intensified their ability of fighting against tourism for the purposes of having sex with children, through bringing the new Law on protection of victims of human trafficking and the PROTECT law. Together, these laws increase

[3] Lelieblank, scharlakenrood (Michael Fbaer, 2003)

penalties to a maximum of 30 years in prison for child sex tourism. The Ministry of National Security also developed an activity for the fight against exploitation of children, child pornography and tourism for the purposes of having sex with children called Operation Predator. US are also financing the „World Vision“, a non-governmental organization that implement projects on public awareness rising, discouragement and prevention of the abroad crimes. With 20 verdicts in three years, the United States lead in the number of convictions for child sex tourism, so Joe Mettimano from the nonprofit group „World Vision“ believes that Americans contribute significantly to this problem, which is usually one of the most common forms of pedophilia. But, according to some not very accurate estimates, Americans participate with 25 percent in overall child sex tourism in the world, while 80% of them are looking for child sex tourism services in South America, particularly in Costa Rica and Mexico, where the sex with children can be payed with a pack of cigarets or juice, for instance. Europeans mainly travel to Thailand or the Phillipines for child sex tourism. Though 110 coutries ratified the UN protocol on human trafficking prevention, only around fifteen of them, including the United States, have laws according to which the cyber sex with children is punishable.

9. HETEROGENEITY OF THE INDIVIDUAL COUNTRIES' LAWS ON PROTECTION OF VICTIMS OF HUMAN TRAFFICKING

The truth is that a small number of countries so far have taken any significant steps to fight against tourism for the purposes of having sex with children. The French Ministry of Education should be emphasized as a positive example. This ministry, together with the representatives of travel agencies, developed guidelines about tourism for the purposes of having sex with children for a tourism schools curriculum. Air France, a state owned company, granted a part of the money earned by selling toys in planes for financing the program of rising the awareness about tourism for the purposes of having sex with children. Then, Brasil conducted national and international awareness rising campaigne about sexual tourism, while Italy requires from tour operators to provide information about its extraterritorial legislation on offences related to sex with children. Almost all Swedish tour operators have signed a code of conduct where they agree to educate its personnel about tourism for the purposes of having sex with children. Furthermore, Cambogia has established a police units focused on the fight against tourism for the purposes of having sex with children, and has arrested and extradited foreign pedophiles. Japan persecutes its citizens caught in a sexual act with children in other countries.
The United States have intensified the struggle against tourism for the purposes of having sex with children in previous years, through bringing the new Law on protection of victims of human trafficking and the PROTECT law. Together, these laws are raising awareness through publishing the information about tourism for the purposes of having sex with

children. Overall world community pays more and more attention to the horrible problem of child sex tourism, while the abuse of an „art“ and „entertainment“ [4] visas begins.
Opposite to the previously presented positive efforts to suppress the evil and eradicate the crime of sexual abuse of children through legislative regulation, we have motions in the negative direction on the other side. To be specific, more and more countries stimulate these negative trends and prefer methods such as issuing the art or the entertainment visas in order to facilitate traveling and exploitation of the victims of human trafficking. In this way, thousands of women get these temporary visas in expectation of legal employment in entertainment industry. Such visas are typically granted upon presentation of an employment contract or employment offer by a club owner, proof on the financial assets and/or medical tests findings. Employment agencies, usually registered in compliance with the laws of both country of origin and destination country, play a crucial role in the deception and recruitment of these women. Upon arrival at their destination, offenders plunder the passports and travel documents from victims. Victims are forced into sexual exploitation or slavery. If victims remain in the country after the expiry of the visa, or violate the visa conditions in any other way, exploiters graft them threatening to report them to the immigration office.
Countries issuing a great number of such visas, like Switzerland, Slovenia, Cyprus or Japan, must realize that human traffickers significantly exploit this mechanism. For example, ten years ago, Japan issued 55.000 of the entertainment visas to the women from the Phillipines, and it is suspected that many of these women have become victims of human trafficking. Authorities should have more rigorous attitude toward the applications for the issuance of this type of visas and must conduct the control procedures, especially for those applicants who submitted several requests. Authorities of a certain country and other institutions have to initiate an organized campaigne and action of public awareness rising in countries of origin, in order to warn visa applicants about the games the human traffickers play to decoy women into forced labor and prostitution. This is the only cure and the only possibility.

10. SOME COUSES AND CONSEQUENCES OF SEX WITH CHILDREN

Tourism became one of the major industries in developing countries in the second half of the 20th century. Encouraged by the International Monetary Fund, World Bank and U.S. AID, developing countries started to raise hotels and resorts in order to attract foreign capital. A part of tourist attractions was sex. Package arrangements include air transportation, accommodation, cars and women or men for sexual pleasures. In Thailand, for instance, tourism brochures promoted the sun, sea and sex.
The Vietnam War brought military troops to Asia which, ironically, proved to be fruitful for economy of many countries. Korea, Vietnam, Thailand, the Phillipines and Okinawa built thriving sex industry around military bases. It is estimated that the sex industry

[4] Internet

around military bases at the Phillipines has created more than $500 million of capital by the mid-eighties of the past century. At the end of Vietnam War, there were 500.000 prostitutes in Saigon, which is equal to the total population of this city before the war.
Many of these countries have developed a special policy and laws which aided the sex industry and „supported the guys“. For example, Thailand has enacted the Law on entertainment, which included „services of a rented woman“. By the mid-seventies, 800.000 of Thai women were engaged in prostitution.
In such countries, the government and the police usually fully participate in managing the sex trafficking. Government officials are regularly provided with a sexual favors in order to participate in the business. It came to the point that the girls from the villages of northern Thailand and southern Burma are being taken away. Parents now prefer to have female child because they know that they will have a guaranteed salary.
Another problem emerged – an increasing number of diseases that spread throughout the Caribbean Islands, such as HIV or hepatitis. Still, neither side is not giving up. Many coastal places are still the favourite spots to men who are having fun in strip bars and to women who are looking for a summer romance. And while some enjoj, others try to find a way to escape from their everyday life, and the school, obviously, is not the solution.
It has been estimated that 20-30% of the child prostitutes are HIV positive. Human trafficking does not take place exclusively in undeveloped countries. It becomes a common sight that fathers from Eastern Europe bring their daughters to the Western European cities.
Such brutal behaviour towards children inevitably has psychological consequences. The social worker who works with former child prostitutes says: "They remind me of the empty shell - so much is missing, there is no awareness of existence, there is no hope or confidence. Just a big void. "
Women in Asia, Africa and Latin America, as well as in Europe and North America more and more oftenly discuss in public about violence against women, demanding to stop it.
Eight hundred women met in New York in March 1994 to discuss on preparations for the 4th UN conference of women which was held in Beijing in 1995, at the same time as in Nairobi. Two conferences were held - the official one and the one organized by NGOs. When organizers took a closer look at the work program, they relized that nothing was focused on trafficking. As one organizer from the Phillipines stated:
„All they are interested in is the economic development at the mega level. I don't see that women human rights are included. Trafficking is one of the most horrendous problems that women are facing today and it must be recognized and stopped.“
Determined to make it really happen, women are sending the petitions to many countries, demanding to be involved in resolving the problem of human trafficking. They hope to collect one million of signatures by the summer.
Throughout human history, the patriarchy treated women not as persons but as things, pieces of property to be bought and sold. Although women were not treated this way in all societes and all historical periods, it was still common enough.
Anyway, the truth is also that women kept the community together. The culture was developed and transferred to the next generations through women. So, what kind of

involvement led to decreasing the number of women and reducing their lives? For the first time in last 500 years, there is more men than women at the Phillipines.
By organizing against trafficking, women are faced with attitudes that see them as an objects and consumable goods, and are saying: „Enough!“ While doing so, they begin to comprehend the historical intersection between capitalism and patriarchy, challenging the whole concept of people as objects which are sent around or discarded according to market needs. Sexual trafficking exposes so many things - the treatment of women, the intersection between racism and sexuality, the difference between the globally rich North and the globally poor South. Question: Why is it so important? The answer: Because trafficking of women and children must be absolutely and comprehensively stopped!

11. SIGNIFICANT SEX TOURISM DESTINATIONS AND THEIR ECONOMIC ROLE

According to some not very accurate statistical data, these are the facts about the most attractive sex tourism destinations in economic trend and the reasons for it.
It is estimated that from 2 to 14 percent of gross domestic product of the countries like Thailan, Indonesia and the Phillipines derives from the sex tourism. This exhorted many metropolises of the world to transform their *red-light* districts.
Beside mentioned countries, the most popular sex tourism destinations are Brasil, Cuba, Sri Lanka, Dominican Republic, Costa Rica and Kenya. The migrations that characterize the sex tourism, i.e. its importance and role in contemporary trends and relations, resulted in the fact that, in developed countries, sex tourism takes place in more regulated conditions of popular *red-light* districts, out of which the most famous is the one in Amsterdam. Althoug the district of the red lanterns greatly contributed to the reputation of Amsterdam as famous European destination, Belgians are trying to restrict this kind of districts in order to change the dominant image of the city of legalized soft drugs and prostitution.
Just to remind that in Amsterdam's red-light district today exists (we can not specify the number) hundreds of windows where the prostitutes are „exhibited“, with ascertainment that their number is constantly decreasing year by year, at least according to the official data. The emergence of the global economic crisis has rapidly increased the percentage of poor population on the planet which reflected to the increase in the offer of sex services, often at a inconceiveably lower price. It was a great punch to the business in Amsterdam, when recently the city government decided to shut down as many as fifty windows. The official explanation was that it's about fight against criminal, especially against human traffickers and macros. In fact, the prostitution in Netherlands is legalized, but prostitutes should work for themselves, they must be nationals of a Member State of the European Union and they are forbidden to prostitute on the street. But, Mariska Majoor, head of the Prostitution information center and an activist for the sex workers rights claims that reducing the number of windows will not decrease the crime rate, but it will only raise the rent.

Many districts of the world metropolises known for prostitution, pornography, immigrants and generally „life on the fringes of society“ have passed through a similar process.

Thus, the French writer Jean Genet's would hardly recognize Barcelona's El Raval district of which he wrote in *The Thief's Journal* during the first half of the last century. As the largest *red-light* district in Europe, El Raval passed through very aggressive transformation over the last decade.

At the same period of time as El Raval, changes reached London's Kings Cross, too. During the eighties of the previous century it was known as London's *red-light* district, a place where tourists were not recomended to go to because of drug dealers, street prostitution and pickpockets. After the great purge in the nineties, today many tourists are being accomodated right there.

Paris is at the same route as Barcelona and London. Despite its chatolic name, Saint Denis Street in the city center is known for sex shops, porn cinemas and prostitution. In previous years, Saint-Denis Street was visited exclusively for sex. Today, couples buying organic vegetables in expensive healthy food stores can be seen in parallel to the men who choose a girlfriend for half an hour. Prostitution in Belgium is not punishable, but the law is sanctioning the organizations that support immigration with the purpose of prostitution, and these sanctions are in compliance with the guidelines laid down by UN.

Though prostitution is legalized in Germany in 2001, many city authorities are acting like it never happened. The same situation is in Hamburg. Night hours in the labyrinth of streets in St. Pauli *red-light* district were very lively once, while today, a sex based economy is experiencing very difficult times, and the global recession is not the main culprit for it.

The situation in Bangkok is different. Sex tourism is one of the main economy branches and many make a profit on it. The former Prime Minister **Thaksin Shinawatra** tried to do something by limiting the visiting hours of the clubs to two o'clock after midnight, but the business still goes with the same routine. In Bangkok, it is difficult to speak of one red-light district, because the whole city is divided as well organized store with a concept - something for everyone.

The economic crisis has obviously forced many to desperate measures, considering the fact that these days many agencies (some directly, others indirectly) began to promote "sex tourism"[5], in order to attract more tourists.

In the past, these kinds of offers were taking place in secret, but the money took off the vail of hypocrisy, so sex tourism ceased to be a taboo in recent years and now it is openly advertised. This kind of tourism is mostly practiced by residents of the USA, Canada and Western Europe. Someone came up with the idea that it is much more profitable, and also much safer, that clients come to prostitutes, instead of smuggling the prostitutes as a white slaves.

THAILAND – When it comes to this country, there is no doubt that this Asian state is the first sex destination in the world. Realaxed and rascally guests from various countries of

[5] Die Insel des zweiten Gesicht (Albert Vigoleis Thelen, 1953.)

the planet often forget that behind the satisfaction of their basic instincts and fun, lies inappropriate misery and poverty, as well as abuse and organized crime. It frequently happens that tourists from this kind of vacation bring home AIDS, instead of gifts and souveniers. Almost identical situation is in Cambodia, Vietnam, Indonesia and the Phillipines.

BRASIL – The land of football and coffee is at the forefront of the South America in sex tourism. Beside the travel agencies, many hotels, restaurants, night bars and taxi drivers have the role of macros. In Guatemala, Honduras and Costa Rica, the prostitution is a family business where parents rent their children.

CARIBBEAN ISLANDS – The price of services is higher in comparing to Asia, and top destinations are Jamaica and Dominican Republic. Cuba is especially interesting for Canadians and Europeans, because young girls are ready to do anything to get married and obtain a chance for a new life.

UKRAINE AND RUSSIA - are known as the traditional destinations for "romantic tours"[6], where men are not looking only for sex, but also for wives, since the Russian and Ukrainian girls are very pretty. Recently, the Association of Women of Ukraine (FEMEN), accused the national tourism organization of turning their country into a sex destination.

AMSTERDAM AND BUDAPEST - Dutch metropolis is everyone's favorite for years because of legalized prostitution, but due to high prices of sexual services it slowly loses the battle with Asian cities. With the fall of the Berlin Wall and the advent of capitalism, Hungary's capital has become a blockbuster among sex tourists from Western Europe, and Budapest became famous as the center of the porn industry.

BULGARIA, CZECH REPUBLIC - Bulgaria is slowly making its way to the top of the popular sex destinations. A package "all inclusive" is especially popular, where sexual and travel guide, accommodation, food and a farewell souvenir can be acquired for 200 euros. Prague is popular as a weekend destination for the British, because of the large number of cheap airline flights.

MIKONOS - This fashionable Greek island is also called "the confluence of debauchery". Everything is allowed here. It is also one of the favorite summer resorts of gay population.

AFRICA – Tourists from developed countries usually go widely around African continent, because of large number of people affected by AIDS. Of course, this does not deplete a tourist spots and destinations for sex tourism on the planet, or tourist regions - Europe (especially Southeastern Europe), America, Asia, Africa, Australia etc.

At the end, instead of the conclusion, through summarizing a number of, according to our free oppinion, most important issues within the entitled interdisciplinary topic, the author's tendency was to separate legal from illegal in this form of tourism from the aspect of comparing the economic and social level of development of the population with customary norms, economic and cultural and certainly many other factors that influence various countries within the global planetary framework. The intention of the author was also to point out the need to enact the national laws and the problem of obstructing this process by

[6] Internet

some countries. Despite the blatant forms of criminalization through illegal exploitation of children in the first place, sex tourism has a strategical development dimension in some parts of the world. Tourism agencies often falsely present the basic form of their work through advertising the beaches, sunbathing, visiting exotic countries, while the essence of their acting is very well organized and financially lucrative white slave trafficking.

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LIFETIME LEARNING IN THE FUNCTION OF SUSTAINABLE DEVELOPMENT OF TOURISM IN SERBIA AND SLOVENIA

Anton Vorina, Msc
Faculty of Commercial and Business Sciences, Celje, SLOVENIA, anton.vorina@guest.arnes.si
Dalibor Miletić, PhD
Faculty of management, Zajecar, SRBIJA, dalibor.miletic@gmail.com

Abstract: *Tourism is an export industry that generates foreign exchange, creates jobs, and encourages economic diversification. To meet multilingual, multicultural, and economic goals, "tourism" curricula or tourism awareness programmes are suggested for all levels of education, from early childhood up to secondary and tertiary education. Curricula should include additional (neighbouring) language learning, cover activities around multicultural traditions (holidays, gastronomy, dances, clothing), values, attitudes, stereotypes, comparing lifestyles, travelling, international and local tourism. The goal of the paper was to explore the impact of lifetime learning in the function of sustainable development in tourism in Serbia and Slovenia.*
We found out that the employees in tourism sector in Serbia and Slovenia should used „lifetime learning" if they want to be succeed at their work for the developing sustainable tourism. We also found out, despite the benefits for both tourism business organizations and tourism destinations, only 2 percent of tourism business organizations, all over the world, practice social responsibility SR.

Key words: *lifetime learning, tourism, development, Serbia, Slovenia*

1. INTRODUCTION

Tourism represents one of the world's fastest growing economic sectors. In order to control possibly detrimental social and environmental consequences of this growing demand, tourism stakeholders must operate in a socially responsible manner. Thus, innovative approaches are required, enabling high quality development and the simultaneous provision of resource-efficient tourism services (Ropret, M., 2014).
According to current data of the World Economic Forum (World Economic Forum, 2013), Slovenia does not rank among highly successful tourist destinations. Only a small number of tourism factors, for which experts consider Slovenia to have above-average utilization, exists. Among these, the factors of physical infrastructure prove particularly evident (Omerzel, D.G., 2006).
Slovenia has four neighbouring countries (Austria, Italy, Hungary, and Croatia). Slovene is her official language and the native language of about 88 per cent of Slovenia's population. Italian and Hungarian are the other official languages in Slovene regions where these two ethnic communities reside.
It was always said that tourism presents a large and idle opportunity for Serbia, which has a natural beauty that no one has. Today, Serbia still does not fulfil substantial results in the tourism industry, because with about 87,000 accommodation facilities in old buildings can not achieve neither approximate commercial results obtained by competitors. (*Strategija turizma Republike Srbije 2005 – 2015*) Because of the well-known events in the past twenty years in Serbia, the process of restructuring and privatization has delayed. Serbian

tourism does not have the modern forms of supply, beginning from new hotels, golf courses, spas, rural facilities, new infrastructure and so on, because there were no significant investments from the country and abroad.

2. EDUCATION AND SUSTAINABLE OF TOURISM IN SLOVENIA

Many studies on tourism education explore the development of tourism education, rank current programs and try to compare and assess the standing of institutions involved in tourism education (Ozretič Došen, D., 2002).They stress that tourism degrees differ in nature and content. However, they agree that the prosperity of tourism will depend largely on well-educated professionals; this can result from quality education and training and the optimal use of resources (Steynberg, L., 2002).

Slovenia is a small country with hardly any natural resources. It is, however, highly industrialized and export-oriented. In the past it served as the export base between the former Yugoslavia and the West. Its location between Eastern and Western Europe also makes it important to transit transport and tourism. The manufacturing sector comprises electrical and non-electrical machinery, metal processing, chemicals, textiles, wood processing and furniture and contributes about 33 per cent to the GDP. Services contribute more than 50 per cent of GDP and include transport and communications, trade, finance and tourism, among others. Slovenia's industrial sector is made up of many small companies. This results in a high degree of flexibility due to the fact that production is not concentrated in a few very large companies. For example, the top 130 largest companies employ only 40 per cent of the workforce and the 20 top exporters account for less than 35 per cent of total exports (Raymond. S.,1996).

Nowadays, a lot of efforts are invested into promoting socially responsible (SR) behavior of tourism business organizations, which would reduce the impact on the environment of tourism destinations (Cunill, O.M., 2013).

Only 2 percent of tourism business organizations, all over the world, practice social responsibility SR (Frey, N., 2010).

The impressive growth of tourism in Slovenia over the past decade is testimony not only to the country's breathtaking scenery, bustling towns and welcoming people, but also to the active and engaged approach of consecutive governments towards the sector. In Slovenia there exists a tangible recognition at all levels of the importance of tourism to the national economy, particularly in terms of job creation and regional development. The New Slovenia Tourism Strategy, 2012-2016, is further proof of this support and a key step towards consolidating Slovenia's Figure as a leading tourism destination in the heart of Europe. This new strategy represents more than simply a blueprint for growth. It is a commitment to a vision that by 2016, "tourism in Slovenia will be entirely based on sustainable development."

This is indeed a laudable goal. It is also the right one. Tourism strategies cannot afford to distance themselves from the principles of sustainability, both for the sake of the environment and if they are to achieve competiveness in the global tourism marketplace.

It is ever more apparent that sustainability (in its three pillars; social, economic and environmental) and competitiveness are inseparable. Competitiveness can only be achieved by fully embracing sustainability. This new strategy touches on an impressive number of objectives and measures, yet sustainability underlines them all and represents the common thread running throughout this future vision of tourism in Slovenia. It is this focus that makes this the strongest possible tourism strategy. International tourism is an extremely competitive market, with new destinations continuously emerging and gaining market share (http://www.slovenia.info/pictures).

Since 2005, the World Economic Forum has based its competitiveness analysis on the Global Competitiveness Index (GCI), a comprehensive tool that measures the microeconomic and macroeconomic foundations of national competitiveness. Many determinants drive productivity and competitiveness. Understanding the factors behind this process has occupied the minds of economists for hundreds of years, engendering theories ranging from Adam Smith's focus on specialization and the division of labor to neoclassical economists' emphasis on investment in physical capital and infrastructure, and, more recently, to interest in other mechanisms such as education and training, technological progress, macroeconomic stability, good governance, firm sophistication, and market efficiency, among others.

While all of these factors are likely to be important for competitiveness and growth, they are not mutually exclusive-two or more of them can be significant at the same time, and in fact that is what has been shown in the economic literature.This open-endedness is captured within the GCI by including a weighted average of many different components, each measuring a different aspect of competitiveness. These components are grouped into 12 pillars of competitiveness (See Figure 1).

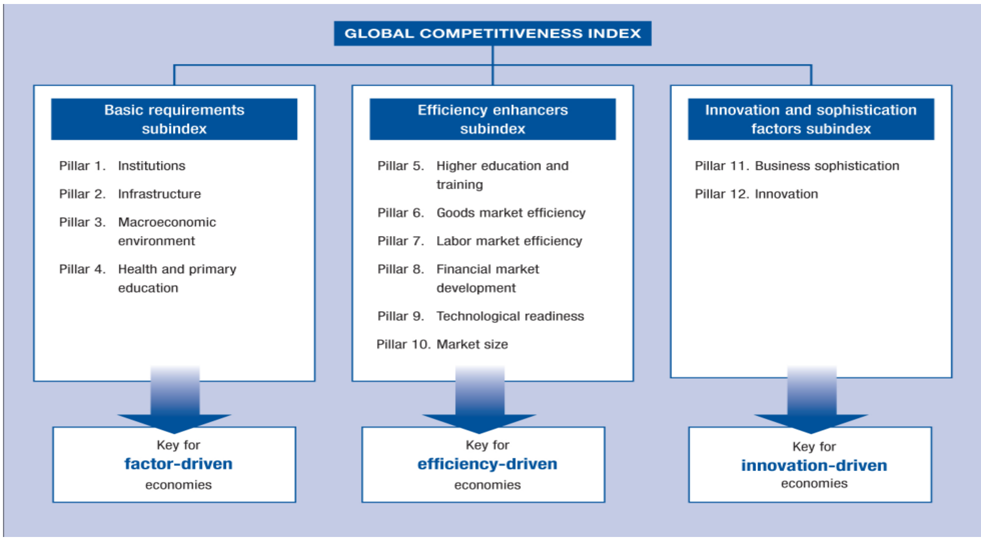

Figure 1. *The Global Competitiveness Index framework*
Source: (World Economic Forum, 2013.)

The report's Global Competitiveness Index (GCI) places Switzerland at the top of the ranking for the fifth year running. Singapore and Finland remain in second and third positions respectively. Germany moves up two places (4th) and the United States reverses a four-year downward trend, climbing two places to fifth. Hong Kong SAR (7th) and Japan (9th) also close the gap on the most competitive economies, while Sweden (6th), the

Netherlands (8th) and the United Kingdom (10th) fall. In Table 1 we can see the Global Competitiveness Index 2013-2014 rankings. The Switzerland is in the 1st place, Slovenia 62th place and Serbia 101 th between 148 countries (Table 1).

Table 1. *The Global Competitiveness Index 2013-2014 rankings*

	GCI 2013-2014		GCI 2012-2013	
Country/Economy	**Rank**	**Score**	**Rank**	**Change**
Switzerland	1	5,67	1	0
Singapore	2	5,61	2	0
Finland	3	5,54	3	0
Germany	4	5,51	6	2
United States	5	5,48	7	2
Sweden	6	5,48	4	-2
Hong Kong SAR	7	5,47	9	2
Netherlands	8	5,42	5	-3
Japan	9	5,40	10	1
United Kingdom	10	5,37	8	-2
Norway	11	5,33	15	4
Bulgaria	57	4,31	62	5
Cyprus	58	4,30	58	0
Philippines	59	4,29	65	6
India	60	4,28	59	-1
Peru	61	4,25	61	0
Slovenia	**62**	**4,25**	**56**	**-6**
Croatia	75	4,13	81	6
Romania	76	4,13	78	2
Morocco	77	4,11	70	-7
Slovak Republic	78	4,10	71	-7
Guatemala	86	4,04	83	-3
Bosnia and Herzegovina	87	4,02	88	1
Nicaragua	99	3,84	108	9
Algeria	100	3,79	110	10
Serbia	**101**	**3,77**	**95**	**-6**
Sierra Leone	144	3,01	143	-1
Yemen	145	2,98	140	-5
Burundi	146	2,92	144	-2
Guinea	147	2,91	141	-6
Chad	148	2,85	139	-9

Source: Author's creation (World Economic Forum, 2013.)

3. EDUCATION AND SUSTAINABLE OF TOURISM IN SERBIA

The transition process takes place in Serbia for more than a decade, and the restructuring of the economy is an integral part of the entire transition process of national economy and implies comprehensive changes in production structure, finance, property and organization at the macro and the micro level. Important place in all transition and reform processes in the Serbian economy belongs to tourism, apropos the most important share of tourism in the economic structure.

Qualitative and heterogeneous basis exist for the successful development of Serbian tourism: the natural conditions are significant, cultural - historical heritage is rich and the overall social conditions, builded material base and a favorable transportation and geographical position. Prerequisites which Serbia possesses presented the basis of any successful development of tourism.

Research on the competitiveness of the world and the European countries in the field of travel and tourism (T&T) conducted by the World Economic Forum, Serbia is ranked on 89th position on the list of 140 countries (Table 2). Of all European countries (42) only Bosnia and Herzegovina (41) and Moldova (42) are poorly positioned in regard of Serbia. The sum of all conditions that were discussed showed that Switzerland is the most competitive, followed by Germany and Austria (all data based on (World Economic Forum, 2013)).

In recent decades, tourism development in Serbia has not attached great importance, which resulted in low competitiveness in the international market. In support of this fact discourse the data that only in 2007 is achieved the higher income from tourism made in the 1990. (Miletić, D., 2010) Serbia has a robust and versatile foundation for tourism development, so in the future structural adjustments are needed in order to significantly increase revenues from tourism.

However, the best indicator of tourism competitiveness of one country is Index of Travel and Tourism, which was published since 2007 by the World Economic Forum (WEF). This Report is not a list of the attractiveness of countries for tourists, but an Index that measures the factors that contribute to the travel and tourism. Comparative analysis of factors competitiveness should contribute to the better decision making in particular of those countries that have the ambition to improve tourism industry.

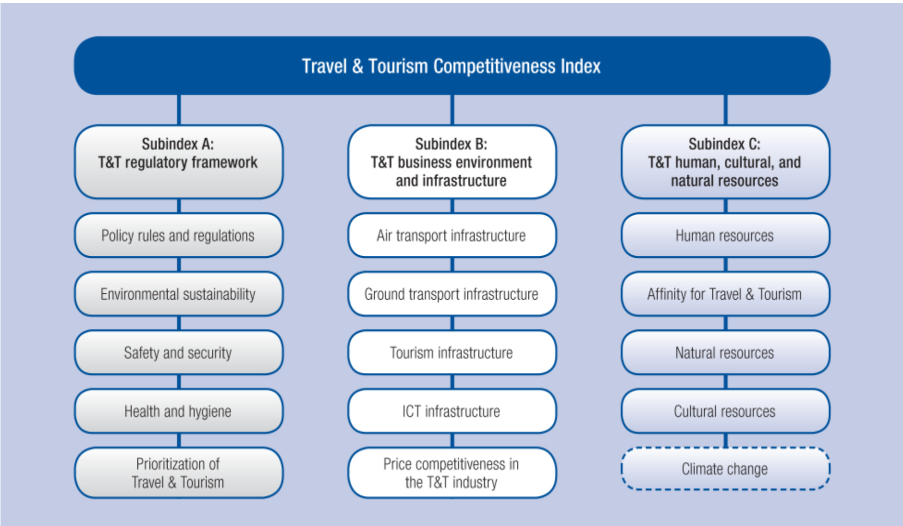

Figure 2. *Composition of the three subindexes of the TTCI*
Source: (World Economic Forum, 2013)

The result shows that Serbia is not interested in investing in tourism, as Serbia on this criterion takes 119th place, the state of its roads are located in the bottom of the table, and among the items that were rated poor are quality of port infrastructure, training of personnel, extent and effects of taxation in T&T industry, prices in hotels, the quality of the environment, the implementation of environmental criteria and the other. (WEF, 2013)
The education system needs some modern tourism development must respect the achievements of science and technology, and be tailored to the actual needs of the tourist industry, that comes from transition and follow market forces. Investing in human resources, both in the world and in Serbia today has a crucial impact on tourism sustainability. Education policy is only part of the strategy of investing in human resources
Serious analysis of these data will clearly point to the inefficient regulation that is the result of inappropriate tourism development strategy, a strategy loaded in the first place by inefficiency and ideological delusions and tourist utopianism in the national exaggerated assumptions. Tourism should be returned to the private sector, small businesses and small entrepreneurs and to stimulate development that will enable tourism to create jobs quickly and as elsewhere is a means of fighting poverty, whose proportions in Serbia are frightening. Poor tourism infrastructure is also a consequence of failing to understand the importance of tourism for economic development. (Petrović-Ranđelović, M.; 2012).

Table 2. *The travel & Tourism Competitiveness Index 2013 and 2011 comparison*

	2013		**2011**	
Country/Economy	**Rank/140**	**Score**	**Rank/139**	**Change**
Austria	3	5.39	4	+1
Italy	26	4.90	27	+1
Slovenia	**36**	**4.58**	**33**	**-3**
Croatia	35	4.59	34	-1
Hungary	39	4.51	38	-1
Bulgaria	50	4.38	48	-2
Turkey	46	4.44	50	+4
Albania	77	3.97	71	-6
Macedonia, FYR	75	3.98	76	+1
Serbia	**89**	**3.78**	**82**	**-6**
Bosnia and Hercegovina	90	3.78	97	+7
Montenegro	40	4.50	36	-4

Source: (World Economic Forum, 2013)

Tourism of Serbia should be export-oriented, requiring adjustment of the tourism product to contemporary market requirements and standards. In the current development of tourism in Serbia is attended the gap to the similar products that are offered in international markets of developed European destinations. In the future, it is necessary an integrated approach to tourism development, based on quality, which would contribute to raising the international competitiveness, but also to sustainable tourism development.

4. CONCLUSION

Tourism has become one of the world's major industries measured in terms of turnover, the number of employees and foreign currency earnings, having at the same time a huge impact on the environment. However, the future development of tourism depends on today's decisions that often do not take into account the positive and the negative impact on the tourism destinations' environment with long-term consequences that are not easily undone (Pejić Bach, M., 2014).

Tourism is a social process with social and economic consequences. On this basis neighbours' life, including their 'trans-border' tourism, depends on mutual understanding, also involving language. Tourism is a crucial cultural phenomenon; it is more worked on as a fastest growing industry. One witnessed a rapid growth also in tourism education.

The concept of social responsibility (SR) considers social benefits beyond the interest of organizations, indicating that organizations should not only fulfill their own interests but also support the interests of the society and protecting the environment.

There is no magic reed that would allow the transformation of undeveloped tourism area into developed. A lot of time and significant investments are needed in order to achieve sustainable tourism development, apropos to rise the level of tourism competitiveness. Achieving sustainable tourism requires that employees at all levels, from local to national, must act in accordance with the principles of lifelong learning.

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THE IMPORTANCE OF INTEGRATING CROSS-CULTURAL COURSES INTO THE CURRICULUM OF TOURISM EDUCATION

Michael Koniordos, PhD
Technological Education Institute of Piraeus, Athens, Greece, mkoniord@otenet.gr

Abstract: *This paper examines the meaning and content of culture and the relevant research that has been conducted having the above as a starting point and which has been implemented in business and organization management as well as in the science of Anthropology leading to the construction of cross-cultural models. In a globalized environment, being aware of these models contributes greatly to the taking of decisions in such a manner so that managers can be effective in implementing decisions and leaders can make decisions wisely. The implementation of this knowledge relies on the organizational culture of each organization and the administrative or leadership skills and competences of the managers and leaders. The tourism section is one of the fields of economy within which the composite parameters of globalization are understood perhaps to a greater extent than in other contexts. The labour market seeks specialization and training through courses whose character and orientation is multi-cultural. The academic community being aware of the labour market needs gradually adjusts the courses offered by the Business Administration Departments as well as the Tourism Business Departments by integrating into their curricula courses such as cross-cultural communication, cross-cultural management and leadership decisions in a multi-cultural environment.*

Keywords: *meaning & content of culture, cross-cultural models, globalized environment, cross-cultural management & organization, organizational culture*

1. INTRODUCTION

In most Schools of Business Administration and Tourism Business Departments, students are taught Management, Marketing, Sales, Accountancy and other useful subjects. Communication is often an elective course that is offered by other departments or is not offered at all. However, lately, this trend has started to reverse. Communication, which is considered to be a major course in Public Relations and Human Resources Management, gains new value in the multileveled spectrum of businesses. Many employers do not seek any longer employees that have practical knowledge of presentation issues, but also individuals who have theoretical knowledge of the right communication principles and know how to use them in changeable situations. The students of Business Administration Departments should be effective on communication matters and capable of analyzing, evaluating, adapting and cooperating in the context of a volatile business scene which involves a multinational workforce. Being occupied with the meaning, the context and the many aspects of culture plays an important role in the accumulation of this complex knowledge.
Ever since the rise of Japan as a leading industrial power, organization theorists and managers alike have become increasingly aware of the relationship between culture and management. During the 1960s, the confidence and impact of American management and industry seemed supreme. Gradually, but with increasing force, throughout the 1970s the performance of Japanese automobile, electronics, and other manufacturing industries began to change all this. Japan began to take command of international markets, establishing a solid reputation for quality, reliability, value and service. With virtually no natural resources, no energy, and over 110 million people crowded in four small mountainous islands, Japan succeeded in achieving the highest growth rate, the lowest

level of unemployment, and, at least some of the larger and more successful organizations, one of the best-paid and healthiest working populations in the world. Out of the ashes of War World II the country built an industrial empire second to none.
Although different theorists argued about the reasons for this transformation, most agreed that the culture and general way of life of this mysterious Eastern country played a major role. “Culture” thus became a hot topic in management in the 1980s and early 1990s, with the special character of Japan prompting Western management theorists to take special interest in the culture and character of their ***own*** countries and the links with organizational life.

2. WHAT IS CULTURE?

But what is this phenomenon we call culture? The word has been derived metaphorically from the idea of cultivation: the process of tilling and developing land. When we talk about culture we are usually referring to the pattern of development reflected in a society’s system of knowledge, ideology, values, laws, and day-to-day ritual. The word is also frequently used to refer to the degree of refinement evident in such systems of belief and practice, as in the notion of “being cultured.” Both these usages derive from nineteenth-century observations of “primitive” societies conveying the idea that different societies manifest different levels of social development. Nowadays, however, the concept of culture does not necessarily carry this old evaluative stance, being used more generally to signify that different groups of people have different ways of life.
When talking about society as a culture we are thus using an agricultural metaphor to guide our attention to very specific aspects of social development. It is a metaphor that has considerable relevance for our understanding of organizations. For management practice, we define culture as the set of values and assumptions shared by a certain group of people. We focus specifically on the values and assumptions shared by a certain group of people. We focus specifically on the values and assumptions concerning how people interact with each other and with the world around them, because these dimensions most affect organizational life.
Culture is shared by the members of a group. It guides what they do and how they do it, as well as what is assumed to be important. In this sense, culture is to people what software is to computers – the programming of people’s thinking and behaving. Culture is passed on in families and the institutions of the group, such as schools, churches, and the media. Most of the time, culture is not made explicit, but is simply a part of how things work. Therefore we are often unaware of this hidden aspect of culture until we are exposed to people with a different set of values, a different way of looking at the world and behaving in it. Even then, we often label the others’ values and behaviour as strange, rather than become more aware of our own culture.
Note that culture is not necessarily related to a particular country. We often use a national label or the name of an ethnic group as a rough indicator of culture. But countries often include distinct subgroups, each with a different set of values and beliefs. Other kinds of groups also have cultures: different generations, genders, professions, religions, and organizations often have different set of values and assumptions about people and the world. Also important to remember is that individuals ***within*** cultures are different. Patterns of values and behaviors characterize a particular culture, and most people within the culture either hold the values and follow the behaviors most of the time, or at least know what the expectations are.

However, no individual behaves consistently with his or her culture all of the time, and many individuals are quite different from the cultures in which they live. Just as we cannot know an individual's values simply by knowing what group the person comes from, we cannot predict the cultural values of a group just from knowing one or a few individuals.
Understanding culture is important for many aspects of management, both in single-country and multinational settings. People's cultural backgrounds influence their assumptions about organizational work and how interactions with other people should proceed. Culture's influence, though, is so profound that it often goes unseen. This results not only in deep and difficult conflicts, but also in untapped potential.

3. CROSS- CULTURAL MODELS

Culture has been defined in many ways, among which is Prof. Geert Hofstede's definition who claims that: "Culture is the collective programming of the mind that distinguishes the members of one category of people from another" and that "Collective programming is the way a particular group of people or nationalities is trained from a very early age to internalize the behaviour and attitudes of the group (Hofstede, G., 1980)".
As globalization of companies from all regions of the world (not just the United States) has increased through a variety of expansion models (i.e., acquisition, joint venture, "greenfield" business development), the importance of understanding and incorporating the cross-cultural dimensions of different nations into the operating model and organization design has become absolutely essential. Given the depth of experience and empirical research that has been applied to this topic, companies expanding their global footprint into new and different geographies now have a choice of whether to "learn as you go" or "anticipate and orchestrate." For those companies concerned with achieving their revenue and market share growth targets in the timeframes forecast in their business models, minimizing organization development cost, and minimizing human capital risk, the choice is in most cases clear(http://www.slideshare.net/UniversalConsensus/a-critical-analysis-of-mainstream-assessment-models-in-a-crosscultural-context).
Professor Geert Hofstede conducted one of the most comprehensive studies of how values in the workplace are influenced by culture (http://geert-hofstede.com/publications.html). He analyzed a large database of employee value scores collected within IBM between 1967 and 1973. The data covered more than 70 countries, from which Hofstede first used the 40 countries with the largest groups of respondents and afterwards extended the analysis to 50 countries and 3 regions. Subsequent studies validating the earlier results include such respondent groups as commercial airline pilots and students in 23 countries, civil service managers in 14 counties, 'up-market' consumers in 15 countries and 'elites' in 19 countries.
The values that distinguished country cultures from each other could be statistically categorized into four groups. These four groups became the Hofstede dimensions of national culture: Power Distance Index (PDI), Individualism versus Collectivism (IDV), Masculinity versus Femininity (MAS), Uncertainty Avoidance Index (UAI).
A **fifth dimension** was added in 1991 based on research by Michael Harris Bond, supported by Hofstede, who conducted an additional international study among students with a survey instrument that was developed together with Chinese professors. That dimension, based on Confucian thinking, was called **Long-Term Orientation (LTO)** and was applied to 23 countries.

In 2010, research by **Michael Minkov** generated two dimensions using recent World Values Survey data from representative samples of national populations. One was a new dimension, and the second was more or less a replication of the fifth dimension. The number of country scores for the fifth dimension could now be extended to 93. On one hand, the fifth dimension of Bond and of Minkov correlate strongly, yet the constructs are not fully identical.

The same year (2010) a **sixth dimension** has been added, based on Michael Minkov's analysis of the World Values Survey data for 93 countries. This new dimension is called Indulgence versus Restraint (IND**.**

The six dimensions are:

Power Distance Index (PDI): This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people. People in societies exhibiting a large degree of power distance accept a hierarchical order in which everybody has a place and which needs no further justification. In societies with low power distance, people strive to equalize the distribution of power and demand justification for inequalities of power.

Individualism versus Collectivism (IDV): The high side of this dimension, called individualism, can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families. Its opposite, collectivism, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty. A society's position on this dimension is reflected in whether people's self-Figure is defined in terms of "I" or "we."

Masculinity versus Femininity (MAS): The masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness and material rewards for success. Society at large is more competitive. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented.

Uncertainty Avoidance Index (UAI): The uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? Countries exhibiting strong UAI maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles.

Pragmatic versus Normative (PRA): This dimension describes how people in the past, as well as today, relate to the fact that so much that happens around us cannot be explained.

In societies with a normative orientation most people have a strong desire to explain as much as possible. People in such societies have a strong concern with establishing the absolute Truth and a need for personal stability. They exhibit great respect for social conventions and traditions, a relatively small propensity to save for the future and a focus on achieving quick results.

In societies with a pragmatic orientation, most people don't have a need to explain everything, as they believe that it is impossible to understand fully the complexity of life. The challenge is not to know the truth but to live a virtuous life. In societies with a pragmatic

orientation, people believe that truth depends very much on situation, context and time. They show an ability to accept contradictions, adapt according to the circumstances, a strong propensity to save and invest, thriftiness and perseverance in achieving results.
Indulgence versus Restraint (IND): Indulgence stands for a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun. Restraint stands for a society that suppresses gratification of needs and regulates it by means of strict social norms.
The country scores on the dimensions are relative, as we are all human and simultaneously we are all unique. In other words, culture can be only used meaningfully by comparison.
These relative scores have been proven to be quite stable over time. The forces that cause cultures to shift tend to be global or continent-wide. This means that they affect many countries at the same time, so if their cultures shift, they shift together and their relative positions remain the same. Exceptions to this rule are failed states and societies in which the levels of wealth and education increase very rapidly, comparatively speaking. Yet, in such cases, the relative positions will also only change very slowly.
The country culture scores on The Hofstede Dimensions correlate with other data regarding the countries concerned. Power distance, for example, is correlated with income inequality, and individualism is correlated with national wealth. In addition, masculinity is related negatively with the percentage of national income spent on social security. Furthermore, uncertainty avoidance is associated with the legal obligation in developed countries for citizens to carry identity cards, and pragmatism is connected to school mathematics results in international comparisons.
Hofstede's researches are mainly based on Anthropology, however Business management and Business Administration can also be a starting point for the study of the term "culture".
In *When Cultures Collide: Leading Across Culture (*http://www.crossculture.com/rlcintro.html*)*, Richard. D. Lewis provides a global and practical guide to working and communicating across cultures, explaining how our own culture and language affect the ways in which we organize our world, think, feel and respond, before going on to suggest both general and specific ways of making our influence felt across the cultural divide.
There are penetrating insights into how different business cultures accord status, structure their organizations and view the role of the leader, alongside invaluable advice on global negotiation, sales and marketing. The book ranges from differences in etiquette and body language to new thinking in the area of international management and team-building in Europe and the USA, as well as covering challenging new geographical ground in Russia, China and the Far East.
By focusing on the cultural roots of national behaviour, both in society and business, we can foresee and calculate with a surprising degree of accuracy how others will react and respond to us.
He suggests a broad model you can use to characterize different national characteristics as linear-active, multi-active, and reactive. These traits shape attitudes toward time, leadership, team building, and affect a range of organizational behaviors. Lewis includes brief national profiles you can refer to when doing business away from home. This in-depth book covers common patterns in different cultures, and offers many examples of how different groups act under different situations.

Lewis plots countries in relation to three categories:

Linear-actives - those who plan, schedule, organize, pursue action chains, and do one thing at a time. Germans and Swiss are in this group.
Multi-actives - those lively, loquacious peoples who do many things at once, planning their priorities not according to a time schedule, but according to the relative thrill or importance that each appointment brings with it. Italians, Latin Americans and Arabs are members of this group.
Reactives - those cultures that prioritize courtesy and respect, listening quietly and calmly to their interlocutors and reacting carefully to the other side's proposals. Chinese, Japanese and Finns are in this group.
Here's the chart that explains the world:
The point of this analysis is to understand how to interact with people from different cultures.

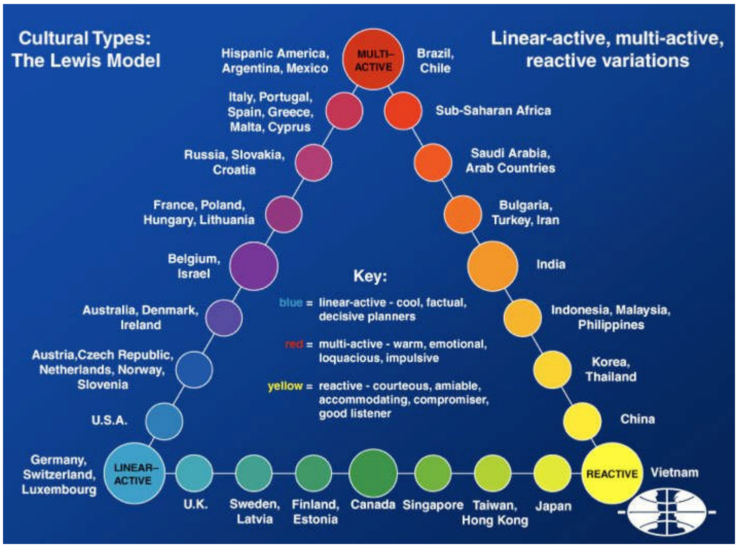

Figure 1. *The Lewis Model: Cultural Types*

Some other very interesting researches could also be mentioned regarding the construction of cross-cultural models: the Universal Consensus Business Model of Intercultural Analysis (BMIA™) (http://www.universalconsensus.com/bmia-framework/), the GLOBE Framework for Assessing Cultures Description Begun in 1993 (http://www.studymode.com/essays/The-Globe-Framework-For-Assessing-Cultures-1583133.html), the Global Leadership & Organizational Behavior Effectiveness (GLOBE) (http://www.ccl.org/leadership/pdf/assessments/GlobeStudy.pdf), the Trompenaars and Hampden-Turner's Seven Dimensions of Culture (http://ridingthewavesofculture.com/, http://www.mindtools.com/pages/article/seven-dimensions.htm), the Denison Model (Denison, D., 1990), the Barrett Seven Levels of Consciousness Model (http://www.valuescentre.com/culture/?sec=barrett_model), the Five Factor Model Description Facet 5 (http://www.facet5global.com/whatisfacet5.html , https://elemental-v.com/elemental/8/facet5.aspx), the Myers Briggs Type Indicator (MBTI) (http://www.myersbriggs.org/) and the CW Model (Solomon, Ch., 2009). Knowledge and familiarity with the content of the various cross-cultural models is a good mentor for each manager.

4. ORGANIZATIONAL CULTURE AND MANAGEMENT

Managers must be able to understand the cultural particularities and differences and, more often than not, they must also be able to act in a globalized environment. Therefore it is very important to understand and recognize the complex factors that shape the structure of the organization in which they engage management. Organizational culture – the "personality" – of an organization that guides how employees think and act in the job – is central to the values, beliefs, interpersonal behaviors, and attitudes to stakeholders that determine how organization does it job. Culture is the key factor not only in achieving organizational goals, but in attracting and keeping desirable employees, creating a positive public Figure, and building respectful relationships with stakeholders.
In correspondence with the various and very interesting researches that have been conducted regarding the construction of cross-cultural models, there has also been a lot of research on organizational culture as well as a great number of relevant models developed. Among those, the model of Hofstede, which describes and examines the dimensions of organizational culture in a very composite way, holds a central position. The Hofstede's organizational culture model recognizes certain principal dimensions (http://geert-hofstede.com/organisational-culture-dimensions.html):

Means-oriented vs. Goal-oriented:

The means-oriented versus goal-oriented dimension is, among the six dimensions, most closely connected with the effectiveness of the organization. In a means oriented culture the key feature is the way in which work has to be carried out; people identify with the "how". In a goal-oriented culture employees are primarily out to achieve specific internal goals or results, even if these involve substantial risks; people identify with the "what".
In a **very** means-oriented culture people perceive themselves as avoiding risks and making only a limited effort in their jobs, while each workday is pretty much the same. In a **very** goal-oriented culture, the employees are primarily out to achieve specific internal goals or results, even if these involve substantial risks.

Internally driven vs. externally driven:

In a **very** internally driven culture employees perceive their task towards the outside world as totally given, based on the idea that business ethics and honesty matters most and that they know best what is good for the customer and the world at large. In a **very** externally driven culture the only emphasis is on meeting the customer's requirements; results are most important and a pragmatic rather than an ethical attitude prevails.
This dimension is distinguishable from means- versus goal-orientation because, in this case, it is not impersonal results that are at stake, but the satisfaction of the customer, client or commissioning party.

Easygoing work discipline vs. strict work discipline:

This dimension refers to the amount of internal structuring, control and discipline. A **very** easygoing culture reveals loose internal structure, a lack of predictability, and little control and discipline; there is a lot of improvisation and surprises. A **very** strict work discipline reveals the reverse. People are very cost-conscious, punctual and serious.

Local vs. Professional:

In a local company, employees identify with the boss and/or the unit in which one works. In a professional organization the identity of an employee is determined by his profession and/or the content of the job. In a **very** local culture, employees are very short-term directed, they are internally focused and there is strong social control to be like everybody else. In a **very** professional culture it is the reverse.

Open system vs. closed system:

This dimension relates to the accessibility of an organization. In a **very** open culture newcomers are made immediately welcome, one is open both to insiders and outsiders, and it is believed that almost anyone would fit in the organization. In a **very** closed organization it is the reverse.

Employee-oriented vs. Work-oriented:

This aspect of the culture is most related to the management philosophy per se. In **very** employee-oriented organizations, members of staff feel that personal problems are taken into account and that the organization takes responsibility for the welfare of its employees, even if this is at the expense of the work. In **very** work-oriented organizations, there is heavy pressure to perform the task even if this is at the expense of employees.

Degree of acceptance of leadership style:

This dimension tells us to which degree the leadership style of respondents' direct boss is being in line with respondents' preferences. The fact that people, depending on the project they are working for, may have different bosses doesn't play a role at the level of culture. Culture measures central tendencies.

Degree of identification with your organization:

This dimension shows to which degree respondents identify with the organization in its totality. People are able to simultaneously identify with different aspects of a company. Thus, it is possible that employees identify at the same time strongly with the internal goals of the company, with the client, with one's own group and/or with one's direct boss and with the whole organization. It is also possible that employees don't feel strongly connected with any of these aspects.
In such a work environment, organizational culture helps managers decide the way they should conduct their work bearing always in mind the different cultures coexisting in the work place. "What managers do worldwide is about the same, but how they do it is different from culture to culture" (http://www.druckerinstitute.com/). At this point, it would be perhaps interesting to mention a study carried out in Greece entitled «Organizational Culture in Middle and Upper Level Hotel Units in Greece» and which was financed by the European Union and the Ministry of Education in Greece (Archimedes program) (http://www.ijsmart.eu/onlinepic/Kriemadis_Vol1_08c.pdf) based on the theory that cultures are never the same within organizations, as organizations and their people differ. Individuals develop and possess different perspectives, just as different

organizations view, understand, and act according to a point of view. The organizational culture, tries to "order" values, beliefs, traditions and actions, so that an organization can prosper and be able to act and interact in a changing business environment. During the last years, OC has become more significant for managers of all types of organizations, because a solid OC can be an important asset when it is well understood, therefore, leading an organization to act in a more proficient way. This research study was conducted in order to investigate if differences exist in respect to the five factors proposed by Sashkin (Sashkin, M., 1997) and the total OC score among the different star classification HU.

More specifically, the study examined the level of awareness of organizational culture (OC) of hotel managers in middle and upper level Hotel Units (HU) in Greece. A random sample of 140 hotel managers from middle and upper Hotel Units (HU) in Greece were surveyed using the Organizational Culture Assessment Questionnaire (OCAQ), a 30-item OC scale developed by Sashkin (1997). The results indicated that the mean values of the OC factors "managing change", "achieving goals" and "cultural strength" are considered as average, while "coordinated teamwork", "customer orientation" and the total OC score are considered to be high, when compared to Sashkin (1997) norms. Further results revealed significant differences only for the "customer orientation" factor. Generally, no significant differences were found among managers of middle and upper level HU for general awareness of OC. It is concluded that the results are rather homogenous, with all HU managers placing more or less the same importance to Sashkin's five OC factors, with each HU manager reporting a rather satisfactory organizational culture.

Generally, no significant differences were found amongst managers of HU in terms of general OC awareness. It is concluded that the picture is rather homogenous, with all HU managers placing more or less the same importance to the five factors of OC, while also experiencing a rather satisfactory OC within their respective HU. The results of this research confirm the main suggestion of Peter Drucker which is that "What managers do worldwide is about the same, but how they do it is different from culture to culture".

5. CONCLUSION

The tourism section is one of the fields of economy within which the composite parameters of globalization are understood perhaps to a greater extent than in other contexts. The labour market seeks specialization and training through courses whose character and orientation is multi-cultural. The recent study we carried out on a sufficient sample of both undergraduate and postgraduate programmes of Tourism Departments[7]

[7] http://www.isma.lv/en/?option=com_content&view=article&id=59&catid=9&lang=en , http://www.gdrc.org/uem/eco-tour/st-u_courses.html , http://www.bucks.edu/catalog/majors/business/hospitality/ , http://www.deu.edu.tr/DEUWeb/English/Icerik/Icerik.php?KOD=13853 , http://www.deu.edu.tr/DEUWeb/English/Icerik/Icerik.php?KOD=12583 , http://www2.eshte.pt/index.php?option=com_content&task=view&id=61&Itemid=261 , http://www2.eshte.pt/index.php?option=com_content&task=view&id=103&Itemid=45 , http://www.thm.bilkent.edu.tr/thm_curriculum.php , http://ti.yasar.edu.tr/en/undergraduate-program/ , http://ti.yasar.edu.tr/en/master-program/ ,

seems to confirm the fact that the European Academic Community, being aware of the ever increasing labour needs, has started integrating into the main body of its curriculum courses relevant not only to cross-cultural communication and cross-cultural management but also to leadership decisions in a multi-cultural environment. Besides, as Peter F. Drucker suggests "Management is doing things right; leadership is doing the right things."

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E-LEARNING MATERIALS IN THE CONTEMPORARY EDUCATIONAL PROCESS

Srećko Simović, u.d.i.e.,
The Kranj Educational Center – Vocational School in Kranj, Slovenia simovic.srecko@gmail.com
Milan M. Đuričić, PhD
UNION University, Belgrade, Faculty for business and industrial management, Serbia
nikkec@open.telekom.rs
Branislav Gavrilović, PhD
High railroad School of Professional Studies, Belgrade, Serbia

Abstract: *This paper is involved with the subject of e-learning materials as a significant segment of a contemporary way of learning – e-education. Presented is an example of good practice – modern web multimedia interactive educational materials from the area of basis electronics which is primarily designed for the educating of future generations of electrical engineers. E-leaning material eELEplus is made in Slovenia and it is available to all internet users for free. The open code word platform enables free use, further development and using the contents during the realization and production of new e-learning materials. The authors have applied their ideas on the realization and production of the presented materials, this being the consequence of years of pedagogical work in electrical engineering courses. In the conclusion of this paper, there is a parallel made between using e-education and e-learning materials in the area of tourism in college institutions in Serbia.*

Key words: *ICT (informational communicational technologies), e-education, e-learning materials, tourism, electrical engineering*

1. INTRODUCTION

The second decade of the Third Millennium cannot be imagined without a wide range of different devices and the programming tools of information and communication technology (ICT).

It is without doubt that the modern way of living causes an almost constant lack of time for businesspeople.

Thus, the basic directions of the European path in the information era are defined in the document, publicly known as the Bargeman Report, which presents a vision of the European information society. Some later documents and projects (eEurope) of European Union member states and European Commission set clear targets and determine a dynamic of development processes in this area (E-cho: http://dl.ltfe.org/). Based on the mentioned documents, the Central and Eastern European countries in Gothenburg in June 2001, presented the project eEurope+, and the European Council in 2002 in Seville defined the goals and targets which Europe must realize in the area of information technology. Some of those are the following:

- A quick and low cost of internet access,
- Data safety on the Internet,
- Including as many individuals as possible,
- Electronic administrative services,

- Electronic educational services,
- E-health services,
- Promotions of e-businesses. (http://europa.eu.int/information_society/eeurope/action_plan/index_en.htm)

Obviously, the basic goal of the eEurope project is for Europe to catch up and surpass the USA which leads in the IT field. Considering the economic power and size of the market, Europe would have to compensate for that deficit by cooperating and connecting (Logonder, 2007).

The extremely fast technological development, especially in the ICT field, has as a consequence inevitable changes in the work and education modes, and it can be said without much doubt that it changes all of human life.

2. E-LEARNING

The appearance of new forms of socialization, networking (e.g. Facebook) and communication (e.g. Twitter) among young people, as well as the new possibilities of generating and publishing various information (blogging, Wikipedia, YouTube, E-mail, etc.) impose and open numerous questions and thoughts about the concepts and ways of student learning. New possibilities are offered by the development of new technologies and services, which would, in the economic field, enable new products and new services. Real solutions should also be sought in the already mentioned and similar technologies, as modern Internet technologies represent the bridge between demanding educational programs and students who need additional motivation for learning (Humar, I, 2005.).

E-Learning includes the use of modern ICT technologies and the Internet for accomplishing the basic goals which entail success in raising the quality of education. E-Learning actually represents one of the forms of learning as well as distance learning. This way of education assumes the use of modern ICT technologies and is done separately from the place of education. The process requests from the participant a good knowledge of specific techniques for preparing and producing e-Materials, planning and carrying out this form of learning and knowledge and using modern communication modes (http://www.ris.org/uploadi/editor/1164734009Arh_Tanja.pdf9).

One of the numerous known definitions classify e-Learning into six key parts (http://europa.eu.int/information_society/international/candidate_countries/action_plan/index_en.htm): the informational-communicational infrastructure, educational technologies, e-(Learning) materials, teaching processes, participants of e-Learning and organizations with e-Learning administration (Arh, T., 2010).

From the facts given above, it is completely clear that for successful e-Learning it is necessary to harmonize a wide range of important and interconnected ‘component parts’.

An e-Learning user, whether of a formal or informal type, has the following advantages:
- Learning materials are available always and everywhere;
- The learner can determine the learning dynamics by himself, and less interesting topics can simply be skipped over;
- Internet educational materials are updated and contain interactive elements;
- Searching for imformation is simple;
- E-Learning is less expensive than traditional learning.

Without doubt, it is only viewed from one angle and does not represent the entire evaluation of the advantages of e-Materials. It is necessary to overview certain, less positive elements of e-Learning.

3. E-MATERIALS – AN EXAMPLE OF GOOD PRACTICE: eELE*plus*

Modern Internet technologies are a supplement to traditional education, and also a form of personal education. The teacher has the possibility to individually create the dynamic of prepared e-Material integration and to include in the teaching process multimedia elements such are texts, images and photography, animation, sound, video, and the interactive solving of prepared tasks. The teacher also has the possibility to follow the progress of the student and if needed, to evaluate the knowledge of the students. Some studies have shown that the mentioned elements sitmulate and have a positive impact on the results of education. It can be said that the educational material prepared in the mentioned way can be a springboard for students in their further research, or additional literature for that professional area. This was a well-known fact to teachers and professors in partner institutions (Table 1) which participated in preparing and realizing e-Materials from the area of the fundamentals of Electrical Engineering. The first steps in this area were carried out in 1993 when experts from the High School for Electrical Engineering in Kranj (Srednja šoli za elektrotehniko in strojništvo u Kranju, later Tehniški šolski center Kranj and today Šolski center Kranj) created educational material in electronic form called *Uporaba računalnika pri pouku elektrotehnike v srednjih šolah* (the use of computers in teaching electrotechnics in high schools). The material was successfully presented at the Interpedagogika International Fair in Vienna in 1994. Continuing work in that area is collecting and publishing online data bases of solved tasks by the Faculty of Electrical Engineering in Ljubljana in 1996. The mentioned collection today represents a collection of several thousands of tasks, which in practice have been shown to be popular and occasionally used as 'literature' in electro engineering studies. Besides all the mentioned, it should be said that the current textbooks for use in classical teaching methods were also published. Accumulated knowledge in that field and the positive reactions of students forces us to find new developing possibilities in publishing technical and vocational contents online, including the solving of special problems such as the implementation of mathematical formulas in interactive elements (Henry, P., 2001), (http://www.qou.edu/arabic/researchProgram/eLearningResearchs/eLearningTechnology.pdf).

Table 1. *Partner organizations in the project*

Partner organizations	*Project*		
	eOET-1	eOET-1*plus*	eELE*plus*
Tehniški šolski center Kranj	carrier	carrier	carrier
Fakultet za elektrotehniko Ljubljana	partner	partner	Carrier
Srednja šola tehniških strok Šiška	partner	-	-
IT Niansis Franci Lajovic s. p.	partner	partner	partner

The significance and importance of the problems of e-Material production in the process of e-Learning is shown in the fact that the Ministry of Sports and Education of the Republic of Slovenia, in cooperation with the EU (the European Social Fund – ESS, European Regional Development Fund, Cohesion Fund) in 2005 announced a competition for producing e-Materials for a wide range of educational fields from kindergarten to university level.
Considering the necessary former experiences, a group of authors decided to embrace the given chance and to accept the offered challenge to prepare and produce multimedia internet material for the modern education (e-Learning) of future experts in the area of electrical engineering. Thus, they formed a project team in the area of partner organizations (Table 1). In that field, three projects were carried out: eOET-1 (2006, 2007), eOET-1*plus* (2008) and eELE*plus* (2009, 2010).

3.1 The contents of e-material eELE*plus*

As a result of the work on the above mentioned projects, complex multimedia interactive material was create (e-Material) in the area of the Fundamentals of Electrical Engineering, which represents a fundamental knowledge of electromagnetism and electrical circuits. The organization of the prepared materials for teaching topics is given in Table 2, which shows the material used by certain projects, whether the mentioned materials are completely new or they utilize the existing materials along with various other elements: photos, sound animation, solved examples, videos, and interactive elements.

Table 2. *Subjects and their implementation*

Subjects	*Project*		
	eOEt-1	eOET-1*plus*	eELE*plus*
Fundamentals of Electrical Engineering	n	d	i
Electric circuits	n	d	i
El. DC circuits	n	d	i
Electrostatics	n	d	i
Magnetism	n	d	i
Elektromagnetic induction	n	d	i
Electrochemistry	n	d	i
AC			n
El. AC circuits			n
Power, Compensation			n
Three-phase systems			n
Resonance			n
Transients			n

Key: n – newly developed materials; d – addition to existing materials*;* i – integration of existing material

Each of the given teaching topics is separated into chapters and subchapters which are presented in the contents of certain e-Materials (eOET-1*plus*, eELE*plus*). Navigating through the material is possible directly from the automatically generated contents, which enable a rapid access to certain subjects and teaching topics or it can be done by a slideshow of photos. The material is used to search internet browsers (e.g. Google) which are the reason why it does not have an installed browser, which is an advantage. In Slovenia it has been shown that the materials are of an enviably good quality when using web browsers for searching terms and expressions from the area of electromagnetism and electric circuits (Humar, I, 2005.).

The range and amount of e-learning material elements are shown according to projects in Table 3. From the given, it is clear that a significant part of the Internet material represents a textual part (the authors' field materials), which denotes a comprehensive and detailed preparation of the mentioned subjects. An explanation of technical concepts cannot be imagined without good quality technical drawings and diagrams. In electrical engineering, there are occasionally terms which are abstract and difficult to understand, which is the reason why we use additional tools during the presentations, as well as various drawings and diagrams. The fact that good drawings or diagrams are valuable for introducing new material is constantly being confirmed.

In the teaching process, there is a need for a certain number of solved examples, and in e-Materials we have a large number of examples with structured solutions and prepared scenarios which are a direct help to users of e-materials for individual work and solving of similar but more complex tasks and examples.

Practice has shown that a major advantage of Internet materials is actually the use of multimedia elements. The e-Material eELE*plus* contains a significant number of photos, animations and video clips. All animations and video clips are equipped with sound explanations and required navigation, so the use of the mentioned elements is possible on an individual level with multiple repetitions.

Table 3. *Elements of Internet materials*

Element	*Project*			*Total*
	eOET-1	eOET-1*plus*	eELE*plus*	
Author's field materials (AP-16 pages A4)	25	11	19	55
Technical drawings	750	80	400	1230
Photos	150	100	200	450
Animation/simulation	150 min	80 min	60 min	290 min
Sound	150 min	230 min	150 min	530 min
Audio-video clips	90 min	150 min	90 min	330 min
Screen images	1025	160	200	1385
Courses	4	2	4	10

Table 3 also shows the number of display stations of the total material as well as the number of seminars held for teachers and professors interested in e-Materials for the preparation of their own lectures within the regular teaching process on different educational levels (Humar, I, 2005.).

The complete e-Material is, considering the level of complexity, organized by levels. The basic level presents only the basic knowledge and materials which use only simple mathematical models, while in the higher, more complex level there are more details with the use of more complex mathematical tools, such as complex computation, differential equations and integrals. The basic level is designed primarily for students of vocational schools (third and fourth year), as well as for the graduates of vocational (electrical) high schools. It is clear that all students can use the contents and materials from the higher level which is primarily intended for an easier transition from high school to vocational colleges and faculties, and also for users who are studying at vocational colleges in which the problem of electrics is studied on a more demanding level with the usage of more complex new mathematical models.

An overt intention of the authors was to additionally stimulate future users for further study and to provide them with a simpler and faster acquiring of knowledge in the field of electrics by use of eELE*plus* materials.

3.2 Project Team

For making satisfactory e-Material, it is important to prepare at the start a precise development plan which includes the complete contents and preparation of scenarios for elements such are animation and video clips. Considering the planned topic (Fundamentals of Electrical Engineering), authors of professional publications which have already proven themselves on the territory of Slovenia have been invited to join the project team. The authors are the following - the authors of textbooks: Zdravko Žalar, an electrical engineer (http://www.adlnet.gov/Pages/Default.aspx), (Sinigoj, A. R., 2009) and Antona R. Sinigoja, PhD (Puppis, S.,2005.), the authors of a collection of solved tasks: Rada Logondra, Srećka Simovića, (Humar, I.; 2010) and Beti Vučko, all electrical engineers (Rudolf, B., 2006) and the authors of other vocational materials: Iztok Humar, PhD and Edi Bulić, MA (http://eprints.fri.uni-lj.si/177/1/MAG2.pdf), (Humar, I.; 2004), (http://www.mediawiki.org/wiki/MediaWiki).

All the mentioned authors and other potential members of the project team have had individual discussions with the project leader regarding work on the project and, which is especially important, all the individuals were presented to the other project team members. For a successful realization of the previously set goals and the project as a whole, the compatibility of the project team and their mutual understanding is very important. After all the discussions, a project team is formed.

3.3 Preparation and development of the material

The authors of the valid textbooks have developed the contents of e-Materials and structure of certain chapters and subchapters based the curricula and catalogs of knowledge for certain subjects, which represents the preparation framework of the completed material.

The proposals of the set vocational contents need to be harmonized and organized as per the range and complexity. Also, it is necessary to choose the contents which are covered qualitatively by the chosen subjects. The selected material has in advance been structured analogously into two levels of complexity. The preparation of other e-Materials elements occurs in parallel (photos, animations, video, and sound) and for these, the needed documents such are scenarios, list of materials and equipment for recording experiments are provided.

The segment of tasks with solutions implies a choice of a certain number of tasks of a distinct difficulty level. The tasks are implemented online in three ways: as solved examples, as interactive examples which requests from the user to confirm partial results and offers directions for the correct solving of examples, and tasks for individual training, which actually represent an equivalent to the traditional tasks solved on paper or a blackboard.
For testing user knowledge, along with the tools for modern e-Learning (e.g.: Moodle (Humar, I., 2003) which are available for users, we have developed certain personal models for checking knowledge (correct answer choice, matchmaking, creating the right formula).
For making animations at the beginning there is a precisely prepared scenario. This is followed by implementation, examination and preparation of the text and sound equipment. The text is first written down then the sound is recorded and at the end it is synchronized.
The photo and video material request a preparation of equipment and instruments for the chosen experiments. A large part of the photo material is created on the field, and certain photos were added by two project team members from their collections of photo material. For the recording of the video clip, a detailed scenario was created, as well as a list of equipment and instruments, and the effects of the experiments carried out were assessed. All of this is harmonized with the filming team (the space, light, shooting angle). Commercial and didactic equipment and accessories made only for recording were used to carry out the experiment. A smaller number of experiments already carried out in the learning process needed to be adjusted to the special conditions of recording. In fact, most of the experiments were prepared and realized only for the needs of the projects. The experiments were realized in the laboratory of the Faculty of Electrical Engineering in Ljubljana and the Technical School Center in Kranj. A highly professional team of the Multimedia Centre Laboratory for Telecommunications from the Faculty of Electrical Engineering (MMC LTFE) from Ljubljana carried out the recording according to a prepared scenario. After recording, the conductors of the experiments examined all the recorded material, mounted the video clip, prepared the text, recorded the sound and at the end synchronized everything, along with the final mounting of the material.
A special chapter during the development of e-Material is coding. Coding requires good experts from that area, who must be prepared for team work and hard work due to a large amount of material and many elements for forming the final version of e-Material. What is needed first is to design the basic page of the material, the way it would look on the screen. After that ensue the transferring and implementing of the complete material and all e-Material elements in that prepared design. At the end, certain interactions are activated, the real contents of the e-material are generated and the testing is done.

3.4 The platform for publishing E-Material

The materials eOET-1 and eOET-1*plus* are prepared as HTML (*Hyper Text Markup Language*) documents and they have a developed personal interface.

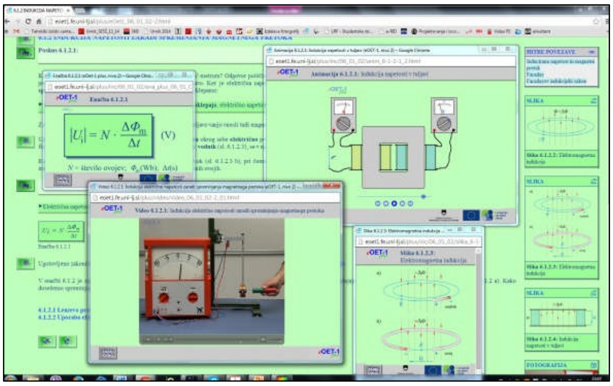

Figure 1. *Screen shot of the eOET-1plus material*

For the eELE*plus* project, used is the open code word platform MediaViki (Humar, I., 2003) which has been proven as a better solution than the former one. Namely, the pen code word platform (php, MySql) has many advantages. It enables an overview and updating of the materials online. It also enables an implementation of multimedia elements: photos, videos (and also what is publicly available – e.g. YouTube). All changes are documented and stored in the archives, which enables the authors to work on the material at the same time and to add to the contents, corrects errors if needed and carry out the changes and corrections of material during the process of developing the material. In case of abuse, the material can be restored, and if needed, the first version of the material can be restored. The mentioned platform enables an adjustment of the basic look and input of completely new elements of E-materials. Because of these features it is possible, with only minor difficulties, to carry out certain corrections in the already published e-Materials (eOET-1, eOET-1*plus*) and pack all of that into a final totality (eELE*plus*).

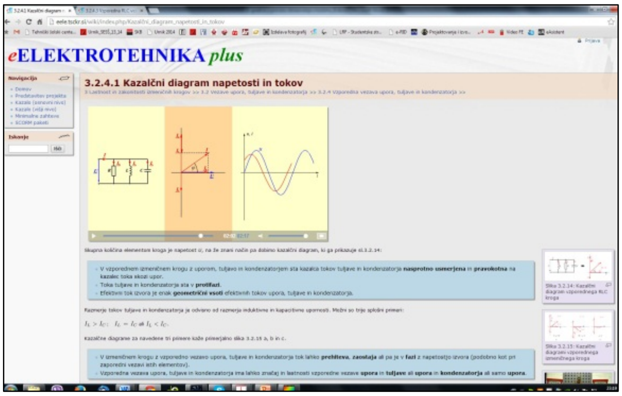

Figure 2: *Screen shot of the eELEplus material*

Perhaps the problem of showing mathematical formulas should be mentioned, which is solved by entering the mathematical equations in the form of TeX inscription (as well as

translations from the MathML format), and are shown in vector graphics, which enables us the necessary compatibility between different web browsers (*Internet Explorer*, *Firefox*, *Opera*).
It should be especially emphasized that e-material eELE*plus* is available online free. All materials are available online in the format SCORM (Sharable Content Object Reference Model) (http://www.moodle.si/moodle/) which enables a simple integration of materials in systems for e-Learning, such are Moodle (Humar, I., 2003) or E-cho (Bregar, L., 1998). Teachers and all other users can in such a way use the presented material, and adjust it to their own teaching programs or change it, as well as use it for developing some new materials – the Creative Commons (CC) license.
The materials are available on the following addresses:
eOET-1: http://eoet1.tsckr.si/material/
eOET-1*plus*: http://eoet1.tsckr.si/plus/, http://eoet1.fe.uni-lj.si/
eELE*plus*: http://eele.tsckr.si/, http://eele.fe.uni-lj.si/

4. E-MATERIALS IN THE EDUCATIONAL PROGRAMS OF TOURISM COLLEGE INSTITUTIONS IN SERBIA

By way of online search (Google) of the available e-Materials in the Serbian language, which are used in the educational process in the area of tourism (college educational programs) we can conclude that almost all the available materials serve as support to the traditional educational system (PowerPoint presentations). Material available publicly, with elements of multimedia and interactivity, simply cannot be found.
This is not good, but it this here where the positive component of the current state of this area should be sought: it is an opportunity to prepare, before others, e-materials for those educational areas. It is a necessity to motivate experts who are willing to be active in the area of preparing and carrying out e-Materials for teaching tourism curricula and to start with that activity as soon as possible.
Thus, the presented e-Material preparation model could help the organizing and preparing the e-Materials for the tourism area. Furthermore, constructive criticism is always welcome.
Also, it is needed to reiterate that there are EU funds available for financing these activities.
And something else which is very important: the materials must be posted and available for free on the Internet.

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IMPLEMENTATION OF E – COMMERCE IN TRAVEL AGENCIES BUSINESS OPERATIONS

Tatjana Djekic, Ph.D.
Higher Business School, Leskovac, SERBIA, djekic.tatjana@vpsle.edu.rs
Predrag Stamenkovic, M.Sc.
Higher Business School, Leskovac, SERBIA, stamenkovic.predrag@vpsle.edu.rs
Dragana Ilic, M.Sc.
Higher Business School, Leskovac, SERBIA, ilic.dragana@vpsle.edu.rs

Abstract: *The development of information technology has inevitably affected the tourism market and the entire system of tourism, so we can say that it had also influenced on the emergence of e-tourism and e-business. Electronic tourism digitalized all processes in the tourism industry and all its segments, connecting and facilitating the cooperation between all its sectors. Exchange of information, better collaboration, more efficient solutions of all the problems, due to phenomena that can occur in the tourism market, by development of information technology are much less of a problem in business cooperation in tourism between hoteliers, travel agencies, catering industry, transport, etc. Great responsibility of tourism agencies is to provide access to desired locations, facilitate the issuance of visas, passports, travel insurance, ond also to perform reservations for hotel, or some other form of accommodation.*

Keywords: *electronic market, travel agencies, global distribution systems, customer relationship management*

1. INTRODUCTION

The most significant changes in operations of tourism market took place due to appearance of modern information technology. In modern conditions, where a new marketing concept is characterized by flexibility and innovation, one of the major business model policies is their introduction and implementation. The vast amount of information in the market makes tourism "information-intensive economic activity", thus the development of information technology involves increasing the effectiveness and efficiency of operations, travel agencies, hotels and other factors, of the overall tourism economy.

Information technologies are used in all segments of the tourism industry: transportation (airlines, rent-a-car organizations and other providers of transport), the system of tourist agencies (databases, distribution systems ...) and so on. For efficiency in the use of information, information technology becomes the basis of the operating activities of these segments. In today's information age, a successful business, competitive position, effective response time of the new situation and market research, are increasingly dependent on the application of these technologies. However, their application is not just computerization of subjects, but refers to the creation of a single information system which will benefit the organization in the conduct of business, management, research and sales of products / services.

Today, the entire tourism industry is affected by the information revolution in business. This has caused major changes in the market. All entities of the tourism industry have been involved in this process realizing that this is the best way to improve or conduct of a competitive position as a condition of their own survival. The application of these technologies is embodied today by the rapid development of software solutions,

development of the Internet, which is increasingly used in market research, propaganda and sales channels. Tourism, in the process of globalization, got the important role and the wide possibilities of web content.
The example in this paper will present the exceptional utility of information technology in purchasing travel products and services in an unconventional way, with online booking and implementation of package holidays at this globally accepted way.

2. USING THE INTERNET AND E – TECHNOLOGY IN BUSINESS IN TRAVEL AGENCIES BUSINESS OPERATIONS

Electronic market has produced softwares that provide travel agencies to more efficiently manage their business and sell their services. They are also trying take full advantage of importance and benefits offered by the Internet. However tourists today, in our country and in the world, tend to increasingly organize their own journeys by using WEB dynamic packaging. That caused the emergence of "online" travel agencies. Despite the fact that the number of traditional "off-line" agency reduces, they will not disappear because they are essential. Although the need to adapt to the development and increasing use of technology and the use of the Internet (in the first place Web presentation) they will substantially retain its role as an individual and a qualified adviser in direct, physical contact with passengers. However, although tourists, as is the case in our country, gets information from the Internet, then he goes to the agency and buying arrangement, for which he is interested. In this case is very significant a direct providing of information by the agent, not to mention that it is necessary the presence of representatives of agencies during the course of the trip. (Buhalis, D., 2000)
So in spite of modern technology, the human factor is very important in the implementation of the trip. Travel agencies have realized that Web site has great significance for better interaction with both tourists and associates. In this way, it promotes new services, destinations, packages and attract potential tourists, but also highlights the brand of agency (its benefits and quality compared to other brands and offer the tourist market). Across the site of agencies it is possible to buy arrangements or services using e-commerce. Thanks to the Internet and the Web site it is possible to more efficiently to meet the desires of tourists and align them with the current offer.
Internet is equally used by consumers (travelers, tourists) and travel agencies. Agency placed its offer over the Internet at the same time use it to gather information. Consumers are using this technology to gather information about travel and services, to reserve and purchase of services, packages, etc.. Important to note that buying over the Internet depends on several factors, one of them the degree of computerization, education and awareness of the tourism market. Not to rule out the trust that agency instills consumer when purchasing over the Internet. The tourism industry is an intensive user of information technology and the internet. There are three systems used by agencies (Werthner, H.,1999):

- Global distribution systems ("GDS"), such as "Galileo", "Sabre" and "Amadeus", which are used for the reservation, providing research and information, reporting, etc;
- Organizational Information Systems ("OIS") used in accounting, for reporting, database, billing accounts, etc;

- Internet

There are many problems if the travel agency possesses different software packages that are not compatible with each other or well connected. Sometimes it is difficult to transfer data from one system to another. Therefore, travel agencies are advised to use more global than organizational systems. However, it should seek the GDS, which may be compatible with OIS. When talking about the Internet, the question is how to integrate with the global distribution and organization system. Earlier it was said what the Internet is and what are its benefits, so there are different aspects of electronic commerce that travel agencies can use:

- use the Internet to build a relationship with customers - tourists directly communicate with a Web the site of agencies;
- collecting information from tourists and potential tourists that in order to perform segmentation and profiling tourists on the basis of which creates an arrangement;
- Information partnership - cooperation between organizations in order to build a better service for tourists;
- transactions - reservations and booking;
- information and products that can be download from the Internet;
- the commission of providing specialized information for special clients.

Process of doing business in "on-line" agency with booking and issuing tickets consists of gathering information from passengers (destination, city, airport, date of departure and arrival, etc..) Then searches for available flights by reservation or global distribution system airline. After collected the flight information, passenger agent represents the best travel solutions. When a traveler chooses a company, line and time of departure approaches are booking via GDS or reservation system, so that the agency account. (Gratzer, M., 2004) On the basis that the agency receives a commission by the airline determined. It can be 5-8% of the ticket price or predetermined as a fixed fee. Travel agencies on each sent request for information has to pay a certain amount to GDS system, which will be returned only if it comes to bookings. It was very uncertain for the agency because experience has shown that only 5% of sent requests for search later are booked. It is therefore important to determine the segments of tourists who will sell tickets.

Due to the competitive position of the travel agency must define the profile of passengers and their behavior. Greater transparency in the e-market leads to more competition in pricing. Market "on-line" agency has unique characteristics.

3. EXAMPLE OF E–COMMERCE IN APPLICATIONS FOR CUSTOMERS AND TRAVEL AGENTS

Customer Relationship Management (CRM) is a marketing concept developed several years ago as a result of criticism of classical marketing which is a manufacturing-oriented and focuses on finding a greater number of customers. On the other hand, CRM is focused on the relationship between the company and its clients in the manner that is oriented towards the client. It is a highly effective approach based on the principle of knowledge and the relationship with the customer in order to maximize sales opportunities practically with customers returnees.

The CRM entails getting to know the customer as much as possible. Usually these information includes the socio-demographic profile, customer's interests and activities, past and possible future requirements, and more. With such informations which are the most effective compound in electronic form tourism service providers can:

- servicing requirements of guests efficiently and effectively
- proactively determine the most promising target user groups, offering specific customized products to their needs
- establish the basis for a lifelong relationship with the customer maintaining it even when the transaction do not take place. (WTO, 2001.)

Relationship with the customer should be developed with time as a result of contacts through various channels with the requirement that all corporate staff who come into contact with the customer has access to the same updated database of clients. This is where ICT comes to expression because professional CRM solutions typically include specialized software. In the context of tourism destinations and companies, the aim should be to maintain a relationship - contact with customers before, during and after the visit via the Web e-mail, call centers kiosks tourist information offices and so. Finally, the main task is to attract new guests, their return visit, to increase profits, and most importantly increase guest satisfaction. (Goodall, B. , 2001)

A popular way to implement the technical infrastructure necessary for the functioning of the CRM system in the entire territory of destination are so called destination cards. Most often take the form of a digital chip cards. They can be used in a large number of cases: the sale of services in the package (eg. card holder can buy a package of tickets to museums with an unlimited number of rides in public transport plus even to get a free tourist guide to the nearby national park) a bonus for no cash payment for entry to the ski resort or even hotel rooms. In principle, these cards provide a wide range of applications of CRM systems. Cards can be a tool for monitoring the behavior ratings which allows the collection of data electronically, which leads to the creation of reliable profile of tourists and the formation of individual packages or product for them.

3.1. Example of Web site www. engadincard.ch

Engadin region is part of the canton Graubünden in southeast Switzerland. Graubunden is the largest canton of Switzerland and is rarely inhabited due to its topographical characteristics. Today, the most important economic sector is tourism - both winter and summer. (Owen, R., 2004) After a sharp decline in the number of overnight stays in the canton of Graubunden in the 90s, region Engadin has decided to develop and implement a CRM system in 2002., with the aim of increasing the number of guests who decide to visit the region. The initiative for the development of CRM systems came from the company Access Arena which is based in Zurich, an affiliate of the Kudelski which was founded in 2000., and whose main activity is the development of user cards. The concept and technology was developed by Access Arena, and was interested in creating a partnership with a company in the region Engadin. The system operator of card is now the company ENGADIN card (Figure 1).

Figure 1: *Website of the company Engandin*

CRM system was introduced in the region during the winter season 2002/03. with the aim of improving the competitiveness of the destination. The system is based on user cards that are supposed to support the collective presentation of the region and to increase the percentage of guests who will return to the region. In order to achieve this there were offered additional attractive services for certain groups of tourists. Engadine mountain railway was the first organization where the system was applied to a user card. After this, many organizations quickly began to be included in the program. Since then Engadin chip cards are used as a "contact-free" tickets for more than 60 objects allowing the use of public transportation and allow guests to enjoy additional benefits and discounts.

The companies now have a valuable database of its users. This is one of the major factors why the mountain railway was interesting to introduce this system. So far with the exception of season tickets there was no database of customer profiles. With the introduction of this type of destination cards, railways today can gather important information about the habits of its users. The overall cost of system development cards are covered by the Access Arena, which was further through the system franchise charged the use solutions to the company ENGADIN card and other tourist service providers (Figure 2).

By the 2004, the system database and the entire CRM tools is the company were maintained by the Access Arena. For a longer period of time the system has become too costly for both sides because they were not able to find another region in which the system could be implemented and thus to reduce the cost of its use. In November 2004, there has been a breach of contract between Access Arena and ENGADIN card. The deal remained such that Access Arena now only controls and maintains the technical side of the project.

The system is initially started with ConfortCard in the winter season 2002/03. and the card was used for payment, but did not meet with a good response from the guests. Neither guests nor tourism companies in the system were not satisfied with the functionality of user's card because it is not offered enough advantages for either side. In the winter season

2003/04. various changes were made to the system in order to increase the attractiveness of the card. To meet the expectations of Access Arena, travel partner companies and guests customer card with no payment function appeared to market.. The number of requests for these cards has increased but the number of card users remained very low. In the meantime ENGADIN card introduces its own CRM module independently of the Access Arena. In the winter season 2004 / 05 started an improved card system. Franchise agreement with Access arena was terminated. Infrastructure of the new system is simplified and maintenance costs are reduced. ENGADIN card has redesigned its web performance and took over the base and the administration of the old system. In the spring of 2005, only technical maintenance of the online booking portal and user data card sales remained under the Access Arena.

Figure 2: *Engandin destination cards*

By the autumn of 2004. three different ENGADIN cards with different features were in circulation. From winter 2004 / 05, guests can choose only between two user cards Using additional service is only possible if the customer is registered for that through the website: www.engadincard.ch. So far, only registered cardholders can use all services such as free features collect bonus points and so on Collecting bonus points is only possible with the VIP guests ENGADIN card and not the standard ENGADIN (With payment) cards. VIP ENGADIN owners can pay with a card over the world because there is an agreement on cooperation with MasterCard and VISA.
Users can also around the world to collect bonus points by using their card. For each Swiss franc spent with partner tourism businesses in the region, and for every ten francs spent anywhere else in the world, the cardholder to write one bonus point. In addition, services that can be used with the bonus points are even more enhanced. The collected points are valid for two years, and the benefits they bring is constantly increased and published on the web site. Sum collected points, and all executed transactions can be viewed on the website via a personal account that each user has. Bonus points can be used by the partner travel companies, but also in the online webshop. The operator of credit card (in this case, VISA or MasterCard), delivers information on the total turnover on the account of the grantee, and based on that ENGADINcard calculates bonus points. Users of the old ENGADIN destination card without payments function, are unable to collect bonus points, but a switch to a new card is free of charge. In the future, all tourism companies in the upper and lower

Engadin should have the option of joining the project destination card. Currently, more than 100 providers of tourist services are included in the program as follows:

- 60 hotels,
- all mountain railways in Upper and Lower Engadin,
- 13 sports stores
- 14 ski and snowboard schools
- 14 private health care institutions,
- 2 golf schools,
- EngadinBus,
- and some smaller companies (clothing shops, etc..)

Basically, ENGADIN is designed for Internet users, so it is communicating with customers primarily based on the internet. Brochures and flyers are available in all partner tourist facilities, including hotel rooms, reception and mountain trains. Four times a year, program sends mail to the address of the target user groups, which informs about the benefits of using the card, and new services. With the old system of cards ENGADIN was able to draw conclusions about the user's interests based on real information gathered using the card, but due to financial difficulties, this possibility does not exist with the new card system. Currently CRM system is based only on data that the users provided when they joined the system. With both ENGADIN card, customers can reserve tickets for the ski slopes, online or over the phone, as well as tickets for the mountain railways. Online booking portal is connected to the box office mountain railways and automatically performs the booking of tickets. If, for example, the user comes to the door of the ski trails, read a number of his card, and if you have booked that, the ticket doors open automatically.

Each partner travel company has the option of registering their guests online. But also guests can make the registration of their homes. For example, guests who do not have Internet access can register over the phone or by mail, by sending the registration form. For this group of users, the use of facilities provided by this card is difficult, because neither were able to see the number of collected bonus points, not to spend it in the Internet shop. However, for economic reasons, a strong focus still remains on the internet. The main advantage of the online system is that it requires only an Internet connection, rather than specialized software and hardware. With online registration, the user agrees that his data is consigned to third parties. Partner tourism companies, have access to information only to those users who have registered through them, or those who have made a payment to them. Only ENGADIN have access to the complete database, and can make analysis and take statistical data which are then assigned to partners. (http://www.engadincard.ch)

4. CONCLUSION

The mass tourism is increasingly under influence of the demands for new tourism products. The basis of successful business travel agency, due to the specificity of the tourist product, is quality of the service, therefore the application of modern information technology is one major steps towards achieving that goal. Innovation in the tourism sector (including the use of modern technology) have proven to be a crucial factor.

Travel agencies are usually associated with the booking systems of tour operators or airlines. This has resulted in increasing number and quality of information provided, and the quality of advisory role of agents in buying arrangement or organizing the individual travel insurance. Booking process is improved, sales of services increased (both individual services and sales arrangements) By using internal system it made easier the provision and issuance of all necessary documents (visa, tickets, invoices, vouchers ...), as well as connecting "front-office" and "back-office" operations. Incurred are "middle-office" jobs (jobs from the end of bookings to the start of implementing arrangements). This happened due to the automation of business. Also using the applications GDS system achieved a better and safer communication with hotels, rent-a-car and other organizations of which the agency reserve capacity.

Internet has become the main sales channel, not only in tourism but also in other branches of business. Travel agencies are increasingly using it. Communication through itis fast, massive and much cheaper, In recent years, the Internet is rapidly evolving so from the initial text it became a multimedia tool for communication. For the sale of services, web site is becoming increasingly important and its popular design. Globalization of business with the help of the Internet has opened many opportunities. Booking is constantly growing, expanding market, lowering costs, communicate constantly with the demand, the informations are real, complete and always available, control business is more efficient.

Because of the Internet are created a more complete information bases to assist in the marketing of tourist agencies. It is a valuable resource of business that has caused the emergence of e-marketing (Internet marketing). Because of the Internet, which provides a wide range of possibilities, its resulting more "on-line" travel agencies. There is an increasing offer of tours that are sold directly. Over 90% of tourism businesses in the ten most developed European countries (regardless of their size) uses Internet.

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CARBON NEGATIVE: FIRST COMMERCIAL APPLICATION OF ACCELERATED CARBONATION TECHNOLOGY

P. Gunning
Carbon8 Systems Ltd, University of Greenwich, UK
C. D. Hills
University of Greenwich, UK
*Corresponding author: info@c8s.co.uk, +44 (0)20 8331 9848

Abstract: *Carbon dioxide gas can be used as a resource to rapidly harden cementitious materials and manage the risks associated with hazardous waste and contaminated soil. The process is known as Accelerated Carbonation Technology or ACT. Carbon dioxide primarily combines with calcium and/or magnesium minerals present in many industrial thermal residues to form carbonates; this reaction can also be promoted by the addition of, for example, Portland cement.*
Carbon8 Systems Ltd. was formed in 2006 as spinout-company of the University of Greenwich to commercialise ACT. Carbon8 has applied ACT to hazardous wastes in the production of non-hazardous construction products.
By using the Carbon8 process, industrial thermal residues are solidified and stabilised in a hardened pellet form. The pelleted product is a direct substitute for natural aggregate, and can be used in the production of concrete construction blocks.
From 2009 to 2012, a series of pilot and full-scale demonstrations of the technology were carried out. The aggregates produced were rigorously tested and given 'end-of-waste' designation by the Environment Agency.
In early 2012, a bespoke commercial plant was commissioned at Brandon in Suffolk, UK, operated by Carbon8 Aggregates Ltd. This plant, the first of its kind anywhere in the world, produced 24,000 tonnes of aggregate from municipal solid waste incineration (MSWI) air pollution control residues (APCr) in its first year.
In 2014, a second production line was added to the Brandon facility, increasing its capacity to 50,000 tonnes per year. The aggregate is supplied to Lignacite, the UK's largest independent concrete block manufacturer, and other companies.
The ACT-produced aggregate is carbon negative as it contains more imbibed carbon than is generated by its production. Consequently, the concrete construction blocks produced by Lignacite are also carbon negative, and are marketed under the name: 'Carbon Buster'.
Plans are at an advanced stage for the construction of a second and third production facility in the UK. These are scheduled to be operational by mid-2015 and will increase aggregate production to 200,000 tonnes per year.
The present work discusses the development of the Carbon8 process and describes the commercial application of accelerated carbonation technology for the production of sustainable carbon-negative construction materials.

1. INTRODUCTION

Carbonation is a naturally occurring process, which can be accelerated by exposing reactive materials to a higher concentration of carbon dioxide gas than that available from the atmosphere. Carbon dioxide primarily combines with calcium and magnesium phases to form calcium carbonate ($CaCO_3$). Calcium carbonate is more voluminous than the reactant minerals and infills pore space, which facilitates the retention of contaminants. (Baciocchi, R.,2010), (Arickx, S., 2006), (Chen, Q., 2007). By exploiting this mechanism, fine grained powders can be cemented together by the reaction with carbon dioxide to form aggregates with re-use potential.(Hills, C.D., 2007.)

1. Many wastes have been found to be susceptible to carbonation; primarily those derived from industrial thermal processes, including paper ashes, biomass ashes, pulverised fuel ashes, steel slags and incineration residues.(Diener, S., 2010), (Gunning, P.J., 2010), (Huntzinger, D. N., 2009), (Rendek, E., 2006)
Carbon8 Systems and the related company Carbon& Aggregates have been developing this process for commercial purposes, culminating in early 2012 with the construction of a full-scale commercial facility. The present work discusses lessons learned during commissioning and operation of this plant during the first year of operation.

Development of the Process

A decade of development of the carbonation process to convert hazardous waste into aggregate has involved a number of stages, which are illustrated in figure 1.

Figure 1. *Stages in the development of the process*

Laboratory R&D

The potential to rapidly harden pelleted wastes was observed during pilot scale trials to assess the use of carbonation to promote the rate and extent of setting of stabilisation/solidification (s/s) treated soils. (Rendek, E., 2006) During mixing the soil with reagent binder and carbon dioxide, hardened nodules formed, which were persistent in the disposed treated soil. The production of carbonation-hardened agglomerates was progressed in laboratory research at the University of Greenwich. (Antemir, A. 2010.) (Gunning, P.J., 2011.) The potential to utilise a number of industrial residues to manufacture hardened pellets with mechanical properties suitable for use as a substitute for natural aggregate was then established (see table 1).

Pilot Scale Trials

In January 2010, a pilot scale trial was undertaken using APCr, the hazardous alkaline residue from municipal incinerator flue gas cleaning systems, to demonstrate the larger-scale application of the technology. The production process devised incorporated a number of stages, which are shown in figure 2. Over a four week trial period, five tonnes of aggregate were produced, which was used in a small production run by a major UK construction block manufacturer (see figure 3).

Full Scale Demonstration

The successful pilot-scale trial demonstrated that the carbonated APCr aggregate was fit for purpose and had commercial value. Construction of the demonstration plant took place in November 2010 (see figure 4). The plant was operated for two months in the winter of 2010, and in excess of 200 tonnes of aggregate was manufactured. This was validated for use as an aggregate in concrete blocks through the manufacture of over 3000 blocks. (Padfield, A.M., 2004.)

Table 1. *Wastes successfully valorised as artificial aggregate by accelerated carbonation*

Waste	Description
Biomass ash	Ash from burning biomass residues (including wood ashes)
Cement Kiln Dust	By-product from Portland cement manufacture
Clinical Ash	Ash from the incineration of hazardous medical waste
MSWI Ash	Municipal Waste Incineration (MSWI) residues, including coarse bottom ashes (-BA), fly ashes (-FA) and air pollution control residues (-APCr)
Paper Ash	Ash from incineration of paper recycling wastewater sludge
Pulverised Fuel Ash (PFA)	Ash from the combustion of coal for power generation
Quarry Fines	Sands, sludges, dusts etc. produced by extracting and processing rock
Sewage Sludge Ash (SSA):	Ash from incineration of wastewater treatment sludge
Steel Slag	metallic waste from steel manufacture

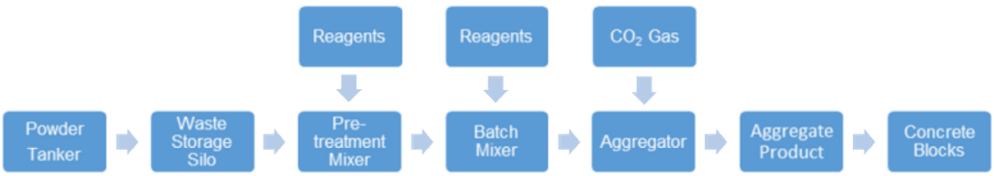

Figure 2. *Flowchart of production process*

The production of concrete blocks using the aggregate manufactured in the trials and the testing of these blocks to European Standard demonstrated that there was a clear end use for the material. By working closely with the Environment Agency, ‘End of Waste’ status for the aggregate was approved in August 2011.

Figure 3. *Pilot scale trial; pre-treatment mixer (left), tonne bags of carbonated aggregate (right)*

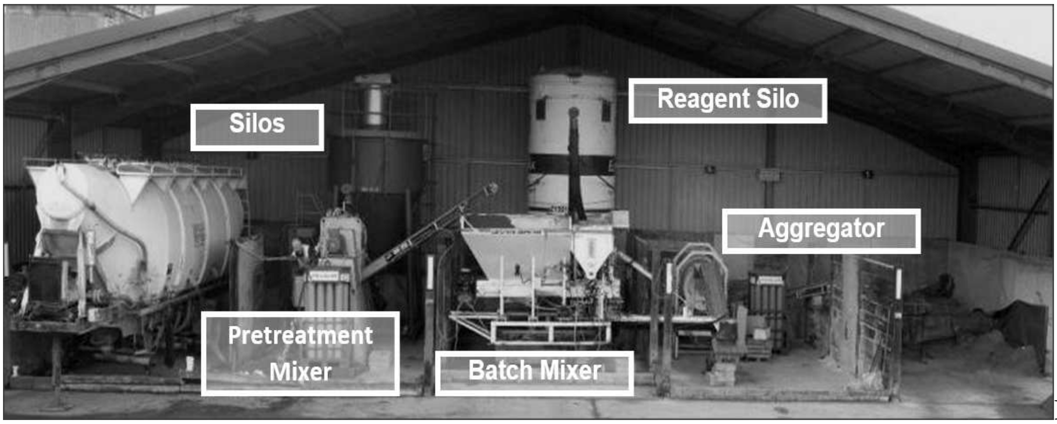

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Figure 4. *Full scale demonstration process setup*

Development and Construction of the Full Scale Plant

The success of the full-scale demonstration led to the construction of the first commercial plant of its type in the world. Construction of the plant commenced in October 2011, and installation on site took place in January 2012. The plant layout resembled that established with the demonstration facility. Silos store the APCr and any required reagents. A refrigerated tank stores liquid CO_2 for use in the carbonation process. This CO_2 has been captured from the gaseous waste emissions of an industrial process and is thus, not released into the atmosphere. (Gunning, P.J., 2011.) The completed facility is shown in figure 5.
The APCr is pre-treated and aggregated, and transferred to storage bays which each hold one day's production. Daily checks on the quality of the incoming APCr and outgoing aggregate product are carried out to ensure that it meets the required specification set out in the 'End of Waste' documentation.
The plant currently receives APCr from two incinerators located in the south of England and the manufactured aggregate is used in the production of medium-weight concrete blocks.

The suitability of the APCr was judged upon handling characteristics including bulk density and moisture content, which determine the maximum capacity of the storage silos and identify any potential conveying issues. Compliance of the aggregate product is determined by physical properties (compressive strength, particle size, durability), and chemical characteristics (leaching of metals and anions).

Figure 5. *The newly commissioned plant*

The trials continued with the receipt of APCr from several different incinerators from around the UK. It was found that APCr varies significantly between different facilities, and that the process must be carefully tailored in each case.

Commercial Operation of the Full Scale Plant

Samples are collected daily from the aggregate product in the storage bays. In accordance with the end of waste approval, the product must be fit for purpose and also not pose a threat to the environment. Testing of aggregate compressive strength and loose bulk density are used as indicators of product quality. Figure 6 shows the results of monitoring the properties of the aggregate over a period of 300 days.
The specification in the End of Waste approval stipulates an average individual aggregate compressive strength of 0.1 MPa. European Standard imposes a maximum bulk density of 1200kg/m^3 for lightweight aggregate. Compressive strength of the aggregate is shown to consistently exceed the specification, whilst bulk density is below the maximum specified. Fluctuations in the results are due to changes in the properties of the APCr, the mix formulation and processing parameters used.
In addition to the quality assurance testing of the incoming APCr and manufactured product, routine testing of the blocks manufactured is also undertaken. The testing is

carried out by an independent third party UKAS ISO 17025:2005 accredited laboratory. Table 2 shows the properties of blocks containing carbonated aggregate compared a set of blocks manufactured using the traditional formulation.

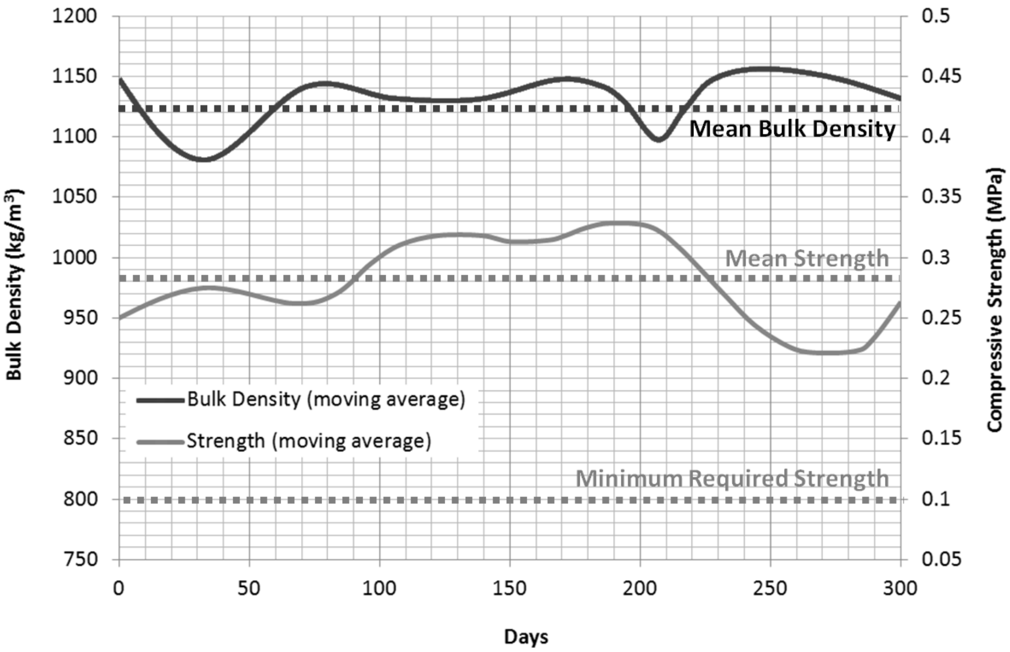

Figure 6. *Properties of the aggregate product*

Table 2. *Physical properties of APCr aggregate and control concrete blocks (courtesy of Lignacite Ltd)*

Property	Without APCr Aggregate	With APCr Aggregate
Density (kg/m^3)	1660	1730
Compressive Strength (MPa)	11.8	11.2
Transverse Failure Load (kN)	7.75	7.78
Flatness (mm)	0.0	0.0
Parallelism (mm)	1.2	1.0
Drying Shrinkage (mm)	0.38	0.34
Moisture Expansion (mm)	0.13	0.11

The results show comparable properties between the two formulations in terms of strength (compressive and transverse failure), density, and geometry (flatness and parallelism).

Drying shrinkage and moisture expansion in the blocks with APCr aggregate was less than those without APCr aggregate.

Acknowledgements

The authors would like to acknowledge the Directors of Carbon8 Aggregates: Dr Paula Carey, Mark Orsbourn and Steven Greig for their invaluable contribution to this commercial endeavour. Many thanks also go to Shane Pearson, manager of the Brandon processing facility, and his team. Also, acknowledged is the support of Grundon Waste Management Ltd, particularly Steven Roscoe and Clayton Sullivan-Webb, and Lignacite Ltd, in particular Allan Eastwood and Paul Barber.

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CARBON CAPTURE USING WASTES: A REVIEW

P. Gunning[1*], C.D. Hills[1], P.K. Araizi, A. Maries, and D.S. Wray
[1]School of Science, University of Greenwich, UK
[2] University of Greenwich, UK
*Corresponding author: p.gunning@greenwich.ac.uk, +44(0) 2083319848

Abstract: *Potential key strategies for the management of anthropogenic CO_2 emissions include mineral carbonation and storage in oil wells and in the oceans. In Europe, a large-scale demonstration of carbon capture and storage (CCS) has recently been given the go-ahead, and the application of mineral carbonation technology (MCT) to serpentine and olive-type minerals. Although less controversial in its approach, MCT involves intensive pre-treatment of the mineral feedstock, and a consequent high sequestration cost USD100-120/tonne CO_2 treated.*
Mineralisation by carbonation is reliant upon the long-term storage of CO_2 in thermodynamically stable and environmentally benign carbonate-based reaction products that are persistent over geological-timescales. The use of solid industrial process wastes for storing carbon (via waste carbonation technology, WCT) may provide a shorter-term gain, as the industrialisation of CO_2 mitigation technologies takes place.
With WCT, CO_2 is reacted with alkaline waste residues, to both risk-manage a high pH, and utilise waste CO_2 gas, can be used as a pre-treatment prior to landfilling, facilitate valorisation and production of new materials. The present work examines the current status of waste carbonation and investigates the utilisation of seven 'common' alkaline industrial residues showing that they have potential to sequestrate 1Gtonne of CO_2 worldwide. The projected average cost of USD38-95/tonne of CO_2, is competitive with landfill and projected carbon taxes. If WCT is more widely commercially developed an option for the management of significant amounts of carbon could become more quickly established.

Keywords: *CO_2 emissions; Carbon utilisation; Mineral sequestration; Waste carbonation; Accelerated carbonation*

1. INTRODUCTION

Strategies to control anthropogenic CO_2 emissions involve meeting national-term targets, improvement in energy efficiency, alternative fuels, 'greener' industrial processes and the adoption of targeted tax schemes and integrated environmental policies, such as ICCP (IPCC, 2005), (IPCC, 201), (IPCC, 2013).
By way of example of tax-based initiatives, Alberta, Canada, has a carbon offset tax where large emitters are charged CD15 (€14) per tonne of CO_2 with proposals to increase this to CD40 (€37) in order to generate more revenue (Praetorius, B., 2009.); on the other hand in British Columbia, the carbon tax system is neutral.
The progress towards a more eco-friendly society is slow, mainly due to government inertia, industrial resistance, the investment required for energy efficiency, coupled with the slow integration of renewables into the energy supply mix.
The potential of carbon capture and storage (CCS) for managing anthropogenic CO_2 rests on the yield that can be achieved at a reasonable cost. The routes to CCS involve the capture, transportation and subsequent storage of CO_2 in appropriate geological and ocean sites, or the storage as carbonates/bicarbonates via mineral carbonation (IPCC, 2005).

However, it is not widely recognised that high volume alkaline waste streams can sequester CO_2. The chemical similarity of wastes to natural silicates is often overlooked and if waste carbonation can be widely achieved, then there is potential to manage significant amounts of CO_2 by this method.
The current work reviews mineral carbonation technology (MCT) and compares its potential with the other sequestration methods. In addition, the potential for waste carbonation technology (WCT) annual production and maximum sequestration capacity of seven alkaline wastes is estimated. Finally, an appraisal of companies applying mineral and waste carbonation is made via a comparison of their process routes.

2. CARBON CAPTURE

Carbon capture and storage is projected to consume up to 60% of overall anthropogenic carbon emissions (Svensson, R., 2004). The process of CCS involves three steps:
1) the removal and capture of CO_2 from specific locations,
2) transportation to proper storage sites and
3) CO_2 long term storage (Praetorius, B. 2009.).
Large quantities of carbon are emitted by coal and gas plants, where three capture technologies are used: Post-combustion capture, Pre-combustion capture and Oxy-combustion capture (Gibbins, J., 2008). After transportation, the captured CO_2 can be stored in appropriate geological and ocean sites (Svensson, R., 2004). In Europe, a large-scale demonstration known as the 'White Rose' CCS project centred upon the Drax coal-fired power station in the UK has been given the go-ahead. This CCS project will see CO_2 transported via a pipeline for permanent storage in the North Sea in depleted oil wells (http://www.whiteroseccs.co.uk/about-white-rose.).
Alternatively, mineral carbonation involves the production and disposal of environmentally benign minerals that are stable over geological timescales. Potential feedstocks for MCT comprise minerals comprising calcium and magnesium ions, including wollastonite, basalt, olivine and serpentine. The potential storage capacity exceeds 10,000Gtonnes at an average cost of USD100-120/tonne CO_2 (Goldberg, P., 2001), (Lackner, K.S.,2003), (Lackner, K.S., 2002).
Table 1 overviews the available carbon capture and storage technologies, their advantages/disadvantages, estimated capacity and likely costs[8].

Mineral Carbonation Technology (MCT)

In countries with large reserves of suitable rock resources i.e. Finland, Australia, USA and Canada, the potential for future carbon mitigation depends upon future research advancement.

Mineral carbonation mechanisms

Mineral carbonation involves the formation of stable carbonates and bicarbonates which are chemically equivalent to calcite, magnesite and dolomite (Lackner, K.S.,2003).

[8] Costs expressed in US Dollars. At current exchanges rates x0.77 for Euros, x0.61 for British Pounds Sterling

Silicates naturally abundant in rocks and mining ores can be used as feed stocks e.g. peridotite, serpentine, olivine, wollastonite, gabbro and basalt. After appropriate treatment,

Table 1. *Overview of CCS technologies*

Technology	Advantages	Disadvantages	Capacity[a] (Gt)	Cost[b] (USD)
Geological storage [11,12]	• Established technique • Low storage cost • Positive perception	• High risk of leakage • Requires continuous monitoring • Lack of appropriate sites	1800	5
Ocean storage [13]	• High capacity • Global availability • No monitoring requirements	• High environmental risk • Higher cost than geo-storage • Negative/hostile perception	10000	18
Mineral carbonation [8-10]	• Environmentally benign • Exothermal reactions • Wide availability of feedstocks	• High costs • Pre-treatment • Unsecure future potential	>10000	120

a: maximum estimated capacity, b: average sequestration cost

carbonated products may be used as paper fillers and coating materials (Teir, S., 2010), (Sanna, A., 2012) . The following equations show the principal reactions occurring for calcium and magnesium silicates; wollastonite (1), olivine (2) and serpentine (3) (Huijgen, W.J.J. 2003)

$$CaSiO_4 + CO_2 \rightarrow CaCO_3 + SiO_2 \qquad \Delta H = -90 kJ/mol \qquad (1)$$

$$Mg_2SiO_4 + 2CO_2 \rightarrow 2MgCO_3 + SiO_2 \qquad \Delta H = -89 kJ/mol \qquad (2)$$

$$Mg_3SiO_5(OH)_4 + 3CO_2 \rightarrow 3MgCO_3 + 2SiO_2 + 2H_2O \qquad \Delta H = -64 kJ/mol \qquad (3)$$

All the reactions are exothermic and no energy is added to the system. However, slow kinetics, low yield under mild conditions, heat pre-treatment of silicates adversely impact on the cost of the processing (Maroto-Valer, M.M., 2005). The cost of transportation accounts for 77-94% of the total costs involved in MCT (Renforth, P., 2012).
During the mining of silicate ores, the cost of grinding, crushing and milling must also be considered. It is estimated that, in order to be applied at industrial scale, the maximum cost of mineral carbonation should range between USD20 and USD30 per tonne of CO_2 (Lackner, K.S., 2002). Indicative costs of wollastonite and serpentine were estimated at USD200 and USD126-185 respectively (Lackner, K.S., 2002), (Kakizawa, M., 2001).

Carbonation of mineral residues

Mineral sequestration can be achieved close to emitting plants by transporting the raw materials to site (ex-situ MCT), or via direct diffusion of CO_2 into rocks containing calcium and magnesium minerals (in-situ MCT).
The ex-situ carbonation of feed-stock occurs in three stages (Prigiobbe, V., 2011.):

1. Thermal and mechanical pre-treatment of the mineral
2. Reaction of CO_2 with ions of Ca^{2+} and Mg^{2+} accompanied by energy release
3. Disposal/reuse of the final carbonated products

One of the biggest challenges of ex-situ processing is the distance that often exists between CO_2 emitters and the location of mineral sources, as invariably they do not coincide. The need for handling large quantities of CO_2 and mineral silicates impacts negatively on the costs of material transportation.
Therefore, the location of bespoke carbonation plants should be as close to the natural mineral resources as possible. Picot *et al.* (Picot, J.C., 2011.) investigated candidate locations around the world, which combine coal-fired plants emitting more than 1Mtonne of CO_2, with available minerals within a distance of 300km. The identified regions are located at Botswana, China, South Africa, Russia, Kazakhstan, and in some isolated places in Northern Europe, USA and Australia. Unfortunately, there is lack of mineral availability in industrial regions with vast carbon emissions.
Although ex-situ processing is a preferred option, the slow kinetics (unless finely ground feedstock is used), the pre-treatment of feedstock, and the elevated temperature and pressures required, have focussed attention towards in-situ treatments (Kelemen, P.B., 2008.).
CarbFix is an ex-situ MCT research project, using CO_2 emitted from a geothermal plant in Iceland. The mineral 'host' is basalt, a silicate rich in calcium, magnesium and ferrite ions (Matter, J.M., 2009.). The installation consists of a CO_2 separation plant and injection facility, with a 3km pipeline for the carbon transportation and monitoring systems. The current overall capacity of CO_2 injection is estimated at 2.2ktonnes CO_2/per year (Matter, J.M., 2011.) and it can reach 60ktonnes at overall cost of USD66/tonne of CO_2 sequestrated (Ragnheidardottir, E., 2011.).
The Samail ophiolite in Oman is composed of peridotite, which naturally reacts with an estimated 0.1Mtonnes of CO_2 per year. The potential for reaction with carbon dioxide may reach 1Gtonne, if accelerated carbonation were to be applied at elevated temperature and pressure (Kelemen, P.B. , 2008.). Other relevant research has been made at Mount Keith Nickel Mine in Canada, Linnajavri in Norway and various locations in Italy (Dipple, G.M., 2008.), (Boschi, C., 2010.), (Beinlich, A., 2012.).

Routes for mineral carbonation

Carbonation routes (for mineral carbonation) are classified into two main categories: direct and indirect. During the direct route, silicates react with gaseous or aqueous CO_2 in a single step, without the extraction of calcium or magnesium ions (Sipilä, J., S., 2008) . Via the indirect route involves more than one step, including ion extraction. Table 2 summarises the available carbonation routes (Lackner, K.S., 1997.).

Table 2. *Routes for direct and indirect carbonation*

Route	**Description**	**Advantages**	**Disadvantages**	**Cost US$/t**
Gas-solid [30-32].	Particulate metal oxides react directly with CO_2,	• Simplicity • Production of steam and electricity • Mining integration potential	• Slow reaction • Thermodynamic constraints • Industrially unfeasible	
Aqueous [16, 30, 33-40].	Mixing (minerals) with a liquid medium such as bicarbonate/ salt before the reaction with CO_2.	• Conversion rate	• High energy requirements • Requires extra chemicals • No recycling • High costs	50-100
HCl extraction [9,16, 41].	Hydrochloric acid used to extract ions of Ca+ and Mg+ from a silicate matrix	• Recoverable reactants	• High energy requirements • Expensive	>188
Acetic acid extraction [22, 47-49].	Similarly to HCl extraction, the use of acetic acid is used	• Less energy intensive • Economical	• Higher recoverability needs to be achieved	78
Molten Salt [40].	Molten salt as a less energy intensive sorbent than HCl.	• Less energy intensive than HCl	• Extremely corrosive • Undesirable by-products	
Ammonia extraction [41, 42]	Ammonium salts used to promote the CO_2-silicate reaction	• High purity carbonates • Good kinetics • Recoverable reactants	• High current costs • More research needs to be done	

Waste Carbonation Technology (WCT)

As an alternative to natural minerals, solid wastes can be reacted with carbon dioxide (Araizi, P.K., 2013.). This process is known as waste carbonation technology (WCT) and the most significant advantage, compared to MCT, is that pre-treatment is rarely necessary and the general proximity of these residues to point sources of anthropogenic CO_2 (Huijgen, W.J.J., 2003).
Wastes such as those from bauxite processing, cement manufacture, coal combustion, iron and steel manufacture and the incineration of municipal waste, are composed of a significant

proportion of calcium and magnesium. These wastes are widespread around the world. A number of the high volume waste streams with potential for WCT are identified in Table 3:

Table 3. *Characterisation of alkaline wastes according to European Directive 2000/532/EC [* Power, G.,2011*]*

Code	Main Category	Code	Sub-category	Waste
01	Wastes resulting from exploration, mining, dressing and further treatment of minerals and quarry	01 03	Wastes from further physical and chemical processing of metalliferous minerals	Bauxite residues
10	Inorganic wastes from thermal processes	10 01	Wastes from power stations and other combustion plants	Coal fly ash
		10 02	Wastes from the iron and steel industry	Steel slags
		10 13	Wastes from manufacture of cement, lime and plaster and articles and products made from them	Cement kiln dust
19	Wastes from waste treatment facilities, off-site waste water treatment plants and the water industry	19 01	Wastes from incineration or pyrolysis of waste	MSWI bottom ash
				MSWI fly ash

Bauxite residue (Red Mud)

'Red mud' is the solid waste produced by the Bayer process when alumina is extracted from bauxite ores. The transport, re use and disposal of red mud is extremely difficult due to its high alkalinity (pH>13) and elevated sodium concentration (Johnston, M., 2010.**)**.
The carbonation of bauxite residues can be achieved by neutralisation involving the reaction of aqueous solutions of red mud with carbon dioxide (Sahu, R.C., 2010.**)**, (Renforth, P., 2012.**)**. The carbonation capacity of the process is estimated at 53kg of CO_2/tonne of red mud (Yadav, V.S., 2010.**)**.

Cement kiln dusts

Cement kiln dust (CKD) is formed during the manufacture of cement clinker at high temperature (around 1400°C) and it is a mixture of fine particles, unburned and part-burned raw materials and contaminants. Many cement manufacturing processes involve CKD recycling. However, the degree of recycling depends on various parameters including

dust composition, particularly alkali content, and the standards that need to be met (Huntzinger, D.N., 2009.), (Huntzinger, D.N., 2009.), (Gunning, P.J., 2010.).
Historically, large amounts of CKD have been landfilled and could be a potential resource for CO_2 sequestration. Depending on the type of cement kiln, 250-300kg of cement kiln dust is formed per tonne of cement.

Pulverised fuel ash

Pulverised fuel ash (PFA) is produced from the burning of coal. PFA is classified as either Class C or Class F, differentiating between those with high and low calcium contents, respectively (Blissett, R.S. 2012.), (Muriithi, G.N., 2013). Where high CaO containing PFA is available, there is great potential to capture CO_2 with minimal handling and transport costs (Sun, Y., 2012).

MSWI bottom ash and APCr

The incineration of municipal solid wastes produces bottom (grate) ash and fly ash. Depending upon the composition, the two residues may or may not be combined. Air pollution control residues (APCr) are also produced as a result of flue gas treatment. APCr is sometimes combined with the fly ash.
Bottom ash former comprises 80% of the total incineration residue and is composed of ash powder along with glass and metal fragments. Bottom ashes are invariably used in road pavement construction, glass and ceramics, and in agriculture and waste water treatment (Lam, 2010), (Li, X., 2006) . The presence of heavy metals is a concern, and an accelerated carbonation treatment-step has been shown to be a promising management option (Sakita, S., 2006), (Shimaoka, T., 2006), (Cornelis, G., 2006), (Santos, R.M., 2013).
Fly ash is a fine grained airborne material which is removed via electrostatic precipitators. Typically, the heavy metal loading is higher than bottom ashes, which is often the determining factor whether it can be combined with the bottom ash.
APCr is typically a mixture of lime and activated carbon, that is injected into the flue gas to remove volatile heavy metals and neutralise acidic gasses (Fernandez Bertos, M., 2004).

Steelmaking slags

Steel manufacture generates slag, comprised of calcium, iron, silicon, aluminium, magnesium and manganese oxides. These residues are highly alkaline (pH 12) and when they react with carbon dioxide, stable products comprising carbonates are produced (Huijgen, W.J.J. , 2005.), (Bonenfant, D., 2008.). Moreover, slag production is around 400Mtonnes worldwide (*Worldsteel Association*, 2010.), with 45Mtonnes in the EU (Euroslag. 2012) and 5.2Mtonnes in the UK (Böhmer, S., 2008.). Their carbon-uptake potential is promising whilst transportation costs are negligible, assuming the CO_2 can be captured.

Carbon Sequestration Potential

Based upon available data (between 2007 and 2011), it is possible to sequester up to 1Gtonne of CO_2 by carbonating 6 alkaline residues found widespread around the world (Table 4).

WCT ensures the utilisation of both CO_2 and solid waste residues (arising from the same plant) without additional transportation and monitoring costs. The average cost of WCT is estimated at USD67/tonne of CO_2, which is considerably lower than MCT. Furthermore, process operating conditions including temperature and pressure are generally lower. However, the complexity of waste systems and the frequent presence of heavy metals and/or radioactive elements in some residues necessitate pre-treatment, which may increase the cost of handling and processing these wastes. Finally, in many countries the regulation of waste does not lend itself to treatment and valorisation at this time, and this is an impediment to utilising waste for the sequestration of CO_2 gas.

Commercial Applications

Several companies are already using mineral and waste carbonation to produce valuable products, including aggregates and secondary building materials. Table 5 presents data on these commercial/near commercial companies and their processes, using data/ metrics (CO_2 utilised, products value, energy penalty) taken from two reports from Carbon Sequestration Leadership Forum *(CO2 Utilisation Options - Phase 1 Report*, 2012.), (*CO2 Utilisation Options - Phase 2 Report*, 2013.), companies web-sites and other information sources.

Table 4. *Alkaline residues suitable for waste carbonation*

Waste	Annual world production in million tonnes	Sequestration capacity in kg CO_2/tonne of waste	Max potential CO_2 utilised[c] (MTonnes)	Min potential CO_2 utilised (MTonnes)
Bauxite [44-47, 65-68]	120	53	6.36	6.36
CKD[a] [50, 70-73]	990	15-115	113.85	14.85
PFA [51-53, 74-75]	600	8-264	158.4	4.8
MSWI bottom ash[b,c] [54-60, 76-80]	80	247-475	38	19.76
MSWI fly ash[b] [57-59, 76-78, 80-81]	20	30-120	2.4	0.6
Steel slags [61-64, 81-84, 85-88]	400	227-300	120	90.8

a: estimated based upon 0.25-0.30 tonnes of kiln dust per tonne of cement. b: annual production is estimated at 100Mt. Assumed 80% as bottom ash and 20% as fly ash. c: estimated using the highest and lowest sequestration capacities identified

SUMMARY

There is great potential to manage carbon emissions to protect the environment. Technologies capable of doing this are in development, and cost reduction remains a priority. The application of Carbon Capture and Storage (CCS) and Mineral Carbonation Technology (MCT), have the greatest potential to mitigate the environmental impacts of large volumes of CO_2. However, in the shorter-term the use of waste may provide significant gains as the often waste and CO_2 are emitted by the same process, are generated near to industrial centres, or close to where the carbonated products might be used, or disposed of.
Many industrial residues have the potential to act as capture media, including wastes from bauxite extraction, cement manufacture, coal combustion, municipal waste incineration, and steelmaking. Applying Waste Carbon Technology (WCT) to these six residues alone has the potential to sequester up to 1Gtonne of CO_2 each year.
Several companies have been established tor are developing WCT processes. Currently, there are two, Carbon8 and Recmix, who are operating commercially to produce construction materials from wastes treated using WCT. Several others are in the process of bringing new technologies to the market.

Table 5. *Summary of ventures applying mineral and waste carbonation*

Name	Activities and Technology	Raw Materials	Key Process Steps	Output materials
Commercially Active				
Carbon8	Carbon8 produces carbon negative construction aggregates from hazardous wastes including MSWI ashes, CKD, and steel slags. [91-92]	1. Alkaline wastes 2. CO_2 3.Reagents	1. Pre-treatment of waste 2. Blending reagents 3. Pelletising 4. Aggregate production	1. Aggregates
Recmix	Stainless steel-slag is carbonated to produce aggregates, fillers for concrete and asphalt and blocks. [93]	1. Stainless steel slag 2. CO_2	1. Granulation 2. Mixing 3. Carbonation 4. Shaping and curing	1. Aggregates 2. Concrete/ asphalt fillers 3. Artificial aggregates
Commercialising				
Solidia	Production of low-energy cement from blended calcium silicates, and hardening using CO_2. [96]	1. Solidia cement 2. CO_2	1. Kiln treatment 2. Mixing with water 3. Curing with CO_2	1. Solidia concrete

Pilot Scale				
Calix	Enhanced calcination technology offering the potential for efficient mineral sequestration of carbon. Sorbent is regenerated and recycled [97]	1. Limestone/ Dolomite/ Magnesite/Kaolin/Gypsym/ Diatomite/Bauxite	1. Minerals Grinding 2. Minerals pre-treatment 3. Calcination 4. Separation of products	1. Steam 2. Magnesium Oxide 3. Semidolime 4. Metakaolin 5. Organic Phosphate
Carbon Engineering	Direct air capture (DEC) and production of high quality carbon dioxide for enhanced oil recovery, algae growth in industrial-scale ponds, and synthesis of liquid hydrocarbons. [98-99]	1.Atmospheric air 2. Energy 3. Chemicals	1. Air capture 2. Separation of CO_2 3. Regeneration cycle	1. Pure CO_2
CO_2 Solutions	Utilises the enzyme catalyst carbonic anhydrase for removing carbon from flue gases at emitting plants. [100-102]	1. Flue gas 2. Low energy solvents	1. CO_2 Absorption 2. Enzyme catalysis 3. Thermal heating	1. Pure CO_2
ICS	The novelty of ICS approach is that integrates the flue gasses capture step with the carbonation of silicate minerals. [103-104]	1. Flue gas 2. Mineral silicates	1. Capture of flue gas 2. Mineral preparation 3. Carbonation 4. Storage	1. Mineral Carbonates
Laboratory Scale				
CCC	Mineralisation of magnesium and calcium silicates to carbonated products, along with generation of zero carbon electricity [105-106]	1. Silicate minerals/ wastes 2. Flue gas	1a. Digestion of the process fluids 1b. Carbon capture & power generation 2. Carbonation 3. Fluid regeneration	1. Silica by-products 2. Carbon free electricity 3. Carbonate materials

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IMPORTANCE AND IMPLEMENTATION POSSIBILITIES OF PRACTICAL TRAINING MODEL IN EDUCATION SYSTEM OF THE TOURISM CURRICULUM

Tamara Gajić, PhD.,
Novi Sad Business School, Serbia, tamara_gajic@yahoo.com
Aleksandra Vujko, PhD.,
Novi Sad Bussines School, Serbia, aleksandravujko@yahoo.com
Nataša Papić Blagojević MSc.
Novi Sad Bussines School, Serbia, npapic.blagojevic@vps.ns.ac.rs

Abstract: *Improvement of the existing education system and human capital expertise in the field of tourism is necessary in most higher education institutions in Serbia. The survival of the tourism market at the time of extreme competition requires knowledge of strategic management by adequately trained tourism staff. Thus, the current issue of education quality of personnel in the tourism industry and its enormous importance in business, imposed as a starting hypothesis of this research. The assumption is that the practical training is under-represented in education. Knowledge and professional qualifications during the study, represent the starting point and basis for further self-upgrading, and their quality directly implies customer satisfaction and of course, the survival of the market and the creation of new tourism products. Considering the importance of human resources in tourism development, many business schools and faculties have begun to carry out the modernization of teaching and the formation of professional and specialized staff to work in that field. The main task of the study was, (the sample of 138 respondents - the final year students in the field of tourism), to detect the main carriers of the problems in the existing system of personnel education and of course eliminate the consequences that such an incomplete education implies and those that have a negative impact on long-term business in all sectors of the tourism industry. The main method in this study is a random sample survey, and analysis of results obtained from the data collected. The results that were obtained by this method and other secondary publications confirm the main hypothesis and lower-level hypothesis.*

Keywords: *Education, Practical training, Tourism*

1. INTRODUCTION

The expansion of the service sector and its increasingly important part in the economic structure marked the last decade of the twentieth century. The service sector is first affirmed in economically developed countries, where he became an important driver of overall social and economic trends, and in which he still represents the majority of the social product. Thus, for example, In these countries the service sector accounts for over 60% of GDP: SAD, Australia, Canada, France, Japan, Norway and the United Kingdom (Kotler, P., 2006.). However, the service sector is not limited only to the developed countries. The growth of the tertiary sector and its impact on the corresponding changes in the structure of the economy are present in developing countries, but their progress in these circumstances is, on average, weaker and occurs at a more risk than in developed economies. In developing countries, the majority of the population that is employed in agriculture work in the service sector, and most of the services related directly or indirectly to tourism. Serbia is one of the countries that recorded a negative balance or a deficit of approximately $ 158 million. Otherwise, WTTC records that Serbia is on the 144's place in

the world in the share of tourism in GDP. In Serbia, 2010.'s service sectors were employed 71 610 people, while in 2011. was significantly less accurate for 10,000 employees.
However, there is a noticeable increase of employment for 2013. when the tourism and hospitality sector recorded 86,400 employees (http://www.rzs.stat.gov.rs.). According to the definition given by the International Organization for Standardization (ISO) which was the Committee for the support of quality World Tourism Organization modified since 2003. (http://www.iso.org.), quality of tourism is defined as: "The result of a process that involves meeting all legal manufacturing and service needs, demands and expectations of customers/beneficiaries, at an affordable price, with a negotiated and mutually acceptable contractual terms, and emphasizing quality determinants and safety, hygiene, accessibility, honesty, authenticity and harmony of tourism activities to the human and natural environment". On the ISO/WTO seminar in Argentina in 1998, it was concluded that ISO should develop international standards in the tourism industry to improve the quality of tourism services. However, as tourism services are very dependent on the human factor, ie, the persons responsible for the provision of services, it has come to the conclusion that they can make certain corrective measures in the education system by introducing skills and practical training for employees. Modern trends in tourism requires the existence of specific personnel related to certain segments of the industry. Namely, new trends of world development requires a different approach to education. Changes in all aspects of human life, the globalization of the world, economic, cultural and political interdependence, explosion of knowledge and the rapid obsolescence of knowledge required the personnel who are open to changes and new opportunities. The personnel who are qualified to vote and make their own decisions, to know themselves well and have developed self-esteem, to take responsibility for their own education and their own lives.
The paper is based on the problem of lack of quality and lack of complete programs of study in higher education institutions that support module of tourism. Actually, it is the lack of practice or practical training as a form of cooperation with institutions that are directly subordinate to the employment of personnel in the field of tourism education, and these include hotels, motels, travel agencies, tourism organizations and so on. For the purposes of this research, survey was used as a method, whereby 200 questionnaires were distributed and 138 of them were analyzed. This analysis led to the confirmation of the given hypothesis. The SPSS program, version 17.0, and T-square test were used. In addition to the research data, the authors used the available statistical and other secondary documentation.

2. LITERATURE REVIEW

When we say education most people think of education that takes place in schools from primary to the end of secondary education, and the education that takes place in high schools and colleges. Such education is the foundation and is one of the formal education. However, it is not the only form of education of personnel. In addition to this form there is a non-formal education, which include different courses for different professions, training within the company adapted to the requirements of these companies, continuing education and continuous learning in the course of work, education of “new” personnel (animators, consultants, moderators, "guest relations" information and etc.), or "new" education of existing professions (education with new techniques), education of the population, and other. This form of education is usually conducted in a new way with many elements of psychology, communication skills, tacit knowledge, the planning of specific activities, writing projects - with abbreviated words: practical classes.

The service depends on the interaction of employee-guest at the time of service. However, this interaction is potentially problematic and difficult to control, with responsibility for the high quality of service that falls on the "primarily" staff. Therefore, employees must understand and be committed to achieve quality of service, and to possess certain skills, knowledge, attitude, authority, and access to information which are necessary for the provision of high quality services that are tailored to the specific guest needs. Establishment of appropriate host-guest relationship is important to provide quality services, and in the labor-intensive service industries the important factor involves not only individual abilities and knowledge, but also the ability to adapt to the changes (Haven-Tang, 2006). The researchers argue that the interactive dimension of service quality is central to all services, because the quality of the service occurs during the interaction between the service provider and the guest (Reisinger,Y., 2003). Gronroos differentiate between technical and functional service quality. Technical quality means what the customer receives from the service as a result of interactions with service providers, while functional quality is the manner in which the Service Provider delivers services to the guests. It also highlights the important role of service providers in the provision of services (Reisinger,Y., 2003). Martin distinguishes two different dimensions of service quality: procedural and camaraderio-social. The procedural dimension is mechanical and includes a sales system and distribution of products to the customers. The social dimension is interpersonal and emphasizes the positive attitude of service providers to the clients, their behavior and appropriate verbal and nonverbal skills. These dimensions include the interest of service providers for the client, sociability, the ability to fulfill the psychological needs and expectations, and also emphasizes the need for guests to feel comfortable and welcome (Reisinger,Y., 2003).

Characteristics of service providers are vital to the service quality. he authors cite the views of several authors that match, by which employees in the tourism industry should be caring, honest, kind, polite smiling, willing to help, friendly, and even emphasize the importance of physical appearance (Haven-Tang, 2006) . However, despite some characteristics, the employees in the tourism industry must possess certain qualities, ie and the knowledge and and practical skills which are necessary to meet the needs of modern tourists. As in the case of the tourist industry, education in tourism gained in importance in the second half of the twentieth century. Although some examples of courses date back to the 1930. (Jafari, J., 1990), the initiative to create a tourist programs was framed during the sixties and seventies, in some of the newer University (Jenkins, E., 1997). According to Jenkins (Jenkins, E., 1997), education in the field of tourism was the British product, and recently, is a product of European university systems. Progress in tourism occurred several decades after the emergence of mass tourism, and a high demand for workers in the tourism industry has resulted in the decades after Second World War (Fayos-Sola, E., 1997).

Modern business conditions in the tourism market leading organizations engaged in tourism in the position that they are increasingly opting for the people who have overall development potential, innovative and creative skills, communication skills, flexibility in the execution of the tasks; ie. higher level of tacit knowledge (Đurić, G., 2007). In contrast to the explicit knowledge, which represents in the form of **know what**, tacit knowledge is represented in the form **know how**. Tacit knowledge is in people's own archives and can not be fully codified. That

is something that we can not learn by reading the books; acquired through specifically addressing the real problems and practice; relates to experience, ideals, intuition, value, creatively thinking, emotions, skills and attitudes (Đurić, G., 2007).
Tacit knowledge can be a critical input in the innovation process. Contains intuition, ideas, personal experiences, ideals, emotions and knowledge that can not be expressedi, but may be applied. Because this knowledge is deeply rooted in human activityi, routines, values and provides opportunities for creating unpredictable future. It creates conditions to evaluate those human ideas, which are used to further progress of the whole society (Đurić, G., 2007). As in the previous section indicated that the interaction between the guests and staff employed in the tourism industry is very large, is clear to see why the characteristics and practical tacit knowledge in tourism workers is very important for the quality of services, and thus for guest satisfaction. Looking at examples of good practice, can be isolated cases in which some Colleges and Faculties are investing in practical teaching of their students, in order of their permanent employment. The School of Tourism at The University of Queensland, Australia, offers its undergraduate tourism, hospitality and event students an alternate type of work integrated learning experience to the traditional internship. TRIP (The Tourism Regional Immersion Program) is one of four work integrated learning streams in a core final year professional development course. This internship opportunity is offered to competitively selected students, both domestic and international. As the students are receiving learning experiences, and credit, for the internship they are not paid for this short period in industry. However in kind support is provided for the students by the regional tourism stakeholders, including accommodation, meals, transport, and access to office space and resources. The engagement with industry is extensive, with between five and fifteen government and industry stakeholders participating from each destination.
The rationale behind the introduction of TRIP into the Bachelor of International Hotel and Tourism Management was to provide student participants with a real world and integrated learning experience while also facilitating applied outcomes for industry and to enhance academic-industry partnerships and engagement through the partnership (Harris, K.,1994), (Breen, H.,2002), (Solnet, D., 2007), (Beesley, L.G., 2008). This model was utilized to assist in the development of relationships and interactions between students, participating organizations and the broader local community of the host tourism destinations providing a genuine preparation for management of all aspects of work in the real-world (Ruhanen, L., 2013.).
Although it has repeatedly been remarked the importance of the interaction Guest- Service Provider, in Serbia, people who work in tourism are not enough educated for such jobs. It can be concluded from the results of studies of educational competence for people working in tourism in some regions of Serbia, according to which 73% of participants did not have an educational experience with facilities of tourism, and a in the field of Kopaonik (Main sport tourism mountain of Serbia) percentage is even higher: 80% (Kačavenda-Radić, N., 2003), it is a devastating considering the fact that this region is extremely active and developed.

3. RESEARCH MEDODOLOGY

The research was a combination of quantitative methods (statistics and web analysis) and qualitative methods (questionnaire, discussion and written documents). Bibliographic speculative was used in the phase of defining the theoretical framework, and descriptive method for data processing and results interpretation. The survey data was collected by the survey method. Namely, it must be noted that the results are only a part of the study that the authors of the work was done in the period from March to May 2012., during the period of the last accreditation direction of tourism, but for their own research purposes. The questionnaire was made in 200 copies, and the sample included 138. The participants were students of educational institutions that educate staff in the field of tourism in the area of Novi Sad (Novi Sad Bussiness School and Department of geography, tourism and hotel management from Faculty of Science). It was set up the main hypothesis that is noticeable lack of practical training in the existing study programs. In a wider context, The initial hypothesis was related to the key question: whether the existing education is good enough to provide all the necessary knowledge for future workers in the tourism industry, but also the skills in order to satisfy the needs of modern tourists? Education and training of personnel in the tourism industry realized on many levels and includes both formal and informal aspects of education. The education means acquiring of knowledge and constant innovation of applied scientific disciplines and successful business practices, relevant for a particular activity, While the concept of training involves acquisition of new of knowledge and practical skills needed to work, leadership, management and organizational behavior according to established rules, regulations and standards. Assurance and quality improvement in all fields, including tourism, requires a permanent practice of training and education [16].

Under this hypothesis certain lower-level hypotheses were set: h1 - surveyed students are largely dissatisfied with the content of the existing educational system in the field of training tourism personnel; h2: students are dissatisfied with the degree of cooperation between educational institutions and the labor market; h3 - poor access to fieldwork; h4 - involvement of students in certain segments of business travel profile (animator, an instructor, etc), is also on low level; h5 - It is heavy to get a license to work in certain jobs such as guiding services The data were processed with the SPSS program (version 17.0). The obtained data were analyzed by appropriate statistical methods which were descriptive and comparative in nature, enabling the explication of the research results and the performance of certain conclusions.

One form of the analysis of the data was the chi-square test (Pearson Chi-Square Test). It was used to determine whether a received (observed) frequency (responses), deviate from the frequencies that were expected. Practice is to always start from the premise that there are certain values of the difference in responses. In order to detect differences in the responses measured on the basis of statistically significant differences in the distribution of the dependent variable in relation to independent, and statistically significant differences are taken those for which p <0, 05.

4. RESULTS AND DISCUSSION

The entire study was related to the quality of education in certain institutions, student satisfaction, and the possibility of improving existing programs in education. The following table will show only the data related to the issues of this paper.Regarding the age structure of the visitor survey included 48 (34,8%) of the male population and 90 (65,2%)

of women (Table 1). From this table it can be seen that the greatest number of students 72 (52,2%), were third-year students.

Table 1. *Gender and education structure of respondents (%)*

Gender		Frequency	Percent	Cumulative Percent
Valid	Male	48	34,8	34,8
	Female	90	65,2	100,0
	Total	138	100,0	
Study level		Frequency	Percent	Cumulative Percent
Valid	College	72	52,2	52,2
	Bachelor Studies	36	26,1	78,3
	Master/doctoral st.	30	21,7	100,0
	Total	138	100,0	

Table 2. *Opinion of students on existing student programs in the field of tourism (%)*

		Express your satisfaction with the content of study modules of tourism which is present in your institution (scale of 1 to 5)?					Total,
		Very dissatisfied	Dissatisfied	Satisfied	Very Satisfied	I can not estimate	
Gender	Male	4	41	0	0	3	48
		2,9%	29,7%	,0%	,0%	2,2%	34,8%
	Female	0	77	9	2	2	90
		,0%	55,8%	6,5%	1,4%	1,4%	65,2%
Total		4	118	9	2	5	138
		2,9%	85,5%	6,5%	1,4%	3,6%	100,0%

Table 3. *Pearson Chi-Square test*

	Value	df	Statistical significance (p)
Pearson Chi-Square	14,768	4	0,005

The analysis of student opinions about existing student programs in the field of tourism (Table 2), showed that students in most cases are not satisfied with the content of the education system (total 118/85,5%). Equally, the results showed (Table 3), that there is no statistically significant difference in responses, which is p = 0,005. The analysis of the data confirmed hypothesis 1 (h1). Data obtained by analyzing variables that affected respondents' opinions on the biggest shortcomings of the existing study programs in the field of tourism (Table 4), show that there is the highest percentage of those who believe that the fundamental problem is actually a lack of implementation of professional practices in tourism businesses such as hotels, agencies, tourism organizations, information centers, etc. 67 (48,6%). That there is insufficient expressed cooperation with tourism enterprises, in terms of introducing students to the very system of labor market, can be seen from figure studies that 17.4% of the participants declared themselves dissatisfied with this item.

The analysis of the data confirmed hypothesis 2 (h2). The results showed (Table 5), that there is no statistically significant difference in responses, which is p = 0,012.
The existence of field exercises and general activities that introduce students to a part of the tourism business, or in certain tourist-personnel profiles is also at a low level. Namely, Students have this fact noted as shortcomings of the existing education system, which confirmed the hypothesis 3 (h3). The work and research of the authors started from the main hypotheses that there are deficiencies referred to the practical part of teaching in the existing educational modules in the institutions where research was done. The fact is that there is actually a large gap between the theoretical and practical part of teaching, thus giving an impression of an incomplete system of personell education in tourism. That students are denied the opportunity to work in certain jobs of the tourism industry, such as Guiding services, confirms the fact that the largest percentage of participants declared themselves as dissatisfied by this issue.

Table 4. *Students' opinion about the shortcomings of study programs in the field of tourism*

		Gender		Total
		Male	Female	
What's in accordance with your opinion Highest lack of study programs in the field of tourism?	Lack of practice in institutions such as hotels, agencies, tourism organizations, information centers and the like.	33	34	67
		23,9%	24,6%	48,6%
	Lack of cooperation between the Faculty and the labor market.	7	17	24
		5,1%	12,3%	17,4%
	The inability of the examinations for licenses obtaining for tour guide during the study	0	5	5
		,0%	3,6%	3,6%
	Not enough the field exercise	0	4	4
		,0%	2,9%	2,9%
	Lack of exercise as part of which would be exercised practical things (animator, an instructor, guide, etc.)	5	16	21
		3,6%	11,6%	15,2%
	I can not estimate	3	14	17
		2,2%	10,1%	12,3%
Total		48	90	138
		34,8%	65,2%	100,0%

Table 5. *Pearson Chi-Square test*

	Value	df	Statistical significance (p)
Pearson Chi-Square	14,634	5	0,012

Education in the the field of tourism is based on the tourism system and, as a subsystem, is formed by learning, teaching, and other interactions that are characteristic for the people whose goal is the maintenance, development, improvement and knowledge transfer. Such interactions constitute a complex scene in which some of them are acting locally, and a larger number is based on a global level but operates on local (Robetson, R., 1995). The actors related to the subsystem of tourism education are numerous. At the micro-level, there are students, researchers, people in charge of the administration and all those who research in the the field of tourism make it possible. At the inter-level, there are departments, universities and research groups belonging to different institutions. At the macro-level, there are institutions dedicated to higher education and other institutions and organizations dedicated to data collection, analysis and research related to tourism as a phenomenon, like all other entities whose nature is private or public, and who devote time and effort to invest in the knowledge related to tourism.

In his work „Is the Bologna Process Globalizing Tourism Education?" Munar (Munar, A. M., 2007) states that the main problem when it comes to the degree in tourism, in Europe, is that programs for the study in tourism are not homogeneous and that they are not all the same oriented; They are very versatile and fragmentation. This is not peculiar to Europe, because fragmentation is generally regarded as one of the most problematic issues in education related to tourism (Jafari, J., 1990), (Westlake, J.,1997), (Cooper, C., 2002). The general problem is related to: a vague series of qualifications that exist at the international level (Cooper, C., 2002); statistical sources in relation to employment are not treated torism at the same way; differences between those plans and programs that are oriented to the business and those who are not (Tribe J., 2006); variety of tourism industry sectors that are not considered to be related to each other or that are associated with tourism (Jafari, J., 1990).

By the end of the program of the first order, the students generally receive a diploma of higher education or a diploma that is equivalent to that. The studies in tourism are holistic and include planning within the tourism and economics of tourism as well as a variety of elective courses devoted to specific types of tourism. The programs of study are intended to inculcate the students an understanding of what kind of force and form prevailing in the tourism industry. Such programs are oriented towards to "explaining why something happens" (Jafari, J., 1990) and "consider tourism as an unlimited emergence, which should be studied with the help of a range of the scientific approach " (Tribe J., 2006).

5. CONCLUSION

Tourism is a very labor intensive activity. In line with this is the fact that in this part of services, interaction between the client and provider services are very intensive. From (not) established interaction and its quality depends the quality of provided service, and therefore guest satisfaction and his desire to eventually return to the same destination. For all these reasons it is quite clear why certain traits, knowledge and skills of tourism workers are very important for their quality but also the quality of services, and why education must be given adequate attention. During the last decade of the twentieth century higher education system in Europe came under strong pressure from the process of globalization and development of new technology (the emergence of higher education institutions in non-European countries, distance learning, etc.).

Starting from these facts, most higher education institutions came to the conclusion that further development of higher education in Europe and increase its competitiveness on the international scene is conditioned by establishing an integrated quality control system (evaluation) to cover all European countries. Such a system should ensure transparency in the way in which it organizes Higher Education (types of institutions, teaching, and other types of diplomas, compatibility of some degree in Europe, flexibility in the relation to the diversified needs and the users, as well as the possibility of comparing offers (quality and relevance of diplomas) (Turajlić, S., 2006), (Turajlić, S., 2007). The international tourism education systems are increasingly concentrate on it to attain a custom competency that enables engagement of professional staff. There is a need for a system of vocational education corresponding to the requirements of the tourism sector and the labor market. There is a need for harmonization with the European Union The Copenhagen Declaration, a document entitled „Achieving the Lisbon goal, in 2004", and the report of the ILO in the document, "Human resource development, employment and globalization in the sector of hotels, restaurants and tourism").

The authors in the this paper have been relied on basic issues, and that is the lack of practical training for students attending module of tourism and hotel management at higher education institutions in Novi Sad. A detailed analysis of the obtained survey data has led to the confirmation of the main hypotheses and low-level hypotheses. Generally observing, there is the highest percentage of students who are dissatisfied with the existing system of education, or more precisely with the content of program (85,5%). However, as part of the problem arises their dissatisfaction with the interaction or cooperation of universities and the labor market. Total 17.4% of the students are dissatisfied with the existing cooperation between their institutions of higher education and tourism enterprises. Students are denied the opportunity of acquiring a license for tourist guides. Namely, students were not sufficiently able to attend or to be directly involved in the operation of certain tourist enterprises, in order to know what to expect from tourist activities for which are being educated and getting a degree. However, students are very poorly evaluated implementation of the teaching exercise, and field teaching in modules which are used (15,2% which are not satisfied).

The essence of the educational process is the acquisition of knowledge and competence of students in future professional and engaged social activities, and certainly the opening of new horizons and ambitions for creating meaningful goals, giving birth to their own ideas, impulse to think originally and inventively, to think on a brave and a fresh manner, and that these ideas can be efficiently implemented. Access to assessment of the quality of education is on the way to try to measure the effects of learning of individual students by testing their performance on different tasks while the sum of the individual student activities defined in a meaningful system of "performance indicators". It is difficult to determine the true effect of education; he comes to the surface during the whole life and has a variety of forms in certain moments of professional and social activities of former students. Therefore, the existence of quality control of higher education institutions is imperative for its survival. First of all, he must be established within the institution, and it is imperative that University, Faculty and Colleges into its composition, continued to use internal quality control with real consequences.

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THE IMPORTANCE OF HIGH EDUCATION INTERNSHIP PROGRAMS FOR TOURISM DEVELOPMENT

Snežana Milićević, PhD
University of Kragujevac, Faculty of Hotel Management and Tourism in Vrnjačka Banja, SERBIA, snezana.milicevic@kg.ac.rs
Vesna Milovanović, MSc
University of Kragujevac, Faculty of Hotel Management and Tourism in Vrnjačka Banja, SERBIA vesna.milovanovic@kg.ac.rs

Abstract: *Tourism development means improving the quality of services, enriching the offer with new elements, improving the infrastructure, attracting more customers and retaining them. Various skills are needed in this respect, such as technical skills, interpersonal communication, organizing, problem solving, time management, etc., which can not be developed in the classroom only. The aim of this work is to analyze and compare the tourism internship programs among high education institutions in Serbia and Western Balkan countries by employing a benchmark analysis. The study results should reveal the connection between the quality of internship program and the level of tourism development in a particular destination. Practical implications comprise of guidelines addressed to high education institutions on how to improve their internship programs to support tourism development.*

Key words: *tourism internship programs, high education, tourism development, Serbia, Western Balkan countries*

1. INTRODUCTION

Exceptional growth in tourism activity in recent decades clearly defines tourism as a major economic and social phenomenon. The number of international tourists shows an increase from 25.3 million in 1950 to a whopping 1.087 million in 2013. There was 5% more visitors than in 2013 than in 2012 which was a year of historical milestones in international tourism as for the first time it was recorded over a billion tourists per year (WTO, 2013). In contemporary service activity key development resources are trained staff, that is employees at different levels of the organizational structure, from the management to the level of direct perpetrators of business operations. The importance of these findings should be viewed in light of the fact that the tourism industry, as the most important service sector today, very highly contributes to the gross domestic product (GDP) and national income, and the share of total employment. According to the World Travel and Tourism Council (WTTC) the total contribution of the tourism industry in the global GDP in 2013 was 9.5%. Tourism is one of the largest, most diverse and exciting industries that offers a wide range and large number of jobs around the world. That same year, it was recorded 265 855 000 employed in economic activities that are directly and indirectly related to tourism, or 8.9% of total employment. Every 11 jobs in the world belongs to the tourist activity (WTTC, 2014). This development of international tourism has influenced the increasing role of tourism in the overall economic development of most countries around the world. Tourism and hotel area is characterized by exceptional dynamism and diversity of large amounts of "living labor", and the quality of staff is a key prerequisite for quality services (Greene, W.E.; 1994). Following the latest trends in the tourism market, higher education institutions in the field of tourism and hotel management strive to provide professional staff who will be in charge of the future of tourism development. To maintain and improve the quality of education in this area, it is necessary to take into account the quality of the internship program, which is a bridge between formal education and work in the tourism industry. Harkison argues that managers in the tourism industry are considered the most important part of the practical training of students' education, which means that they will prefer to hire candidates with experience without a degree than candidates with a degree without practical experience (Harkison, T., 2004).

2. STUDENTS' INTERNSHIP IN TOURISM AND HOTEL INDUSTRY – ONE OF THE MAJOR SUCCESS FACTORS FOR TOURISM DEVELOPMENT

Competitive and comparative advantage of the tourism destination is reached, maintained and enhanced through a variety of ways. Comparative advantage is based on the richness of the factors of production, which, according to Porter, are usually grouped into five main groups: human resources, natural resources, knowledge, capital and infrastructure (Porter, M.E.,1990.). The quantity, quality and cost of human resources are crucial for competitiveness in tourism. Tourism development depends heavily on the available tourism resources, but for the development of tourism it is vital to exist quality personnel who have knowledge how to make value from these resources. Human resources can be added to the resources of knowledge and "know-how", which is lacking the developing countries (Popesku, J., 2011). In recent decades of tourism development on an international scale indicative is the competitive advantage that can be achieved with the help of education, development and training of future managerial personnel at different levels of management in the tourism industry. The tourism industry is now marked as "high tech" industry, ie. is a unique hybrid of applied latest technological solutions and direct contact of tourists various service providers in tourism, where tourists have become the most important "asset" of tourism businesses and tourism destinations. The decisions that need to be made in the tourism business must be fast, clear, professional, with a vision to mobilize the workers, and such work cannot be conducted by everyone but well-educated managers, who constantly improve their knowledge through formal forms of education (high vocational schools and universities), but also through practical training in tourism organizations and businesses. Manager in tourism industry formally must have adequate education and develop it continuously through a variety of knowledge innovation. In this context it is important to mention two models for educating tourism management staff, the so-called "open" and "closed" model. A feature of the first model is the equal existence of formal and informal forms of education. Formal education is provided at higher education institutions, while knowledge innovation is usually carried by enterprises of the tourism industry (hotels, travel agencies, tour operators, etc.) and para-state bodies (eg national, regional and local tourism organizations) and various professional associations in cooperation with universities and professionals in tourism industry. A feature of the second model is almost exclusively the existence of a formal educational institutions. This is more a result of inertia and the lack of sufficient pressure and international competition, rather than a deliberate policy of staff development. All countries rapidly drop this system, including Serbia as a tourism destination. Some do it because they are rapidly developing tourism and realize the fact that without a well-educated manager success is not probable, while others, expecting accelerated tourism development, do it through government initiatives and its commitment to development of managerial personnel, trying to close the gap in managers' knowledge (Bakić, O., 2006). In the higher education systems of countries that bear the title of tourism superpower, there have been integrated different projects of cooperation between educational institutions and industry. Some of them are known as the "Student Work Experience" (SWE) project, "Industrial placement", "Corporate education" or "Sandwich course", lasting from a few weeks to a year (Kusluvan, S.,2003). These projects aim to combine theory and practice, complementing quality "ex cathedra" of education and influence the career management in adolescents. For the majority of students these represent the first contact with the practice, or profession in which they have chosen to be trained (Mišković, I., 2013). Practical course aims to prepare students for entering the job market after graduation, to connect them with employers and provide them with support in the acquisition of the knowledge and skills required in today's business world in tourism and hotel industry, but also to contribute to the development of tourism in tourism destinations and tourism companies.

3. ANALYSIS OF INTERNSHIP PROGRAMS IN HIGHER EDUCATION INSTITUTIONS IN THE AREA OF TOURISM AND HOTEL INDUSTRY IN WESTERN BALKAN COUNTRIES: MONTENEGRO, CROATIA, MACEDONIA AND SERBIA

Many authors, such as Goeldner & Ritchie ((Goeldner, R.C.,2006), Kok (Kok, R.M., 2000), Harris & Zhao (Harris, K.J., Zhao, F., 2004), consider that successful academic programs in the field of tourism and hotel industry produce graduates with high-quality knowledge, skills, and abilities to meet the needs of tourism industry. However, to achieve this, it is important to put the emphasis on the practical experience students gain in an environment outside the classroom (Szambowski, D.J., 2002). These types of experiences most often take the form of internship. For the majority of students enrolled in studies of tourism and hotel management, going on an internship is the first opportunity to get acquainted with the various positive and negative aspects of working in the tourism industry, large hotel chains and small family hotels, travel agencies or tour operators, transport companies and tourism organizations within the tourism destinations. Internship allows students to gain practical experience in the tourism industry. The internship aims to improve the student's ability to successfully implement technical and scientific knowledge and methods presented in practical situations, as well as to contribute to more intensive relation between theory and practice. As the retroactive effect of contact with professional practice, expected are incentives to master the profession and motivation that after graduation have similar jobs in practice. In this context, higher education institutions should cooperate more intensively with the tourism industry. Plans and programs should continue to be based for the tourism industry and changed in accordance with modern trends in the tourism market. Condition for successfully completed internship is a clear definition of responsibilities of students and their mentors in the company. Planning the

internship should be approached responsibly, what should be the task of responsible persons at the faculty and mentors in the company. They need to align the curriculum with the functioning of companies and determine the goals that students, with the help of a mentor, need to achieve. The crucial is to ensure "smooth" transition of students from the classroom to the tourism market. (Zopiatis, A., 2007).
In this paper we analyze the internship programs at universities in the field of tourism and hotel management in some countries of the Western Balkans. Selected have been the state universities located in tourism destinations which are among the most developed and the most popular destinations of mentioned countries and the entire region: Kotor in Montenegro, Opatija in Croatia, Ohrid in Macedonia, and Vrnjačka Banja in Serbia.

3.1. Faculty of Tourism and Hotel Management Kotor, University of Montenegro, Republic of Montenegro

Kotor is one of the most attractive and authenticity unique tourism destination on the Montenegrin coast. Boka Kotorska as the only fjord in the Mediterranean, in July 2000 was included in one of the 25 most beautiful bays in the world (http://www.tokotor.me/sr/o-kotoru.html). At the top of Boka Kotorska bay Kotor is situated, which is today the most important historical and cultural center of Montenegro. Out of the total cultural heritage of Montenegro in Kotor is 40% of immovable and 60% of movable treasures. The whole town is actually a monument because it is one of the best preserved medieval urban areas in this part of the Mediterranean and one of the few cities with its asymmetrical winding streets and squares, to keep the typical structure of the cities of 12th and 14th century (Bjelobrkić, Z., 2009). Because of the unique blend of different cultures, and extraordinary natural resources, Kotor entered the list of world cultural and natural heritage under UNESCO protection in 1979 (http://whc.unesco.org/en/list/125). Today, Kotor is a tourism destination that attracts visitors from all over the world, those who spend their holidays there, and many cruise passengers who arrive at the Kotor harbor. Closeness of the airport in Tivat is extremely important for foreign tourists, as can be observed in the number of foreign tourists; in one year Kotor receives over 56,000 tourists, of which over 52.000 are foreign visitors. The total number of days is almost 304.000 (http://www.monstat.org/userfiles/file/publikacije/godisnjak%202013/II%20pregled%20po%20opstinama.pdf). In addition to traditional holidays, Kotor's visitors are offered the possibility of active tourism: sailing, hiking, caving, diving, sailing, etc. Kotor offers a variety of accommodation: 23 hotels, over 130 private villas with apartments for rent and 9 camps (http://www.tokotor.me/sr/kalendar-kulturnih-dogaanja/36-smjetaj.html). Guests have the opportunity to enjoy the culinary delicacies in authentic taverns, restaurants and pizzerias. For younger population there are beach bars, cafes and discos in the old town. Throughout the year in Kotor are held a variety of sports, entertainment, cultural events, such as the famous Boka night, which is held in August.
Faculty of Tourism and Hotel Management in Kotor, University of Montenegro was established in 1999, in the unique atmosphere of the old town of Kotor, a UNESCO World Cultural and Natural Heritage. The location of the Faculty, on the foundations of the old Grammar School in the 13th century, makes a rare blend of culture and tradition of the education of highly qualified personnel in the field of tourism and hospitality. Based on the 40-year-

old tradition of higher education in the tourism profile in Kotor, and based on market demand, the Faculty has been designed as a leading institution for the training of staff in tourism as a priority economic sector in Montenegro. Bearing in mind the contemporary trends in the field of tourism as one of the world's largest industry, the Faculty focuses its activities in the intensive cooperation with the professional, educational and scientific institutions in the country and abroad with companies and other stakeholders in the tourism and hotel industry (http://fthkotor.me/cg/index.php?option=com_content&task=view&id=13&Itemid=28). In order to raise the competitiveness of students, and therefore tourism destinations, where they will work in the future, the Faculty organizes improvement of student knowledge and skills through practical summer classes in the tourism economy. It is also the best way for students to impose the desired employer as future managers (http://fthkotor.me/cg/index.php?option=com_content&task=view&id=96&Itemid=113). Internship programs include a choice of the following programs (http://fthkotor.me/cg/index.php?option=com_content&task=view&id=97&Itemid=114):

1. Program development of knowledge and skills in travel agencies
2. Program development of knowledge and skills in the offices of the airline companies
3. Program development of knowledge and skills in museums
4. Program development of knowledge and skills in nautical tourism ports
5. Program development of knowledge and skills in tourism organizations
6. Program development of knowledge and skills in national parks
7. Program development of knowledge and skills in the hotel organizations

Partner organizations of the Faculty are from the whole territory of Montenegro, especially along the coastline (http://fthkotor.me/cg/index.php?option=com_content&task=view&id=102&Itemid=115). Some of them are particularly noteworthy, such as Montenegro Stars Hotels Group - Splendid Conference & Spa Resort, 5-stars Hotel, which was awarded recognition for excellence the third consecutive year by Tripadvisor, the largest web site of passengers around the world (http://www.tripadvisor.com/Hotel_Review-g1026798-d631463-Reviews-Splendid_Conference_Spa_Resort-Becici_Budva_Municipality.html).

Rules of practical training define the summer internship to be carried out in the period from 01.07. to 31.08. after completion of the examination period. Exceptions are specifically concluded arrangements for internships, which allow performing the internship in the period from 01.09. to 15.09. Internships are held in the place of residence, except in circumstances where the student found seasonal employment in one of the partner organizations. In this regard, the Faculty supports the free initiative of students to seek seasonal work in partner organizations, and recognize this summer work as internship. If the student did not find seasonal employment, it is understood that in the exercise of internship does not require financial compensation for a student by the partner organizations. Students can perform work abroad, but this applies to a small number of students who speak excellent language of the country where they plan to work and improve knowledge and skills, provided they are excellent students and demonstrate exemplary interpersonal communication. Internship program starts from the first year of studies, noting that overseas students can go only in the third year of undergraduate studies. During the internship students are provided with a mentor at the university and co-mentor in the partner institution, who assess students' performance during the internship (http://fthkotor.me/cg/index.php?option=com_content&task=view&id=103&Itemid=116). Such evaluation is based on: characteristics of students (neatness, interest, cooperation, learning ability and communication, initiative, responsibility and creativity) and the quality of students' work (the presence to work, speed of performing basic and complex tasks, the level of implementation of technical education and teamwork in performing business tasks, as well as on the manifest level of tourist satisfaction services to students), by which it brings the average score that can be A, B, C, D and F. Obtained marks from the summer internship are included in the structure of the final grade of particular subjects depending of the program of study - Tourism (Management of ravel agencies and Management of tourism destinations) and study program – Hotel management (Management of reception and hotel housekeeping and Hotel management II), as follows: Grade A = 20 points, grade B = 15 points, grade C = 10 points, D = 5 score and score at least F = 0 points (http://fthkotor.me/cg/index.php?option=com_content&task=view&id=104&Itemid=117).

3.2. Faculty of Tourism and Hospitality Management Opatija, University of Rijeka, Croatia

Opatija is known as the cradle of European and Croatian tourism, a favorite destination of the aristocratic elite, film and music stars, artists, writers, and hundreds of thousands of visitors from around the world, who each year enjoy the charms of "Queen of the Adriatic". In 2014 Opatija notes 170 years since its tourism beginnings, as a tourism destination with the longest tradition of tourism in Croatia. At the time of its emergence as a tourism resort, Opatija was primarily a winter health resort for the elite clientele, and today the tradition continues through a wide range of health and wellness tourism in specially equipped wellness centers within hotels in Opatija, in Thalassotherapia, a specialized clinic for treatment, rehabilitation and prevention of heart disease and blood vessels, within which there is a modern Thalasso Wellness Centre, as well as a number of specialized clinics for dentistry, plastic surgery and orthopedics. Opatija today offers 12 modern wellness facilities (http://www.opatija-tourism.hr/hr/wellness/povijest-ljecilisnog-turizma/).
Convention facilities make Opatija the leading tourism destination in Croatia regarding the organization of conferences, so its season lasts all 12 months. The most organized conference events highlight luxurious Astoria hotels having 4 hotels in the chain, providing the most modern convention facilities in Opatija. Their biggest convention center Tamaris can accommodate about 1,000 participants in 7 multifunctional conference rooms and meeting rooms (http://www.seebtm.com/opatija-broj-1-destinacija-za-kongresni-turizam-u-hrvatskoj/).
More than 500 conferences, seminars, meetings and various events is annually held in Opatija. This is also a consequence of the favorable location of Opatija as a central connection of the whole region Alpe-Adria (Croatia, Slovenia, Italy, Austria and Hungary). Thanks to the development of modern road network, Opatija is easily accessible in just a few hours away from the most important cities of southern and central parts of Europe: Zagreb, Ljubljana, Maribor, Venice, Milan, Vienna, Budapest, Salzburg, Munich, Belgrade, etc. Opatija can be reached by the plane via over five international airports, which are located up to two hours of transfer (http://www.poslovniturizam.com/destinacije/opatija/1/kongresna-ponuda/). Opatija has 7,603 beds, of which 5,705 are located in the hotels (http://www.dzs.hr/Hrv_Eng/publication/2013/SI-1492.pdf.). Most hotels were built in the late 19th

and early 20th century and are particularly distinguished by their architecture. With comfort and amenities, hotels meet the needs of the most demanding guests. In accommodation offer there are 5 luxury 5-star hotels, 15 4-star hotels, 3 villas with private apartments in 5-star category, and as many as 32 villas with private apartments in a 4-star category (http://www.opatija-tourism.hr/hr/smjestaj/hoteli/).

More than 50 conference halls, 11 swimming pools, wellness programs, casino, discos, summer theater with 2,000 seats, carnivals, festivals, rich offer of cultural tourism, the possibility of shorter trips to nearby surroundings or full-day excursions to the national parks of Plitvice Lakes and Paklenica or Venice are just part of Opatija's rich tourism offer (http://www.opatija-tourism.hr/hr/opatija/). Therefore, Opatija is attractive to tourists in all seasons, particularly to foreign tourists. Opatija yearly records over 345,000 visitors of which over 287,000 foreign visitors, while the total number of overnight stays is over 1.067.000 (http://www.dzs.hr/Hrv_Eng/publication/2013/SI-1492.pdf).

Faculty of Tourism and Hospitality Management in Opatija University of Rijeka is the only higher education institution in the Republic of Croatia which is fully focused on educating executives in hospitality and tourism. Since 1960 when College of Economics with hospitality direction was founded lasts a process of education which has given more than 10,000 highly-qualified staff to the Croatian tourism, and other sectors of the economy. It is an outstanding contribution, as is generally known that man, especially in tourism, is the basic lever of development. Already in 1969 the school became the department of hospitality and tourism of the Faculty of Economics in Rijeka, to become the Faculty of Hotel Opatija in 1974. In 2008 it changed its name to the Faculty of Tourism and Hospitality Management. Taking into account that tourism is strategic development guideline of the Republic of Croatia, the University has a mission to become a leader in higher education, vocational and scientific research for the whole of Croatia, and the Mediterranean. The primary purpose of student internship at this faculty is to improve the quality of education and link the science and industry on the whole territory of Croatia. Objectives of internship are (http://www.fthm.uniri.hr/files/Ured%20za%20studente/Prirucnik%20za%20studente%20 2013-2014.pdf):

- Improving communication and cooperation between the Faculty and tourism and hospitality enterprises (travel agencies, tourism organizations, professional associations, etc.).
- Improving mentoring in tourism and hospitality enterprises, thus enabling employers to meet their future employees.
- Enable students to gain practical knowledge and experience.
- Encourage students to research.
- Youth education on active job search.

Students are directed on practical teaching during the summer tourism season, with the stated goal (to apply the acquired theoretical knowledge in practice, and to establish, expand and deepen knowledge and skills in work situations) and the detailed tasks. In the eighth semester they are to perform 350 hours of internship in tourism and hospitality industry. Achieving this goal is followed by mentors from companies and the Faculty, who together assess students on the basis of monitoring their behavior, interest and demonstrated knowledge. In addition to summer internship in a number of tourism and hospitality businesses throughout Croatia, the students are able to choose a summer job in

Europe: Austria, Malta, Poland, Luxembourg, Spain, Slovenia, Greece, Portugal, Britain, the Czech Republic, etc. These jobs usually last from 3 to 6 months, although there are offers for up to 12 months (http://www.fthm.uniri.hr/index.php/za-studente/ponuda-poslova).

3.3. Faculty of Tourism and Hospitality - Ohrid, University "St. Kliment Ohridski "- Bitola, Republic of Macedonia

Ohrid is a city of history, culture and tradition, a leading tourism destination located on the banks of Macedonia's Lake Ohrid, which occupies a picturesque area of approximately 358 km². Ohrid Lake is known for its crystal clear water, transparent to a depth of 22 m, while the total depth of the lake 286 m. For its ancient necropolis, amphitheatres, baths, arenas, villas, shrines and Byzantine basilica, Ohrid is considered one of the most ancient cities of the Balkans and the live testimony of cultural competition of civilizations. Ohrid has numerous archaeological sites from the Neolithic period, ancient and medieval periods, as well as many early Christian and medieval churches with magnificent mosaics and frescoes. Ohrid has historically been important religious center and there were built as many as 365 churches - one church for every day of the year (http://www.ohrid.com.mk/). It has more than 800 icons in the Byzantine style, dating from the eleventh to the end of the fourteenth century, which is considered the most important collection of icons in the world, right after Tretyakov Gallery (Tretiakov Gallery) in Moscow. Since 1979 Ohrid is a part of UNESCO World Natural and Cultural Heritage (http://whc.unesco.org/en/list/99).
Tourism in Ohrid is the main economic activity. Ohrid has a large number of accommodation and catering facilities and a diverse tourism offer (summer vacation, convention, cultural, entertainment, sports and recreation, adventure tourism, etc.). The city has 34 hotels, 100 private houses and villas with apartments for rent and 3 camps (http://www.ohrid.com.mk/hotels/hotels.asp?ID=387). Annually, Ohrid records over 192,000 visitors (of which more than 100,000 are foreign tourists) and about 800,000 overnight stays (http://www.stat.gov.mk/).
Faculty of Tourism and Hospitality in Ohrid, University "St. Kliment Ohridski "- Bitola, is the only state university in Macedonia aimed at training personnel in the field of hospitality and tourism. Decision on the establishment of higher hospitality and tourism school was made in 1970 and after 7 years the school grew into the Faculty of Tourism and Hospitality in Ohrid. Today, the Faculty is leader in higher education of personnel in the tourism and hospitality industry in Macedonia, with a wide range of multidisciplinary study programs (Faculty of Tourism and Hospitality-Ohrid, 2010.). Programs for development of knowledge and skills include mandatory practical training during the second, fourth and sixth semester in the following categories (http://www.ftu.uklo.edu.mk/idni.html):
1. Management in the service sector,
2. Tourism,
3. Hotel-restaurant management,
4. Gastronomy, nutrition and dietetics,
5. Customs and forwarding end
6. Insurance.

In addition to internship organized in a number of business entities that are directly or indirectly related to the tourism and hospitality throughout Macedonia (Ohrid, Struga, Prilep, Tetovo, etc.), students have the option of seasonal employment in other countries around the world: America, Austria, Greece, etc. (www.ftu.uklo.edu.mk/soopstenija/praksa%20studenti%20Turizam%20GID%20HRN%20I%20god.%2005%202014.pdf.). Students can perform internship in the country for at least a month, to a maximum of three months, while the seasonal work abroad can be performed for 3 to 6 months. Student internship is carried out under the supervision of a mentor from the Faculty and partner organizations, which are responsible for the successful implementation of internship. In addition to the organizations with which the Faculty has signed agreements on the implementation of internships, students can also try to find a company to conduct their internship, with the prior approval of the Faculty and the signing of a protocol on cooperation. During the internship students are obliged to keep a diary of practice, in which they note their daily business activities. After completion of the internship, the student is required to submit a certified and signed confirmation from the partner organization (Faculty of Tourism and Hospitality-Ohrid, 2013).

3.4. Faculty of Hotel Management and Tourism in Vrnjačka Banja, University of Kragujevac, Republic of Serbia

Vrnjačka Banja is known as the most beautiful and most visited spa in Serbia. Its development started back in 1868, and until World War II it was a fashionable place and first class spa resort, which has been attracting aristocratic families to visit, buy land and build villas and guest houses. Numerous doctors who have been educated abroad, brought a number of tastes and customs to the spa. That is why Vrnjačka Banja today has a unique architectural heritage with a wealth of architectural forms and typological characteristics. Due to its heterogeneity and specificity Vrnjačka Banja occupies a prominent place in the cultural, historical and architectural heritage of Serbia. All buildings of architectural heritage are protected by the Law on the Protection of Cultural Monuments as cultural property under preliminary protection (Borović, D.J., 2005). The whole area is rich in natural resources. Vrnjačka Banja has 7 thermo-mineral springs, of which 4 are used in spa treatment: Topla voda (Hot-water mineral spring), Snežnik, Slatina and Jezero. Topla voda, the oldest and best-known spring judging by the archaeological findings was used in the Roman period for recovery of the Roman legions. Parks of Vrnjačka Banja, unique in Serbia, spread over 27 hectares, where was recorded 165 woody exotic and rare species of plants (LEAPVB2009/10). Special attraction of Vrnjačka Banja are various accommodation facilities with over 15,000 beds, of which about 4,500 are located in hotels and apartment complexes, 850 beds in the health center and about 10,000 homemade (http://www.vrnjackabanja.co.rs/srpski/smestaj). Over the year, especially during the summer, Vrnjačka Banja offers to the visitors a rich and varied cultural, entertainment, sports and recreation program. Because Vrnjačka Banja still dominates among other tourism destinations in Serbia, she is second in the number of visitors, immediately after Belgrade. Annualy it receives 140,000 guests, who make more than 500,000 overnight stays (http://webrzs.stat.gov.rs/WebSite/Public/PublicationView.aspx?pKey=41&pubType=1).

Bearing all this in mind, especially tradition long 146 years, it became a natural need to establish the first and only public Faculty of Hotel Management and Tourism in the Republic of Serbia, which operates within the University of Kragujevac exactly the Vrnjačka Banja, in the heart of Serbia. This Faculty, founded in 2011, places special attention to the internship program. Internship is organized in the country and abroad, after the II, IV and VI semester in the following segments of the hotel and tourism industry: hotel companies, tour operators and travel agencies, tourism organizations, transportation companies. Departments in which students are allocated to perform the internship are (http://www.hit-vb.kg.ac.rs/Figures/dokumenti/akta_fakulteta/pravilnik_o_obavljanju_strucne_prakse.pdf):

- Top management,
- Sales/Marketing,
- Market research,
- Advertising/Public relations,
- Event planning,
- Purchase,
- Finance/Accounting,
- Reception,
- Food and beverage/Catering,
- Housekeeping,
- Human resources,
- Reservations.

The Faculty has signed contracts with well-known hotels in Serbia: Holiday Inn Belgrade, Hotel Izvor Arandjelovac, MK Mountain Resort Kopaonik, Zira Belgrade, Life Design Belgrade, Best Western Hotel Šumadija Belgrade, Best Western Hotel M Belgrade, Solaris Resort Vrnjačka Banja, Merkur Vrnjačka Banja, and so on (http://www.hit-vb.kg.ac.rs/index.php/stud-parlament-2/659-2013-10-23-07-42-36.), as well as with numerous travel agencies and tourism organizations, including particularly the Tourist Organization of Serbia. In 2014 the Faculty has signed a contract with a specialized agency Job Trust of Thessaloniki, who provides the students with seasonal work in many hotels in Greece. Students are required to pass an interview in English and submit their CV. Unlike internship in the country, which is at least one and at most two months, the seasonal work in Greece lasts from 4 to 6 months. In 2014 the first group of students was sent to Greece for seasonal work which is to be recognized as internship. Students can nominate themselves the organization they would like to conduct internship, provided that such the organization concludes an agreement on cooperation with the Faculty. The Faculty appoints the head of the practice and the partner institution appoints the mentor who will be responsible for monitorin, operation and evaluation of students. During the internship students keep a diary in which they note daily business activities. The Faculty has formed a Commission for student internship, whose task is to establish cooperation with the best representatives of the tourism industry, coordinate when referring students to internship, maintain contact with mentors, and so on. After only a year of the Commission's functioning, the average score of students' performance on internship, evaluated by their mentors in the company, was 9.85. This indicates the quality of the internship program, as well as the seriousness and interest of students (http://www.hit-vb.kg.ac.rs/index.php/stud-parlament-2/149-2013-04-03-11-00-49/659-2013-10-23-07-42-36).

4. CONCLUSIONS

Based on the conducted analysis, we can conclude that the common feature of all the faculties is that these are the only public institutions of higher education in the field of hospitality and tourism. In addition, all faculties are located in tourism destinations that have a long tradition in tourism, with abundant wealth of natural, cultural and historical resources, as well as a diverse tourist offer: Kotor, Opatija, Ohrid and Vrnjačka Banja. These destinations are among the most developed and the most frequented destinations in mentioned countries and the whole region. So there should be no wonder that precisely in these destinations are located the faculties of tourism and hospitality. Besides the Faculty of Hospitality and Tourism in Vrnjačka Banja, which is the youngest one, other faculties have a long history of higher education in the field of hospitality and tourism, and a huge contribution to the development of tourism in their countries and destinations in which they are located.

All above presented faculties attach the special attention to programs of students internship, which are an integral part of all programs of study. Internsip plays an important role in the transition of students from the university into the business environment. Study programs include the various forms of cooperation between educational institutions and businesses. Study programs in the field of hospitality and tourism have an essential role in the education of students in order to acquire the knowledge and skills necessary to this industry. Internships are organized by representatives of the faculty and mentors from tourism enterprises. Additionally, students are given the opportunity at all faculties to obtain a seasonal work both at home and abroad. Work abroad takes an average of 3 to 6 months.

The general conclusion of the comparative analysis can be that the best internship program is the one of Faculty of Tourism and Hotel Management in Kotor. The Faculty has a well-organized way of grading and scoring of practical training, which is not so thoroughly organized in other analyzed faculties. In addition, the Faculty has the most diverse training programs for improving skills and knowledge (the travel agencies, tourism organizations, airlines, museums, ports of nautical tourism, national parks, hotel organizations), and right behind this one is the Faculty of Tourism and Hospitality in Ohrid (management in the service sector, tourism, hotel and restaurant management, gastronomy, nutrition and dietetics, customs and shipping, insurance). By far the most diverse offer regarding summer jobs abroad ie. across Europe (Austria, Malta, Poland, Luxembourg, Spain, Slovenia, Greece, Portugal, Britain, the Czech Republic, etc.) is provided by the Faculty of Tourism and Hospitality Management in Opatija. Although the youngest of all analyzed, the Faculty of Hotel Management and Tourism in Vrnjačka Banja, in a relatively short period of time it has successfully managed to organize students internship and obtain the average score of the first-generation students 9.85. The Faculty has put special emphasis on the wide range of quality hotels in the country, and variety of departments in which students are allocated during internship (Management, Sales / Marketing, Market Research, Advertising / Public Relations, Event Planning, Purchasing, Finance / Accounting, Reception, Food and Beverage / Catering, Housekeeping, Human Resources,

Reservations). Although very young, this Faculty has even organized a seasonal work of its students in Greek tourism destinations.
The general conclusion that follows is that the practical training is very important component of higher education in the hospitality and tourism industry, but also for the future successful development of tourism destinations and all of its businesses. During the internship, students have the opportunity to apply theoretical knowledge to real situations, to acquire the skills needed in today's business world in tourism and hospitality, but also to learn about the business environment in which they will continue to build a professional career.

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THE POSSIBILITIES OF THE SPORTS AND RECREATIONAL TOURISM DEVELOPMENT IN SKADAR LAKE SUB REGION

Ana Stranjančević, PhD;
Montenegro Tourism School, Mediterranean University Podgorica, MONTENEGRO, ana.stranjancevic@yahoo.com
Iva Bulatović, MSc;
Montenegro Tourism School, Mediterranean University Podgorica, MONTENEGRO, ivabulatovic@yahoo.com

Abstract: *National Parks of Montenegro (NP Durmitor, NP Lovcen, NP Biogradska gora, NP Prokletije, NP Skadar Lake) have very important place in its overall tourist offer. Although, both natural and cultural tourist attractions of Skadar Lake sub region, give many possibilities for the development of different forms of tourism: event, religious, cultural, sports and recreational, health, rural, eco tourism etc., it is necessary to create original and unique offer of this area.*
The possibilities of the sports and recreational tourism development and importance of local people role in its future development in the Skadar Lake sub region are explained in this paper
From conducted scientific research two main conclusions can be made. Although satisfaction with sport and recreation oriented offer, among the local population in the area of Skadar Lake, is present, special attention should be given to create new and better organize and promote existent sports and recreational tourist products. Also, different stimulative measures should be used to encourage local people to deal with sports and recreational tourism, in order to develop this type of tourism industry in Skadar Lake sub region (Stranjančević, Mitrović, 2013).
The tourist valorization of the Skadar Lake Zone should be focused on sustainable tourism development and designing of alternative tourist products (Radović, 2010). Sports and recreational tourism, as a part of sustainable tourism concept, should have significant role in further tourism development of this area. For the successful development of this type of tourism, local people must be aware of benefits that could come from their involving in activities connected to providing tourists with different sports and recreational products and services.

Key words: *Tourism, sport, recreation, development, National Park Skadar Lake*

1. INTRODUCTION

Montenegro is the country well known for its picturesque nature, based on the exceptional geographical characteristics: relief, climate, hydrography and wildlife; as well as valuable cultural and artistic heritage, based on the long and rich history, tradition and customs of the local people. Thanks to various natural and cultural resources of this country, it has become significant tourist destination in the region of Mediterranean. National Parks of Montenegro (NP Durmitor, NP Lovcen, NP Biogradska gora, NP Prokletije, NP Skadar Lake) have very important place in its overall tourist offer.
National Park Skadar Lake, recognized as ecological, cultural and tourist region that is under national and international protection, has not been (yet) exploited by commercial developers and thus holds a lot of potential for the future tourism development.

Although, both natural and cultural tourist attractions of Skadar Lake sub region, give many possibilities for the development of different forms of tourism: event, religious, cultural, sports and recreational, health, rural, eco tourism etc., it is necessary to create original and unique offer of this area.

According to Stranjancevic, Mitrovic (2013), the future development of Skadar Lake must have the definite characteristics of the product by which it will be different from the other destinations in Montenegro and region. It should be focused on those parts of the sustainable tourism which will be based on attractive and very valuable natural, cultural and ecological comparative advantages of this National Park.

One of this types of sustainable tourism, that will be developed in this area, should certainly be sports and recreational tourism. Sports and recreational tourism in Skadar Lake Zone has opportunities for development through a number of forms, contents and various levels of activities. The existing sports and recreational tourist offer, which includes activities of major sports clubs, sports facilities and activities for tourists, a large number of sports events and other various sports and recreational offer, is an important element of tourist offer in this area, but still there is a lot of possibilities for improvement.

Planned and well organized development of sports and recreational tourism in Skadar Lake sub region would definitely contribute in enriching the content of tourist stay, lengthening the tourist season and achieving greater economic and social effects of tourism.

2. THE CONCEPT OF SPORTS AND RECREATIONAL TOURISM

Modern trends in tourism show the interconnections between the two massive socio-economic phenomena: sport and tourism. Since spending time actively during a tourist stay represents a dominant feature of modern society, and the sports recreation is the key motive and content of active holidays, the multiple significance and the importance of the role of sports recreation in contemporary tourism is undisputed. According to the author Bartoluci (2003), the association of tourism and sport can be seen through: the factors of tourism and sport, features which generate tourism and sport, as well as through their economic effects. Although sport in tourism appears in different forms, “sport for all” plays a dominant role in modern tourism (Relac, Bartoluci, 1987), which in the local terminology can be identified with sports recreation (Stranjančević, Kovačević, 2012).

The concept of sports tourism is clearly problematic due to it resulting from a fusion of two separate terms, both of which are complex in their own right. Both sport and tourism defy simple definition and there is a great deal of debate about what each encompasses. Not only do official definitions vary and change through time, but the meanings which people derive from such concepts also vary. Given this complexity, it is clear that an understanding of sport and tourism as separate spheres must be provided before any conceptualization of sports tourism can be achieved (Weed, Bull, 2004).

2.1. Definition of sport

Attempts to define sport have engaged the energies of many writers, both academics and those involved in sports administration. Given the difficulties of producing a precise and universally accepted definition, some have suggested that the pursuit of defining sport is fruitless as the concept defies definition (Haywood et al., 1995; Horne, Tomlinson and Whannel, 1999; Houlihan, 1994; Slusher, 1967). Nevertheless, an understanding of sports tourism requires some exploration of the meaning of sport.

The term ‘sport’ has thus been socially constructed and has acquired different meanings at different times in its historical development as well as in different societies. Standeven and De Knop (1999) compare the different conceptions of sport across various continents comparing the much narrower definitions of sport in North America, where it is defined very much in terms of institutionalized, competitive activity, to those in Europe which are generally looser. For example, the Council of Europe (1992) defined sport as ‘all forms of physical activity which, through casual or organized participation, aims at improving physical fitness and mental well-being, forming social relationships, or obtaining results in competition at all levels’ (in Sports Council, 1994).

Such a definition is wide-ranging and inclusive rather than exclusive, and embraces not only ‘formal’ activities (e.g. team games such as football), but also non-competitive recreational activities involving some form of active physical participation, such as walking and cycling in the countryside, which have considerable tourism potential. As such, and along with many other authors in the field (e.g. Horne, Tomlinson and Whanel, 1999; Houlihan, 2003; Standeven and Tomlinson, 1994; Weed and Bul, 2004) it is this wide-ranging, inclusive definition that should be used in attempting to understand the nature of sports tourism.

2.2. Definition of tourism

As with sport, there exists a variety of definitions of tourism. These all emphasize travel away from home and most also stipulate that travel is for leisure purposes, although some still include business trips. While the travel element is a necessary descriptor, the extent to which other characteristics and constraints are included is, in part, linked to different emphases (even motives) behind the varying definitions. For example, some would view tourism as an economic activity or industry and, according to Ryan (1991: 5), this might suggest tourism being defined as ‘a study of the demand for and supply of accommodation and supportive services for those staying away from home, and the resultant patterns of expenditure, income creation and employment’. Similarly, Hay (1989) defines tourism as ‘a process concerned with the redistribution of economic resources, from a home community to a host community which involves a trip for leisure purposes’ (Weed and Bul, 2004).

Others highlight the psychological benefits and define tourism in terms of motivations (see Smith, 1989), while tourist organizations often suggest technical definitions which lay down minimum and maximum lengths of stay and strict ‘purpose of visit categories’ in an attempt to isolate tourism from other forms of travel for statistical purposes (Cooper et al., 1998).

According to Weed and Bull (2004) the major distinction between most definitions is whether or not day trips are included. Whereas most earlier definitions of tourism included the requirement of one or more nights away from home (e.g. WTO, 1963; 1991), more recently there has been a willingness to extend the definition to include day trips as well.

Nevertheless, despite such problems, a number of authorities have suggested a wider, more inclusive approach. The British Tourist Authority (1981: 3), for example, has defined tourism in rather broader terms as 'the temporary short-term movement of people to destinations outside the places where they normally live and work, and their activities during the stay at these destinations; it includes movement for all purposes as well as day visits and excursions'. This is similar to the working definition adopted by Standeven and Tomlinson (1994) who see tourism as ranging from day trips within one's own locality to long-haul package holidays to the other side of the world – but, most importantly, always involving a sense of movement or visit. This perceptual definition is, like the sports definition earlier, inclusive rather than exclusive, encompassing all activities and trips that the tourist considers to be tourism.

2.3. Conceptualizing sports and recreational tourism

Having reviewed a number of definitions of sport and tourism it is now necessary to consider how concepts from both can be fused together to provide a fuller understanding of sports tourism. Standeven and De Knop (1999) briefly review the use of the term in recent literature and, having defined sport and tourism separately, proceed to define sport tourism as: 'All forms of active and passive involvement in sporting activity, participated in casually or in an organized way for noncommercial or business / commercial reasons, that necessitate travel away from home and work locality'. While on one level this all-embracing definition enables as wide an array of activity as possible to be covered by the term, essentially it involves no more than merely identifying tourist activity involving sport and is not particularly helpful in fostering a deeper understanding of the concept of sports tourism.

According to Weed and Bull (2004) it is possible to arrive at the following conceptualization of the sports tourism phenomenon: *Sports tourism is a social, economic and cultural phenomenon arising from the unique interaction of activity, people and place.* The destinations with their specific facilities and environments involve clear interactions between activity and place; the travel element, including the journeys and the way such travel is organized, is an interaction which links people with places; and the motives relate to the interaction between people and activities as well as places. While this conceptualization is not a definition as such, it is of great help in understanding the sports tourism phenomenon.

Author Plavša (2007) analyzes connection between sport, tourism and natural resources. According to him, sport and tourism are aspects of cultural experience – sport is a cultural experience of physical activity, and tourism is cultural experience of landscape, so the essence of sports tourism is combination of experience of physical activity and experience of landscape.

According to Stranjančević (2012), the comprehensive term is sports and recreational tourism, because it includes the essence of using sport and recreation facilities and undertaking sporting activities, during the stay in tourist destinations.

While a great many activities could clearly be identified as sport, there are many other physical activities that are not organized along formal competitive lines and which do not involve rules but which would still be regarded as sport, such as swimming (or at least the form in which most participants are involved), rambling and jogging. There are also many other situations where activities that can be pursued in a highly organized fashion are ‘played’ informally and thus the issue of ‘context’ may be important (Haywood et al., 1995). So it could be made a distinction between sport and physical recreation, especially in the context of tourism. Due to existence of different kinds of facilities and activities, that are oriented to sport and recreation in tourism, in this paper is used term sports and recreational tourism.

3. NATURAL AND CULTURAL CHARACTERISTICS OF SKADAR LAKE SUB REGION

The Skadar Lake Zone is recognized as ecological-lake and cultural-tourist region whose waters are the largest freshwater areas in the southeastern Europe. It is also well known for its diverse, complex and specific ecosystems that are under national and international protection. Well known and highly respected tourist attributes of this subregion are specific nature, lake, wildlife, national park, cultural-historical heritage, fishing villages, castles and bridges, gastronomy, tradition and legends (Radović, 2010).

According to Bulatović, Ratković (2014), the Skadar Lake is situated in the border area of Zeta-Shkoder basin, maintaining contact to the Adriatic Sea through Bojana River (back then the only transport link between Montenegro and the rest of world). In the geological past the Skadar lake was separated from the sea by mountains. The Skadar Lake basin covers more than a quarter of the Montenegrin area and it collects a huge amount of water from heavy rainfall, many river sources. It is a high quality water. The Skadar Lake Zone has a very favorable geographical and transportation position. It is a link between the coastal and north regions of Montenegro and across the lake water are the main road and rail corridors.

The Skadar Lake coast is very indented and has numerous bays and islands. Along the coast, under Rumija mountain more than 50 small and large islands are situated. Most of islands are low, rocky and overgrown with laurel, ivy and pomegranate bushes. The largest island is Vranjina (303m). It became an island in the first half of the 13th century and before that, it was part of the mainland. There is an old, attractive fishing village, several restaurants, including the restoraunt Plantaže which is well known by high quality service. Behind this restoraunt quite atractive wine cellar is situated in the stone cave. At the western side of island interesting small island Lesendro is positioned and here is built Adriatic highway and Belgrade-Bar railway.

There are also islands: Moračnik, Beška, Starčevo, Grmožur, Kom, Velja i Mala Čakovica. Very important historical and cultural monuments are stated on some of these islands. In Montenegrin architecture churches from 14th an 15th centure take special place (Radović, 2010).

National Park Skadar Lake is the largest lake in the Balkans and is also the only national park dominated by aquatic and wetland ecosystems. Northern side (about 20,000 ha) provides ideal conditions for the development of wildlife, especially for bird life. On the lake there, nests, wintering or relocated 281 species of birds, including Lake has the status of international importance for birds (IBA) and is on the list of the world's aquatic habitats of international importance (RAMSAR).

In the park, there are 48 species of fish, 50 species of mammals (only water is representative of the otter), numerous amphibians, reptiles and insects. Skadar Lake has a rich history and culture, as evidenced by numerous archaeological sites, medieval to monastery and churches we have mentioned before, forts and folk architecture (fishing villages, old bridges, mills and wells) (Official site of National Parks of Montenegro, www.nparkovi.me, connection 15.02.2013. 10.30h).
From the tourism development point of view special attention is given to the design and development of tourist infrastructure at sites: Crnojevića River, Virpazar, Murići - Ostros, Vranjina and Plavnica. The Skadar Lake zone includes numerous villages, which have excellent conditions for integrated tourism development and for production of high quality food and beverages. In the formulation of the tourist product special attention should be paid to the protection NP Skadar Lake and authentic landscape - environmental and architectural features of coastal areas (Radović, 2010).
The tourist valorization of the Skadar Lake Zone should be focused on sustainable tourism development. The various programs should be created such as special environmental programs for education. Then, for attracting more tourists alternative products should be designed. It means particular types of tourism should be developed here: cultural, excursions, sports and recreational, rural tourism, ecotourism, etc. (Radović, 2010). Sports and recreational tourism, as a part of sustainable tourism concept, should have significant role in further tourism development of this area. For the successful development of this type of tourism, local people must be aware of benefits that could come from their involving in activities connected to providing tourists with different sports and recreational products and services. The possibilities of the sports and recreational tourism development and importance of local people role in its future development in the Skadar Lake sub region will be discussed in the next paragraph.

4. THE POSSIBILITIES OF THE SPORTS AND RECREATIONAL TOURISM DEVELOPMENT IN SKADAR LAKE SUB REGION

For the purpose of theoretical and, above all, an empirical study which is conducted on the territory of National Park Skadar Lake, in order to select possibilities for the development of sustainable forms of tourism in National Park and the immediate functional of the lake`s coastal area, the following factors and tourism values are specifically evaluated: natural tourism resources, anthropogenic tourist value, striking complementary between sea – lake, future trends in international tourist flows, long-term strategic commitment of Montenegro to tourism as the main level of its socio-economic development, receptive possibilities or the ultimate bearing capacity and environmental performance of National Park, as well as opportunities to provide authentic, specific and attractive tourist product on the market.
Starting from these and from the other factors and opportunities in National Park Skadar Lake, to a greater or lesser extent, it`s really possible to develop the following types of selective, sustainable tourism: excursion, event, cultural, educational and scientific, nautical, tourism in the country, ecology, religious, transit, sports and recreational and health, hunting and fishing and golf tourism (Radović, 2010; Radonjić, 2011; Pasinović, 2006; Ratković, 2010; Stranjančević, 2012).

4.1. Sports and recreational and health tourism in Skadar Lake sub region

According to Radović (2013), the recreational and health tourism in the genesis of tourism and nowadays is the oldest and the most dominant form of travel and movement. The recreational and health tourism, along with sports tourism, provides an important feature of modern civilization. Such an important position of the specified types of tourism in tourist flows, caused by the constant expansion of generating markets due to rapid urbanization, industrialization, air pollution area, improved affordability of a significant percentage of the population, etc. And, of course, these processes irresistibly devastate natural and cultural areas with clean and preserved nature, rich in biodiversity, with high landscape and enviromental attributes, clean air, unpolluted waters, favorable climatic conditions. Thus, areas with large recreational and health opportunities. Fortunately, Montenegro has a very significant percentage of these places, among which Skadar Lake has a prominent role. The Area of Skadar Lake has significant conditions for the development of the sports and recreational and health tourism.

There are various conditions and possibilities of some of these forms of tourism. Sports and recreational tourism has great conditions and opportunities of the entire Skadar Lake area, possibilities for development of health tourism are limited and its development is mainly related to Montenegro coast, where is formed a really important health tourism infrastructure (Igalo, Risan, Rrcanj, Petrovac, Ulcinj).

Visitors of Skadar Lake, especially, nature lovers, environmentalists and hikers can now use recreational tours, including well-marked paths, such as:

Recreational trail Vranjina with modern equipped lookout;

Eco trail Obod, which leads from the River Crnojevic, by Obod`s Printing to Obod`s cave;

Hiking and climbing trail Rumija, which leads to the top of Rumija (1595 m), that offers a magnificent view of the lake, The Adriatic Sea, tourist resorts on the coast and urban areas and high mountains chains in the lake surrounding;


Photos 1 and 2: Hiking at mountain Rumija – view at Skadar Lake
(Source: A. Stranjančević)

Botanical-recreational tour stars from the old fishing village Karuc and by canoes through wetland vegetation to the River Crnojevic;

Caving tour provides the possibility of visiting Lipska and Obodska caves and sightseeing their jewelry (stalactites and stalagmites).

According to Radovic (2013), it should be noted that many forms of tourism have genesis in recreational and sports tourism, just like the case with hunting and fishing tourism, rafting, hiking, golf tourism, as well as a great number of extreme sports. In the section that follows, there is an analysis of the possibilities of development of certain forms of tourism in National Park Skadar Lake, which have a high degree of coherence and complementarity with sports and recreational tourism: hunting and fishing, event and golf tourism.

4.2. Hunting and fishing tourism in Skadar Lake sub region

Hunting and fishing have a long tradition on Skadar Lake, and they formerly represented the main source of livelihood for a large number of inhabitants of the settlements.
Hunting tourism was very organized throughout the hunting season, until the promulgation of National Park, and Italian tourists were traditionally the most common foreign hunters. Today, hunting tourism is developing on certain types of birds on the Skadar Lake, on the River Bojana area, on the Sasko Lake and Stoj, and in Petrovac Forest on certain types of wild animals.
Sport and commercial fishing is performed in National Park Skadar Lake and lasts from the 1st of June of the current year to 15th of May of the following year. For sport fishing license is needed, which is issued by the National Park situated in Vranjina or by Park`s supervisors. There are organized national and international sports and tourist events, which gives a strong incentive and motivation for thr development of fishing tourism. For commercial fishing there are some places where you can carry out harvesting (outside protected areas), a number of allowed net and given rules, which fishermen get together with their license (Radunović, 2011). The region is attractive to foreign and domestic tourists because of its recognizable Crmnica wine, dried carp and bleak and also because of local people`s hospitality. Having multiple negative effects, poaching (especially carp poaching) should be immediately disabled on the lake.

4.3. Event tourism in Skadar Lake sub region

With the highest level of security can be argued that the area of Skadar Lake, compared to other national parks and tourist destinations, has in quantitative and qualitative terms the largest number of tourist events in the field of event tourism. Because of that the following events are organized: Nature and Cultural Festival in Virpazar; MO Days of Skadar Lake; Wine routes around Lake Skadar; Days of Ecology, Tourism, Culture and Sport; Trophy Skadar Lake – international sports-fishing competition which are organized by sports-fishing societies from Podgorica and Skadar Lake National Park; Festival of wine and bleak in Virpazar; Kostanjada in Ostros; Sports Games in River Crnojevic. At the moment there are preparations for the retrial of traditional River Pazar and also organizations on the new event, Days of Karuc trout. The first International Gap Festival has been recently held in Dodosi (Radulović, 2011).
A significant proportion of events that are partially or fully oriented towards the sport and recreation, confirms an important role of sports-recreational facilities in the event tourism just as the high degree of entanglement of these two types of tourism.

The facilities, forms and spatial distribution of the event tourism should be constantly improved, modernized and promoted, because it is of great importance and effect for this destination and especially for the active involvement of citizens and local communities, where a lot of hikers, visitors, tourists and locals usually meet.

4.4. Golf tourism in Skadar Lake sub region

Having on mind the orientation of Montenegro as a tourist destination by providing high quality and season that extends throughout the year, golf tourism would certainly supposed to be one of the segments of its tourism.
According to Stranjančević (2012), regional master plans for the Kotor Bay and Ulcinj – The Long Beach provide golf facilities, just as the Project 'Porto Montenegro' in Tivat is planning to set up a golf course in close proximity.
The golf course is aimed toward much smaller target group than it would be the case for some other types of sports and recreational facilities, eg. construction of walking or cycling trails. This offer is aimed toward the target groups in Central Europe, with high income and high demand, that Montenegro wants to get and who are needed to extend the season.
Of all European golfers, 67% come from four countries: The UK (31%), Sweden (15%), Germany (12%), and France (9%). Therefore, it should be guided by their motives and criteria for the selection of destinations for golf courses in Montenegro.
According to Radović (2013), Montenegro with a help of the USA experts, has defined the strategy of long-term development of golf tourism, by which locations for future golf courses are defined. One of the 15 locations is planned in Virpazar (Crmnica field), and near the lake there are locations Luznica (Podgorica) and Visko field (Danilovgrad). We support building of golf courses in the area Virpazar, convinced that this kind of prestigious tourism would contribute not only to diversity and raise the quality of tourism, but also it would improve business development, there would be more investitors, it would increase employment, and would reinforce (enhance) local economy, too.

4.5. Sports and recreational tourist offer in Skadar Lake sub region according to local people – research results

According to Stranjančević, Mitrović (2013), for the purposes of scientific research "Aspects of sustainable tourism development in National Park Skadar Lake – for the economy activation of natural and cultural resources", selected sample of local people, who live in Skadar Lake sub region, was interviewed.
The research was conducted in the area of Skadar Lake. It included three municipalities: Bar, Podgorica and Cetinje to which belongs National Park Skadar Lake. A closed questionnaire was created. The questionnaires were completed by 51 people, of whom 31 were male and 20 were female. The average age of respondents was 41 years. Nearly 55% of respondents had college / academy degree. Over 66% of respondents were employed while the rest were unemployed, pensioners and students. All respondents were directly or indirectly related to tourism.
Due to the main topic of this paper and to the complexity of conducted research, only the most considerable and the most interesting answers will be presented.

One of the questions, in the questionnaire, was to assess the degree of tourism development in National Park Skadar Lake, using scale from 1 - I do not agree to 5 - I agree.
According to local people, in the following part of the paper are presented average grades of tourism development in National Park Skadar Lake.
The best grades are given to cruising tourism on Skadar Lake (6.0588), by local people, as well as excursion tourism (5.22) and bird watching (5.0392). Mentioned tourist activities are actually activities that are best organized and presented to tourists among all other tourist supply. The lowest average grades are given to eco (3.19) and rural (2.902) tourism in this area.
Due to the subject of this paper, sport and recreation oriented offer will be particularly analyzed. Local people gave very good average mark to sport fishing (4.6275) and moderately good mark to hiking and biking tours (3.78). The satisfaction of local people with sports and recreational tourism development in National Park Skadar Lake is evident, but there is lot of possibilities for improvement of this type of tourism. Those research results confirm that sports and recreational offer is not developed at the appropriate level.

Table 1: *Local people satisfaction with tourism development in the National Park Skadar Lake*

		Excursions of the groups	Events (festivals, carnival, concerts, etc.)	Sport fishing	Wine tours	Hiking and biking tours
		50	51	51	50	50
		1	0	0	1	1
Average grade		5.22	4.2157	4.6275	3.82	3.78
		Lake cruising	Cultural sightseeing	Eco tourism	Rural tourism	Bird watching
N		51	51	50	51	51
		0	0	1	0	0
Average grade		6.0588	4.5882	3.12	2.902	5.0392

Source: Authors

Another important and relevant question for local people was to choose type of tourism industry in which they would like to engage.
According to research results, if local people engaged in tourism industry, in the area of National Park Skadar Lake, most of them would choose those activities: rent accommodation, rent accommodation and serve domestic food, catering as well as wine tourism, more than half respondents. On the other hand, the minority of local people would organize sport fishing, as well as hiking and biking tours. Because more than one-tenth of respondents did not give an answer, it could be concluded that this share of local people are not interested in dealing with tourism industry in Skadar Lake sub region at all.

Low percentage of respondents, who would deal with sport fishing as well as hiking and biking, shows that local people still did not recognize the importance of sports and recreational offer in future tourism development. In order to attract more local people to engage in sports and recreational tourism, many diferent institutions should afford assistance, support or partnership for sports and recreational tourism development in National Park Skadar Lake: the three municipalities to which belongs National Park Skadar Lake (Bar, Podgorica and Cetinje), LTOs (Local Tourism Organisations of this three municipalities), NTOMN (National Tourism Organisation of Montenegro), Ministry of tourism, NGO sector and other institutions.

Table 2: *Preferring type of tourism industry by local people*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rent accommodation	8	15.7	17.8	17.8
	Rent accommodation and serve domestic food	5	9.8	11.1	28.9
	Catering (restaurant, bar…)	6	11.8	13.3	42.2
	Boat excursion	4	7.8	8.9	51.1
	Wine tourism	7	13.7	15.6	66.7
	Travel agency	3	5.9	6.7	73.3
	Sport fishing	2	3.9	4.4	77.8
	Hiking and biking	1	2.0	2.2	80.0
	Cultural monuments and events	2	3.9	4.4	84.4
	Eco tourism	4	7.8	8.9	93.3
	Others	3	5.9	6.7	100.0
	Total	45	88.2	100.0	
	No answer	6	11.8		
Total		51	100.0		

Source: Authors

From this part of conducted scientific research two main conclusions can be made. Although satisfaction with sport and recreation oriented offer, among the local population in the area of Skadar Lake, is present, special attention should be given to create new and better organize and promote existent sports and recreational tourist products. Also, different stimulative measures should be used to encourage local people to deal with sports and recreational tourism, in order to develop this type of tourism industry in Skadar Lake sub region.

4.6. The opportunities for the promotion and development of sports and recreational tourism in Skadar Lake sub region

As sports and recreational tourists are characterized by the desire to dynamic and active holiday, the need for a good time and socializing, and particularly appreciation of untouched and unspoiled nature, the area around the lake is ideal for sports and recreational tourism. On the other side, due to the fact that this type of tourists are characterized by high purchasing power, sports and recreational tourism is one of the most lucrative and economically rewarding kinds of tourism, which would greatly contribute to social and economic development of the lake area.

The possible methods of enhancing the development of sports and recreational tourism in Skadar Lake sub region are numerous and varied. The most effective suggestions for improving this form of tourism could be following: through diversified and improved quality supply of sports and recreational facilities, partnership and cooperation between the three municipalities to which belongs National Park Skadar Lake, more aggressive marketing approach at home and abroad, training for employees (for managing and specific operational functions), and others.

Increasing the volume and quality of sports and recreational activities through the creation of diverse programs and facilities of this type, and more frequent organization of sports events and manifestations with richer contents is one way of improving this form of tourism. Creating a more diverse supply through the opening of specialized agencies for the provision of various services in tourism (for example, the agency for leisure, business, religious, sports and recreation, health and spa tourism) could promote tourism.

One research focusing on the case of Tennis New Zealand investigated how boards of national sport organisations might develop their strategic capability. This study found that the board's ability to enact its strategic priorities could be enhanced by creating a more collaborative partnership with its regional entities (Ferkins, Shilbury, 2010). In order to improve the business of sports and tourist centres in Skadar Lake Zone, it is necessary to achieve various forms of business associations between sports and tourism organizations at the local level: the associations between private partners, the partnership within the public sector, as well as active private-public partnership. The cooperation between the three municipalities to which belongs National Park Skadar Lake: Bar, Podgorica and Cetinje, coordinated by the NTOMN (National Tourism Organisation of Montenegro) is essential for creating high quality and competitive sports and tourism product of Skadar Lake sub region.

The possibility of improving sports and recreational tourism lies in the aggressive marketing approach at home and abroad, especially in the creation of intense promotional campaigns.

Sports and recreational organizations should invest in human resources through various training and development, and obtaining quality staff, so they would achieve higher quality products and services, which would certainly have a favourable effect on their business.

According to Radović (2013), the future development of recreational and sports tourism on the lake, should be placed so that all appropriate resources are adequately valorized on a sustainable basis, in order to make this segment of tourism effectively integrated into a complete system of tourist destination offer. Apart from the already mentioned resources, other tourism activities and facilities must be developed and managed on the calm Lake`s water (sailing, kayaking, water skiing, underwater fishing), and on the wild waters in Lake`s surrounding (rafting, kayaking…), which would improve the quality and attractiveness of the tourism product and would make that tourists spend more money in objects of Skadar Lake.

5. CONCLUSION

Tourist attractions are certainly something that greatly affects the selection of tourist destinations. Skadar Lake sub region has outstanding attractive resources that provide exceptional possibilities to satisfy the various sports and recreational needs. The existence of these possibilities is testified by existing of numerous sports clubs and societies, as well as maintaining a large number of sports and recreational events (Stranjančević, Mitrović, 2013).

Sports and recreational activities in this region are mostly carried out during the summer season, but it should not be neglected the importance of the off-season period when the preparation of athletes are held in almost all types of sports. Also many tourists from preventive and health reasons visit this sub-region in the winter part of the year. In this context, according to Stranjančević, Kovačević, Tripković (2011), it is important to say that tourism resorts on the Côte d'Azur, Nice and Cannes, started as a tourism centers that attracted visitors during the winter period of the year. Sport and recreation could be one of the most important subjects that would provide significant opportunities to extend the tourist season and create year-round business for tourism in the region of Skadar Lake.

According to Stranjančević, Mitrović (2013), research conducted in the zone of Skadar Lake shows that satisfaction with sport and recreational oriented offer of the people who live there is at relatively low level, as well as that local people are not particularly interested in dealing with sports and recreational type of tourism industry. Skadar Lake Zone could become a real sports and recreational tourist destination only by destination planning, defining a common vision and mission, setting strategic goals.

In order to develop sports and recreational tourism in National Park Skadar Lake, the accommodation and entertainment facilities must be built and the appropriate service offerings must be created in accordance with available natural resources. Only in a unique tourist product these elements reinforce one another and it is the best way to fulfill their function. Only under this conditions, the natural tourist attractions can be fully expressed and used as valuable resources in tourism industry. However, tourist valorization of existing natural resources should be conducted only under the condition of preserving the original value of nature and culture, differences by which this sub region distinguishes from other regions.

In order to follow current trends of tourism development and meet the expectations of modern tourists, attract them to visit, but also to return, contribute to the continuation of the season, higher consumption and adequate economic effects, Skadar Lake sub region should intensively include sport and recreation in its tourist offer.

Although natural and geographical values and quality of sports and recreational facilities in this area are convenient for the development of sports and recreational tourism, for the sake of more intensive development it is necessary to improve human and organizational resources and promotional activities. The level and the rate of progress will also depend on financial investments in this type of tourist offer.

The results of the field research conducted in National Park Skadar Lake have enabled a number of concrete, applicable and achievable proposals, which should significantly contribute to the development of sports and recreational tourism.

The contemporary pace of the life, recommended healthy lifestyles and also the inclination towards the sustainable tourism, guarantee the important position of the sports and recreational tourism in the overall tourist offer of National Park Skadar Lake (Stranjančević, Mitrović, 2013).

To summarize, the Skadar Lake sub region is not enough known as tourist destination with specific sports and recreational tourist offer, which would make it different from other destinations in Montenegro and region. In order to ensure the uniqueness of tourist product, it is necessary to develop various types of sporting and recreational activities in this area. The very important actors in achieving sports and recreational tourist offer diversity and sustainability in particular destination are local people. Their involving in sporting activities is necessary for future development of sports and recreational tourism.

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IMPORTANCE OF GEOGRAPHICAL DISCIPLINES IN THE LEARNING PROCESS WITH THE FOCUS ON THE ISSUE OF TOURISM

PhDr. Marián Žabenský, PhD.
Department of Culture and Tourism Management,
Faculty or Arts,
Constantine the Philosopher University in Nitra, Slovakia,
mzabensky@ukf.sk

Abstract: *The study deals with teaching the geographical disciplines in the study program focused on tourism management. Geography as a science has significantly shifted towards interdisciplinary approach in recent decades. There are three main geographic disciplines included in the study program Cultural Studies: Management of Culture and Tourism - it is the Landscape Theory, Cultural Geography and World Tourism Geography. The aim of this article is to present possibilities how to effectively use these study subjects in the educational process of future culture and tourism managers.*

Keywords: *geography, tourism, study program, learning process, excursion*

1. APPLICATION OF GEOGRAPHICAL DISCIPLINES IN THE LEARNING PROCESS AT THE DEPARTMENT OF CULTURE AND TOURISM MANAGEMENT, CONSTANTINE THE PHILOSOPHER UNIVERSITY IN NITRA

The study program *Cultural Studies: Management of Culture and Tourism* was established at the Department of Culture and Tourism Management in 1999 and its aim is to prepare well-educated managers for sectors of tourism and culture. The program consists of various study subjects sorted into five main sections: cultural, historical and geographical disciplines; disciplined related to tourism; economic and legal disciplines; foreign languages and optional subjects. Geography as a science is an essential and natural part of study programs focused on tourism.

There are three main thematic blocks of geographic disciplines included in this program: it is the **Landscape Theory, Cultural Geography and World Tourism Geography**. In the first year of bachelor studies, students learn the basics of physical-geographic characteristics of Slovakia in the discipline **Landscape Theory.** The study subject is aimed at acquiring general knowledge referring to geology, geomorphology, hydrology, climatology, flora and fauna and soil science. Knowledge of geographical aspects is necessary for proper understanding of related contexts of tourism management in a certain area. Relatively large space of the course is devoted to the issue of the landscape structure. The landscape can be divided into two basic structures: the **primary landscape structure** (it was formed solely under the influence of natural processes) and the **secondary landscape structure** (also called *cultural landscape*). Furthermore, the cultural landscape also consists of two other segments: **historical and current landscape structures.** Historical landscape structures were created in the past and they are typical with greater synergies between natural and cultural processes. These structures significantly determine the primary tourism offer and thus create visitor´s attention and tourism traffic. **Current landscape structure** is formed not only from the marks of the present, but it also bears (visible or not) footprints of historical landscape structures and the primary landscape structure. The last category is the **tertiary landscape structure,** which represents a certain development plan of the landscape in the future. There exist two main ways according to which the landscape can develop – in an environmentally positive way (protected areas are created, natural landscape or historical landscape structures are emphasized) or in an economic way (industrial areas are preferred and areas with a lower level of protection are created).

It is well known that the tourism development in many countries significantly depends on protected natural and cultural areas. This issue in Slovakia is regulated by the **Act no. 543/2002 on Nature and Landscape Protection**. The Act defines five levels of protection of the territory of Slovakia. The first level covers the whole territory. Highest, the fifth level of protection, applies only on selected areas where all human interventions are prohibited. In Slovakia, there are 10 various types of declared protected areas:

- **National Park** (total number of 9);
- **Protected Landscape Areas** (14);
- **Protected Site** (170);
- **Nature Reserve** (384);
- **National Nature Reserve** (219);
- **Nature Monument** (228)
- **National Nature Monument** (60) – this category also includes caves and waterfalls;
- **Protected Landscape Element;**
- **Protected Bird Area;**
- **Other protected areas, which are not protected under the Act no. 543/2002 and other protected elements in the landscape** (e.g. Natura 2000 or Ramsar Convention sites).

Natural heritage is often associated with cultural heritage. Sometimes, they are so closely linked that they form so-called *combined heritage*. **Monuments Fund** represents an important part of the cultural heritage of Slovakia. This issue is governed by **Act no. 49/2002 on the Protection of Monuments and Historic Sites**. Protected cultural sites are declared by the Ministry of Culture after proposals initiated by the Monuments Board. There exist 4 different registers of protected monuments and sites:

- Register of movable cultural heritage monuments;
- Register of immovable cultural heritage monuments;
- Register of protected historic reserves;
- Register of protected historic zones.

Currently, there are more than 12 600 immovable cultural monuments and 14500 movable cultural monuments, 18 town reserves, 10 folk architecture reserves[9] and 89 monument zones in Slovakia.[10] Several sites even meet the strictest criteria to become the world heritage and therefore they are included in the pre-selection nomination under the UNESCO Convention.

Primary (natural) landscape structures and secondary (cultural) landscape structures are protected because of unique natural and cultural attractions. They form and influence the primary and secondary tourism offer. Knowledge focused on the identification and diversification of these attractions in space is necessary for further study of tourism.

In bachelor studies, which are more or less focused on tourism in relation to Slovakia[11], there is also a study subject called **Cultural Geography of Slovakia**. This course is also partially based on the issue of landscape structures and focuses on the following issues:

1. Space and time in relation to culture;
2.Local landscape and cultural region;
3.Cultural regions of Slovakia;
4.Cultural diffusion;
5.Religious structure of Slovakia;
6. Settlements in Slovakia, etc.

Master´s degree is more focused on geography and tourism in a global context. The block of geographic disciplines consists of three study subjects: **Geography of Tourism in Europe, Geography of Tourism in America and Africa, Geography of Tourism in Asia, Australia and Oceania.** Syllabus of these subjects focuses on basic physical-geographic characteristics of the whole continent, as well as individual countries. Students acquire information about the places of the highest cultural or natural importance, also with an emphasis on UNESCO monuments and sites. These courses also teach students to be able to identify and to describe natural and cultural specificities of the countries (e.g. architecture, food, clothing, traditional music, etc.). The aim of the lectures is to provide

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[9] More about folk architecture in *Tradičná architektúra v kontexte cestovného ruchu v Liptove* (Kurpaš, 2010, p. 3 – 7).
[10] More about mutual relations between culture and tourism in Dubská, M. *Use of Cultural Heritage in Tourism,* Geotourism and its implications, p. 180-185.
[11] More general information about the status of tourism in Slovakia in MICHALÍK, B. - DUBSKÁ, M. *Current Situation in Management of Tourism in Slovakia*, Hotel and Tourism Management, p. 38-47.

a comprehensive picture of the continent, the particular country, crucial destinations and the whole geographical, historical and cultural potential which can be used for the needs of tourism. All the theoretical knowledge is practically verified through **excursions** or **field trips** which represent a very important part of the study program. Students must take part in one 1-day excursion and one 3-day excursion at both levels of study (bachelor´s and master´s degree). In bachelor studies, these excursions are mostly oriented to Slovakia. Students visit various destinations and places (monuments, historic towns, spa towns, winter resorts), cultural institutions and organizations (museums, theatres, galleries, folk architecture reserves, creative centers), tourism institutions, organizations and companies (spas, hotels, restaurants, congress centers) or events (festivals, exhibitions, fairs). They are also required to actively participate in the process of the organization of the trip (e.g. creation of the itinerary, the budget and the schedule of a tour). They also have the opportunity to practice their interpretation and communication skills – e.g. as tourist guides. Excursions can help students see the real state of primary and secondary tourism offer (not only in a theoretical way). They also gain a more comprehensive overview of the practical issues related to tourism industry and they can deeply uncover both positive and negative aspects of tourism.

Understanding of the worldwide cultural and natural diversity is one of the aims of – among students very popular **- excursions to foreign countries**. These excursions can last from 1 to 7 days depending on the distance of the final destination and they are usually organized for students in master studies. The main purpose is to highlight the similarities and the differences in tourism in Slovakia and abroad. Students can use the experience gained during these excursions even after finishing studies – in various managerial positions, both in culture and tourism sector. In recent years, there have been several excursions organized by the Department of Culture and Tourism Management. The aim was to visit not only traditional, but also unusual or less known tourist destinations within the whole Europe. We can mention trips to:

- Balkans (Serbia, Macedonia, Albania, Montenegro, Croatia);
- Carnival in Venice, Milan (Italy) and Graz (Austria);
- Paris, London, Amsterdam
- Hallstatt (Austria), Berchtesgaden (Germany), Ljubljana (Slovenia);
- Romania and Moldova;
- Lithuania, Latvia, Estonia;
- Ukraine and other places.

2. CONCLUSION – THE IMPORTANCE OF TEACHING GEOGRAPHY IN THE STUDY OF TOURISM

Study subjects focused on geography and landscape are an essential part of the study of tourism. Physical-geographical structure, natural and cultural heritage, landscape and its structure etc. form an important basis for a proper understanding of this issue. Students acquire the knowledge about the spatial organization in the tourism sector. They can better admire and use the natural and cultural diversity, they can better understand various aspects of primary and secondary tourism offer, but they also gain knowledge in terms of legislative protection of natural and cultural heritage. Excursions aimed at exploring the domestic and foreign tourism destinations help to improve the knowledge of spatial organization of tourism. Students achieve practical experience in organizing tours. They are also able to compare the level of tourism development in Slovakia and abroad. Thus, they have opportunity to import good practices from abroad to their home country. All this knowledge can be used in the work environment - in jobs such as a manager of the tourism institution, a tour operator, a tourist guide and others. Generally said, geographical knowledge provides the theoretical basis for comprehensive understanding and further study of tourism issues, but also brings such experience that can be used even after graduation.

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Figure 1: Excursion in Slovakia - National Park Muránska planina
Figure 2: Excursion in Slovakia – Chateau Betliar
Figure 3: Excursion in Slovakia – Museum of Slovak Village in Martin
Figure 4: Excursion to abroad – Carnival in Venice
Figure 5: Excursion to abroad – Lake of Koenig See (Germany)
Figure 6: Excursion to abroad – Hallstatt (Austria)

TOURISM AS A GLOBAL PHENOMENON

Zorica Sagic, PhD
Business-Technical College of Vocational Studies, Uzice, SERBIA, zoricasagic@gmail.com

Abstract: *Interest in what people consume in their non-work periods and leisure time is becoming an international phenomenon known as tourism. At a global scale, the economic effects of tourism are responsible for more than 8 per cent of the world employment. As a growing activity and a global phenomenon, tourism needs to be managed at a global, national and local level. A growing problem in many tourism destinations worldwide is that the growth of tourism and expropriation of its profits have to be balanced, for tourism to be a sustainable and balanced economic activity.*

Keywords: *tourism, destination, leisure society, visitor, globalization*

1. INTRODUCTION

The new millennium has witnessed the continued growth of interest in how people spend their spare time, especially their leisure time and non-work time. Some commentators have gone as far as to suggest that it is leisure time – how we use it and its meaning to individuals and families – that defines our liver as a focus for non-work activity. This reflects a growing interest in what people consume in these non-work periods, particularly those times that are dedicated to travel and holidays which are more concentrated periods of leisure time. This interest is becoming an international phenomenon known as 'tourism': the use of this leisure time to visit different places, destinations and localities which often (but not exclusively) feature in the holidays and trips people take in. For example, in the 2005 World Travel and Tourism Council (WTTC) estimated that travel and tourism as economic activities generated US$6201 billion which is expected to grow to US$10 678.5 by 2015. This equates to a 4.6 per cent growth in the demand for travel and tourism per annum, which is far in excess of the scale and pace of growth in the economies of most countries. At a global scale, the economic effects of travel and tourism are estimated by WTTC to be responsible for 214 000 000 jobs: this is equivalent to 8.3 per cent of world employment.

Therefore, the growing international significance of tourism can be explained in many ways. It is important to stress the following types of factors and processes in order to illustrate the reasons why tourism assumes an important role not only in our lives but also globally:

- Tourism is a discretionary activity (people are not required to undertake it as a basic need to survive)
- Tourism is of growing economic significance at a global scale, with growth rates in excess of the rate of economic growth for many countries.

- Many governments see tourism as offering new employment opportunities in a growing sector that is focused on service industries and may assist in developing and modernizing the economy.
- Tourism is increasingly becoming associated with quality of life issues as it offers people the opportunity to take a break away from the complexities and stresses of everyday life and work – it provides the context for rest, relaxation and an opportunity to do something different in a new environment.
- Tourism is becoming seen as a basic right in the developed, Westernized industrialized countries and it is enshrined in legislation regarding holiday entitlement – the result is many people associate holiday entitlement with the propensity (i.e. the potential to engage in) to generate tourism.
- In some less developed countries, tourism is being advocated as a possible solution to poverty (this is described as 'pro-poor' tourism strategies) with local people benefiting from this form of economic activity.
- Holidays are a defining feature of non-work for many workers.
- Global travel is becoming more accessible in the developed world for all classes of people with the rise of low-cost airlines and cut-price travel fuelling a new wave of demand for tourism in the new millennium.
- Consumer spending on discretionary items such as travel and tourism is being perceived as a less costly item in household budgets. It is also much easier to finance tourism with the rapid rise in credit card spending in developed countries, increasing access to travel opportunities and participation in tourism.
- Technology such as the internet has made booking travel-related products easy and placed it within the reach of a new generation of computer-literate consumers who are willing to get rid of much of the traditional ritual of going to a travel agent to book their annual holiday. Such technology now opens many possibilities for national and international travel at the click of a computer mouse.

From the above it is evident that tourism is also becoming a powerful process affecting all parts of the globe. It is not only embraced by various people as a new trend, a characteristic or defining feature of people's lives, but is also an activity in which the masses can now partake. This discretionary activity is part of wider post-war changes in Western society with the rise in disposable income and spending on consumer goods and services. Tourism in this respect is a phenomenon that is constantly evolving, developing and reformulating itself as a consumer activity. Tourism is constantly being developed by the tourism industry and individual businesses, as marketing is used to develop new ideas, products and services and destinations. This is reflected in the international interest in developing niche products: holidays focused on specific interests and activities (e.g. nature-based or ecotourism excursions and wine- and food-based tourism) (Page, J. S., 2010).
One of the fundamental problems in seeking to manage tourism is in trying to understand what it is: how it occurs, why it occurs where it does, the people and environments that are affected by it and why it is a volatile activity that can cease as quick as it can start. Understanding what tourism is, how it operates, what it means to people and how it should be managed are key challenges for any locality in the new millennium with the global growth of tourism activity.

2. WHY STUDY TOURISM? IS IT JUST ABOUT ENJOYMENT AND HOLIDAYS?

Tourism and its analysis have become a relatively recent field of study among academics, researchers and commentators. There are a range of commonly recognized problems in studying tourism, a number of which are important to the way in which we understand whether it is just about enjoyment and holiday-taking:

- Tourism is a multidisciplinary subject which means that a wide range of other subjects such as psychology, geography, economics, examine it and bring to it a range of ideas and methods of studying it. This means that there is no overarching academic agreement on how to approach the study of tourism – it really depends on how you are looking at tourism, and the perspective you adopt which determines the issues you are interested in studying.
- This has led to a lack of clarity and definition in how to study tourism, something that other researchers have defined as reductionism. What this means is that tourism is normally defined by reducing it to a simple range of activities or transactions, rather than by focusing on the framework needed to give a wider perspective or overview of tourism as a dynamic and important subject.

These problems often compound the way people view tourism as a subject, emphasizing the holiday or enjoyment aspects of travelling as the defining features or reference point of tourism. To the general public tourism is something everyone knows about – it is something many have engaged in and so have an opinion on what it is, its effects and widespread development.

Those involved in the study of tourism face similar situations within the institutions and organizations they work within, since many academics and researchers have a broad awareness of tourism similar to that of the general public and so have prejudices and opinions about it as a subject. Therein lies one of the continual problems facing the student of tourism: other researchers in science, the arts and humanities work in long-established disciplines and have generations of literature, knowledge and a tradition of studying serious problems in society; but tourism is not perceived as a serious subject, since it does not address societal problems. In reality, these prejudices and attitudes are fundamentally flawed, outdated and ill informed in a society where the consumption of leisure and pleasure are now key elements in the quality of life of the population.

2.1. The leisure society

Tourism is now widely acknowledged as a social phenomenon, as the nature of society in most advanced developed countries has now changed from one which has traditionally had an economy based on manufacturing and production, to one where the dominant form of employment is services and consumer industries. At the same time, many countries have seen the amount of leisure time and paid holiday entitlement for their workers increase in the post-war period so that workers now have the opportunity to engage in the new forms of consumption such as tourism. These changes have been described as being part of what has been termed as the leisure society, a term coined in the 1970s by sociologists. They were examining the future of work and the way in which society was changing, as traditional forms of employment were disappearing and new service-related employment, increased leisure time and new working habits emerged (e.g. flexi-time and part-time work). Some commentators described this as a 'leisure shock' in the 1980s since many workers were still not prepared for the rise in leisure time and how to use it.

As society has passed from the stage of industrialization to one now described as post-industrial, where new technologies and ways of communicating and working have evolved, sociologists have argued that we have moved from a society where work and production has been replaced by one which leisure and consumption now dominate (Baudrillard, J., 2009). This has been reflected in social changes, such as the rise of new middle classes in many developed and developing countries, and these middle classes have a defining feature, which is the concern with leisure lifestyles and consumption. The new-found wealth among the growing middle class has been increasingly spent on leisure items and tourism is an element of this. The international growth in holiday-taking is directly related to this new middle class.

Tourism is a major element of the leisure spending of households, reflected in what researchers have described as 'leisure lifestyles'. Interest in tourism in Europe, North America and other parts of the world has been given an added boost by the impact of new technology such as the internet which has rendered knowledge and awareness of tourism and the opportunities to travel worldwide more accessible. The worldwide web has been used as a medium to portray travel options and the product offerings of destinations, so that people can search and explore travel options at a global scale from the ease of a computer terminal. In Europe, the impact of this new technology in the early years of the twenty-first century has generated a new tourism boom akin to the rise in international tourism in the 1970s, with new forms of technology and the supply of cheaper forms of travel (i.e. the low-cost airlines) fostering this demand.

This has given rise to the rise of e-tourism, which is the digitization of all elements in the tourism supply chain, whereby the supply and demand for tourism can be met through new virtual forms of distribution such as the worldwide web, as opposed to conventional methods such as travel agents and paper brochures. This has certainly revolutionized tourism and the access to travel knowledge and information, hitherto largely within the confines of travel agents and travel organizers: now everyone can be their own travel agent if they have access to the technology. Access to internet technology is increasing and one important feature which many studies confirm is that this technology is increasingly used to search out and peruse travel options as well as for making bookings.

2.2. Concepts – tourism, the tourist and travel

Attempts to define tourism are numerous and very often the terms 'travel' and 'tourism' are used interchangeably. According to the international organization responsible for tourism, the World Tourism Organization (UN-WTO):

Tourism is defined as the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. The use of this broad concept makes it possible to identify tourism between countries as well as tourism within a country. 'Tourism' refers to all activities of visitors, including both 'tourists (overnight visitors)' and 'same-day visitors' (http://www.world-tourism.org).

This seemingly straightforward definition has created a great deal of debate. In fact, controversy has surrounded the development of acceptable definitions since the League of Nations' attempt to define a tourist in 1937 and subsequent attempts by the United Nations conference in 1963 which considered definitions proposed by the then IUOTO (now UN-WTO). There have also been attempts to clarify what is meant by the term 'visitor' as opposed to 'tourist' and the distinction between tourists who travel within their own country (domestic tourists) and those who travel to other countries (international tourists). What the debates on defining tourism at a technical level show is that it is far from an easy task in agreeing what constitutes a 'tourist'. For example, should we include someone who is a visitor staying in a second home: they are technically away from their homes, but are staying in some other form of property they own? Similarly, how far away from your home area must you travel before your activity is deemed tourism? A further problem is associated with the category of cruise ship passengers who dock at a port and visit briefly, not staying overnight.

To try and encompass many of these anomalies and problems, the UN-WTO produced guidelines and a useful categorization for defining a tourist. What is increasingly obvious is that new forms of research on tourism are needed to understand how the phenomenon loosely defined as tourism is evolving as it is far from static. For example, research on tourist and migration has identified the short-term migration of the elderly who winter in warmer climates, as a new type of tourist. This pattern of seasonal tourism and migration also generates flows of people known as 'visiting friends and relatives', and these are somewhat different to the conventional images of package holidaymakers destined for these locations in Europe. Therefore, the following definition of tourism might be useful where tourism is:

The field of research on human and business activities associated with one or more aspects of the temporary movement of persons away from their immediate home communities and daily work environments for business, pleasure and personal reasons (Chadwick, R., 2008).

Tourism is associated with three specific issues:

- the movement of people;
- a sector of the economy or an industry
- a broad system of interacting relationships of people, their needs to travel outside their communities and services that attempt to respond to these needs by supplying products (Chadwick, R., 2008) .

Some authors have identified the following characteristics associated with tourism:

- tourism arises from the movement of people to and their stay in various destinations
- there are two elements in all tourism: the journey to the destination and the stay including activities at the destination
- the journey and the stay take place outside the normal place of residence and work, so that tourism gives rise to activities that are distinct from those of the resident and working populations of the places through which tourists travel and in which they stay

- the movement to destinations is of a temporary, short-term character, with intention to return within a few days, weeks or months
- destinations are visited for purposes other than the taking up of permanent residence or of employment remunerated from within the places visited (Burkart, A., 2011).

All tourism includes some travel but not all travel is tourism, while the temporary and short-term nature of most tourist trips distinguishes it from migration.

3. AN ORGANIZING FRAMEWORK FOR THE ANALYSIS OF TOURISM

The most widely used framework is the one which identifies a tourism system as comprising a tourist, a traveler-generating region, tourism destination regions; transit routes for tourists travelling between generating and destination areas, and the travel and tourism industry. A 'tourism system' is a framework which enables one to understand the overall process of tourist travel from both the supplier and purchaser's perspective (known respectively as 'supply' and 'demand') while identifying the organizations which influence and regulate tourism. It also allows one to understand where the links exist between different elements of tourism, from where the tourist interacts with the travel organizer, the travel provider, the destination area and tourism sector within the destination. This approach is also helpful for understanding how many elements are assembled by the tourism sector to create an experience of tourism. One major element in this experience of tourism is the tour, which is a feature of holidays and the use of leisure time.

3.1. The tour, holidays and leisure time

What is evident is that the tour – which is a trip, travel anywhere for pleasure or leisure – is a vital element. The tour is an underpinning feature of tourism, a prerequisite for tourism to occur, since the consumer has to be brought to the product or experience, has to travel, and is a reciprocal event – the traveler travels out and back. Transport and single or multiple destinations are involved. The conventional definition of tour inevitably implies travel to one or more places, called 'destinations'. There are various forms of tour: the excursion by road or rail which may have a scenic element; some cruises, where the ship tours a range of destinations or ports of call, etc. Conversely, the excursion element may be something that the tourist undertakes at the destination on a day-trip basis or in the form of a more sustained trip, with a planned or unplanned itinerary. Whilst the holiday is something which encompasses the entire experience or use of leisure time for a holiday, the tour is a distinct element of the holiday and has distinct patterns and travel patterns.

4. MEASURING TOURISM

It is time to look for methods that add precision to the scale, volume and significance of tourism, as a global activity. Measuring tourism also helps to understand some of the problems which planners and decision-makers need to address in planning for tourism and future growth scenarios. There are five main reasons why measuring tourism is important:

- to understand why and how significant it is for certain destinations, countries and regions in terms of the scale and value of the visitors

- to understand how important it is for countries in terms of their balance of payments, as it is an invisible export that generates foreign currency and income
- to assist the tourism industry and governments in planning for and anticipating the type of infrastructure which is required for tourism to grow and prosper
- to assist in understanding what type of marketing is needed to reach the tourist as a consumer, and what factors will influence tourists to visit a country or destination
- to help the tourism industry make decisions about what type of action is needed to develop tourism businesses and further develop in this area.

At a general level, measuring tourism through the collection, analysis and interpretation of statistics is essential to the measurement of the volume, scale, impact and value of tourism at different geographical scales from the global to the country level down to the individual destination.

A range of factors impact upon visitor arrivals at an international level, because tourism is a very fickle activity (i.e. it is very vulnerable to the external factors: natural catastrophes, economic crises, political turbulences, etc.) and adverse events can act as shock waves which send ripples across the world and impact upon people's willingness to travel for pleasure reasons. At the same time, major religious events can be a major stimulus to tourist travel such as pilgrimages to various locations.

One of the enduring problems is that, far from being comprehensive, tourism statistics are in an incomplete source of information because they are often only an estimate of the total pattern of tourism. In addition, such statistics are often dated when they are published because there is a significant time lag in their generation, analysis, presentation and dissemination. This is because many published tourism statistics are derived from sample surveys with the results being weighted or statistically manipulated to derive a measure which is supposedly representative of the real-world situation. Hence, many tourism statistics at a country or regional level often state they are estimates of tourism for this reason. In reality, this often means that tourism statistics may be subject to significant errors depending on the size of the sample. The typical problems associated with measuring tourism are as follows:

- tourists are a transient and highly mobile population making statistical sampling procedures difficult when trying to ensure statistical accuracy and rigor in methodological terms
- interviewing mobile populations such as tourists is often undertaken in a strange environment, typically at ports or points of departure or arrival where there is background noise which may influence responses
- other variables such as the weather may affect the responses.

Even where sampling and survey-related problems can be minimized, such tourism statistics have to be treated carefully as they may be influenced by how the tourist was measured and the type of approach used, and you need to know these factors. The main ways of measuring tourists through surveys are as follows:

- pre-travel studies of tourists' intended travel habits and likely choice of destination (intentional studies)
- studies of tourists in transit to provide information on their actual behavior and plans for the remainder of their holiday or journey (actual and intended studies)

- studies of tourists at the destination or at specific tourist attractions and sites, to provide information on their actual behavior, levels of satisfaction, impacts and future intentions (actual and intended studies)
- post-travel studies of tourists on their return journey from their destination or on-site experience, or once they have returned to their place of residence (post-travel measures).

Such studies can also be used to examine different facets of the tourist as the three approaches suggest (measurement of tourist volume, enumerating arrivals, departures and the number of visits and stays; expenditure-based surveys; and measurement of the characteristics and features of tourists to construct a profile of the different markets and segments visiting a destination). In the commercial world, tourism data are also collated by organizations that specialize in its collection and analysis including market research companies (Page, J. S., 2010).

Tourism consultants may also be commissioned specifically to collect data for feasibility studies of tourism developments or new business opportunities and much of the information remains confidential to the client due to its commercial sensitivity. But in most cases, national governments collate tourism statistics through studies of domestic and international tourism. International tourism is more widely studied and this is normally passed to the UN-WTO and the OECD (Organization for Economic Co-operation and Development) collate and publish international travel statistics from member nations.

5. NEW FORCES AFFECTING TOURISM – GLOBALIZATION, INEQUALITY AND THE DEVELOPED AND DEVELOPING WORLD

When one looks at the patterns of tourism, and those areas which are growing in terms of international tourism, it is evident that the majority of outbound travelers are from the developed countries of Europe and North America, Australasia and the new middle class in many developing countries. In some cases, the tourists are travelling to developing countries where the standard of living often means the majority of the population lives at subsistence level or at a much lower standard than the visitor. The contrast in wealth between visitor and host is often very large and it highlights a clear inequality between those who have the disposable income to enjoy the luxury of international and domestic travel and the tourism employees who are working at low wage rates and in low-paid, unskilled jobs. This situation is made worse by the growing impact of globalization. Globalization is a process associated with the growth of large international companies and corporations, which control various forms of economic development and production internationally from their host country, making goods and delivering services at a lower cost using low overheads and cheap labor in developing countries. Tourism is no exception to this: large multinational hotel chains and tour operators use developing countries and destinations as the basis for their tourist product. In these situations, the economic linkages with the local community are limited, so that low-skill jobs and low economic benefits are traded off against the profits and economic benefits of tourism development being expropriated (i.e. returned) to the country of origin of the multinational firm. In many cases, the weakly developed nature of local economic linkages in developing countries' tourism economies mean they are often trapped into such exploitative relationships because they do not have the indigenous capital or entrepreneurs to set up tourism businesses. A lack of education, know-how and power to negotiate with multinationals to maximize the benefits for local people means that tourism can develop as a form of exploitation for such communities.

Tourists bring their leisure lifestyles with them on holiday and these are increasingly consumptive and conspicuous. Their spending power could be harnessed for the benefit of the local economy. A growing problem in many tourism destinations worldwide is that the growth of tourism and expropriation of its profits means that the environmental resource base which is used to attract tourists is not invested in and may be spoilt. Tourism has to operate as a profitable activity, but for its long-term future, mutually beneficial relationships and links between the industry, people and the environment must exist to bring financial and sustainable benefits for all and enhance the reputation and image of tourism as a global phenomenon. This is the underlying basis of the pro-poor tourism lobby. In this way the welfare and benefits of tourism to tourists can also be extended to the host population and help address many of the global inequalities which exist in the growing globalization of tourism activity as multinational enterprises seek to exercise greater control of the choice and nature of tourism being offered to consumers.

6. CONCLUSION

Tourism is not a recent phenomenon. Whilst it is argued that tourism has become a widely accessible product in the consumer-led leisure society, the historical roots of tourism can be traced back almost to the origins of civilization. As a growing activity and a global phenomenon, tourism needs to be managed at a global, national and local level in order that its often contradictory forces (i.e. the pursuit of profit as a private sector activity and impact on the resource base it uses) are reconciled and balanced so that tourism develops and is pursued in a sustainable and balanced manner. More and more, attention is turning to the extent to which tourism is a sustainable economic, social and environmentally based activity. That we should use the environment without conserving it for future generations is one of the central arguments in the sustainable tourism debate. This also raises the issue of measuring tourism as well as issue of inequalities related to tourism; for example, tourist use of local resources required by residents can destroy those resources and environmental quality. This means that local people, governments and international agencies have a responsibility to lobby and take action to ensure that tourism development which occurs in different countries and locations is not only sustainable but seeks to minimize negative impacts as far as possible.

Tourism needs to be developed in an ethical manner so that exploitation is not its hallmark. The tourism industry needs to work with communities, local bodies and people to ensure that tourism as a global phenomenon is a win-win activity for everyone and is integrated into the local community rather than just exploiting its local assets. Tourists and tourism businesses have a greater responsibility to ensure that tourism is promoted as an activity which will not only enhance global understanding and interaction between people of different cultures and societies, but which will also promote dialogue, benefits and opportunities for the tourist, the host and the environment.

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THE FUTURE OF TOURISM: POST TOURISM

Zorica Sagic[1], PhD
[1]Business-Technical College of Vocational Studies, Uzice, SERBIA,
zoricasagic@gmail.com

Abstract: *Tourism is a very dynamic activity. It has changed over time and is still changing. In fact the change is desirable in order to meet the needs of users of tourist services. However, the change is not necessarily always a good one. Tourism as an economic activity has to be profit-driven and environmentally sustainable at the same time. A wise planning and management is required for tourism to be sustainable in the future. Balancing ever-growing demand and sustainable supply in tourism, posts the future challenge for tourism workers.*

Keywords: *tourism, future development, change, amoeba effect*

1. INTRODUCTION

Because tourism is now assuming a major role in the lives of people, it is evident that tourism is also becoming a powerful process affecting all parts of the globe. As a global phenomenon, tourism changes, develops and requires new forms of planning and management. Anticipating changes in tourism has attracted a great deal of interest from economists who seek to model the changes in demand based on past and future growth assumptions. One of the most pressing concerns for planners, decision-makers and businesses is: will tourism stop growing and will it stop spreading across the globe? So, some consideration of the key trends (for example the ageing of society in the industrialized nations, a growth in single households with later marriage and child-bearing, information technology becoming an all-embracing element of our lives, consumers becoming more environmentally conscious, tourism consumers looking for greater convenience and ease of access, etc.) over the next decade will help to understand how tourism consumption and development may be affected in the future.

2. THE SPREAD OF TOURISM

One of the enduring themes in the history of travel is the pursuit by individuals, ruling elites and, latterly, the increasig numbers of leisure travellers, of unique, special and unspoilt locations to visit. There is an increasing geographical spread of tourism across the world to many countries that now embrace it as a method of stimulating economic activity, particularly where global trade barriers have frozen many developing countries out of engaging with lucrative trading blocks as a means of generating foreign currency. The problem, however, is that some of these new tourist destinations have not been able to control tourism to retain their vital unique elements. The result is resort life cycle concept, where the growing popularity (demand) and supply by the tourism sector create a vibrant and dynamic business activity that begins to expand and develop. At that point, planning and policy issues need to be explicitly stated so that sustainable development is implicit in the future rationale for the destination. In 2003 the World Travel and Tourism Council (WTTC) launched a Blueprint for New Tourism, which recognized that all stakeholders involved in tourism (including tourists, the tourism industry and destination communities) need to adopt a longer-term planning horizon as opposed to taking the short-term commercial perspective. Implicit in the WTTC's approach to tourism was a concern for sustainable tourism so that everything associated with tourism and the environment in which it is developed remains in balance (Archer, B., 2008).

This seemingly logical and phased approach to tourism destination management by WTTC assumes that tourism will continue to grow, and that the destinations can manage and accommodate the effects. Yet the evidence from the post-war period in terms of tourism development is that the growth in visitor arrivals has been far from orderly, phased and consistent. So, will tourism stop growing? Some mature destinations that have passed through all the stages of the resort life cycle have probably reached the end of their growth period, unless the public sector intervenes. But in some cases, despite substantial interventions from the public sector and funding from the EU, some areas have not been able to rejuvenate the resorts successfully owing to the post-tourism social and economic deprivation. Yet a number of other seaside resorts have been able to reinvent themselves successfully by repositioning and reimaging themselves; in simple terms, these destinations have found new products and ways to intervene in the resort life cycle to create a new demand for the destination. In many urban areas, new destinations have been created and the towns reimaged and remodeled to generate a new economic sector based on tourism and the cultural industries. In each case of urban regeneration, visitor growth has been significant although the public sector cost of stimulating these regeneration schemes has been massive.

The resort life cycle is used to explain the linear growth of tourism through a series of stages of development ending in either stagnation or rejuvenation to stimulate the development process once again. This linear growth is best described as a snowball, which begins to gather momentum as it rolls down a hill. The agents of change that have the idea of stimulating tourism development as a small snowball (i.e. the public and private sector) do not envisage the rapid transition to mass tourism. Initial visions of tourism are rapidly compromised, despite the best intentions of the public sector to control it. The pressure exerted by entrepreneurs, tour operators and other stakeholders takes precedence in early stages of development. Through time, these interest groups impact upon policy and the growing economic dependence upon tourism in the resort adds further pressure. The snowball gathers momentum, almost unstoppable and out of control; public sector interventions become less effective, only able to work around the edge of the problem to try and control an uncontrollable phenomenon that takes on a prominent role in the resort or locality. Although local antagonism grows, tourism cannot be restricted due to the inevitable political fall-out because of employment dependency issues. Yet, as the development process continues, it may saturate and destroy the destination and its resource base. This means that the destination will be unable to sustain tourism any longer in that form. The destination becomes unattractive, over-developed and an environmentally compromised location. Images of saturation lead tour operators to use it as a low-cost, mass resort while high-spending visitors seek more attractive locations. Although this is a gross simplification of the public and private sector role in tourism development, the basic principles have been replicated across the world.

One explanation of the way tourism grows and expands might be described as the 'amoeba effect'. The amoeba, as a single-cell, simple form of life has the ability to reproduce itself. Tourism is not dissimilar, because once the initial amoeba is introduced to a locality, and finds a welcoming home that embraces it as a mechanism to help stimulate economic activity, the process has begun. The ability of tourism to replicate itself, but then adapt and change to meet customer needs in certain cases means that the amoeba keeps dividing and producing new entrepreneurs, as innovation and change lead to more development. This simplistic explanation of tourism as a development process makes control, planning and management extremely difficult since the ground rules keep changing as tourism assumes a new form and nurtures new visitors. It is only at the point when the resort or destination reaches total saturation and is destroyed as an attractive location that the amoeba moves to a new home and the process begins again. However, there are good examples of public sector interventions managing tourism and seeking to encase the amoeba and prevent it growing any more, especially at sensitive environmental sites. Unfortunately, these are the exceptions rather than the rule.

If one considers the snowball and amoeba analogies, then there will almost certainly be tourism growth at a global scale. At a national and regional/local level, growth will largely be dependent upon the attractiveness of the locality in providing a conducive location for tourism to root itself and begin developing. The challenge for the public and private sector stakeholders is to try and control and direct tourism – constrain it if necessary – to meet local social, environmental, economic and political objectives while ensuring it does not escalate too quickly and get out of control (Glaeßer, D., 2009) .

3. UNDERSTANDING THE FUTURE OF TOURISM

The highly variable nature of tourism, particularly its vulnerability to change due to fashion, trends and shock events, requires that public and private sector interests try and understand these fluctuations. In particular, one needs to understand how tourism activity, especially trends, is likely to affect countries, localities and places in the short-term (up to five years) and long-term (up to ten years). To try and envisage how tourism will perform, analysts attempt to forecast the future of tourism, but they must be aware of underlying trends that may pose problems as well as crises and disasters. Natural disasters and shock events are becoming more common in tourism and thus there is a greater demand for crisis management tolls to manage their effect. It is not surprising to find tourism analysts utilizing research techniques such as scenario planning, which seeks to construct a number of scenarios of how future trends might play out. This involves:

- framing the issues involved
- identifying people who may be involved in providing input and critical reviews of the scenarios
- drawing a picture or pictures of the future using trends, themes, critical relationships and issues associated with the problem that is being considered

- providing known uncertainties that could impact upon the scenarios and upset the status quo, and factors that are critical in moving a scenario from a pre-crisis, to crisis and post-crisis stage
- identifying possible paths for different scenarios
- testing the plausibility of the scenarios
- anticipating how people and organizations associated with tourism might respond during the different scenarios
- identifying strategies to manage the future scenarios (Gössling, S., 2009).

Whilst critics of such approaches argue that such 'crystal gazing' exercises may never result in accurate predictions of how the future may evolve, there is a growing acceptance in public and private sector organizations of the need for such exercises. Concerns over tourist safety, terrorism, sustainability, climate change and the impact on future configurations of tourist travel have made such exercises all the more valuable.
One other tool which is far more commonly used by managers in tourism is forecasting. Forecasting in tourism is far from an exact science. This is because of the effect of so many unknown factors. Yet forecasting still helps planners to measure the order of magnitude of potential change that may occur in tourism. In essence, forecasting is about the assessment of future change in the demand for tourism, estimating future traffic and a range of possible scenarios to gauge likely changes in the scale of demand. When examining any tourism forecast, one needs to look at the assumptions used by the analyst, what data sources are being used and what the analyst is intending to produce. Regardless of forecasts there will always be pressures for tourism to change.

3.1. The pressures for tourism to change

At a global scale, and particularly in the industrialized Western countries, there evidence from consumer attitudes towards tourism that the self-destructive nature of tourism causes some visitors to question the impact of where they travel. A greater consciousness of the effects of tourism is now permeating both the consumer and the more environmentally responsible tour operators. This is a slow and gradual process of change, and there is always likely to be a role for the mass packaged, low-cost, high-volume, sun, sea and sand holidays. However, at the upper end of the market, a greater demand for environmentally sensitive and conservation-oriented niche products may begin to permeate the activities of the tourism sector, as airlines, tour operators and accommodation providers introduce environmental products to recognize these consumer tastes. The factors involved in pressurizing tourism to change can be divided into those that are external to tourism and beyond its control, and those that are within its grasp.
In many of the Western industrialized countries, tourism markets are becoming characterized by an ageing population. This has been termed the 'senior market'. The senior market is particularly notable in the USA, Europe and Japan. Senior markets are less seasonal, able to utilize high disposable incomes in those cases where mortgage payments are negligible, and require more attention to their needs. This is reflected in the growth of specialist tour operators. What is evident is the continued growth in this market and the potential for tourism businesses to adapt to meet these consumers' needs.

New social trends have emerged over the last decade in developed outbound markets. For example, women are playing a more dominant role in the labour market than they were 20 years ago. People in the 20- to 40-year age bracket are marrying later and deferring having children; as a result they have more disposable income, making them a lucrative expanding niche market.

3.2. Crises and disasters in tourism

One of the principal external factors that can affect tourism and is highly unpredictable for organizations and countries is a crisis or disaster. The challenge of coping with catastrophic events poses many issues for an organization's ability to adapt to change. Although such crises may be short-term in nature, the exposure of the tourism sector is significant and apparently stable business activities can be transformed into chaos. However, such crises may also have the potential to stimulate innovation. Ultimately, crises and chaos illustrate tourism's highly volatile nature and indicates how adaptable organizations need to be to change. In order to react and embrace change, many tourism organizations need to be able to understand and implement technology. In a management context, some authors identified the typical modes of operation for entrepreneurs in tourism, who instituted chaos and change, and for those who were planners and regulators of change. This has important implications for how tourism ventures are managed.

3.3. Climate change, tourism, environment and new business trends

There is major concern among scientists that the world's climate is changing. Global warming resulting in climate change could affect the climate and weather in many of the world's major tourism destinations in the future. Many of these longer-term changes are also likely to have some shorter-term effects including temperature increases of up to 0.5°C per decade, a drop in summer rainfall, sea level rises due to global warming, changes of weather patterns, etc. These environmental concerns will certainly begin to feed into the changing nature of tourism as a business activity, as consumers start to recognize how important climate change and environmental risks associated with global warming become. Change is rapid in the tourism sector; today's trends are redundant tomorrow. Tourism has gathered momentum since the 1980s as technology has increased the scale, extent and rate of communication across the tourism sector. Information communications technology (ICT) has forced many tourism businesses to scrutinize their operations, to assess whether they are operating in an efficient and profitable manner. There is also competition strategy in the tourism sector, with larger players seeking to dominate certain sectors or adopt integrated operations to raise profitability. This leads to a new operating environment in which evolving trends can create recognition of the need to participate in certain product if businesses are to compete (Page, J. S., 2010).

4. TECHNOLOGY AND TOURISM

Technology is globally connecting tourism businesses and clients together. In tourism environments, the harnessing of technology to achieve entertainment and enhance fun has been widely embraced in the theme park sector. From a management perspective, the creation of man-made tourism environments such as theme parks may fill a niche in the market for accommodating mass tourism without compromising the local environment. This is certainly a trend which will continue, as continuous improvements and innovation help these tourism environments to adapt to new consumer tastes and trends. At an individual business level, ICT is the main driver of change, requiring better management for tourism operations to harness their potential. ICT provides up-to-date, managed client data and the scope to search and select a wide range of products and experiences. ICT has enabled forward-looking businesses to respond to the demand for more up-to-date information and tailor-made products. The worldwide web also allows the customer to undertake this process themselves, challenging the supply chain and its traditional role in selling tourism products, some industry analysts suggest. The rapid growth in online booking may have stabilized in terms of large corporations, but it continues to make inroads into traditional travel agent business. ICTs are now widely adopted in the tourism sector, and innovation is likely to push further dvelopments that allow tourism products to reach a wider audience.

5. LIMITING TOURISM: THE BEGINNING OF THE END?

With global concerns for environmental impacts generated by the pollution tourism induces, environmental management has emerged as a new buzzword for the tourism sector. This has also been embodied in a much larger debate on the ethical issues involved in how and what form of tourism governments will allow to develop. One notable development has been the introduction by the tourism industry of voluntary codes of conduct. This is seen as one attempt by the industry to try and reform some of its bad practices and impacts.

Similar debates are also emerging concerning the impact of air travel and transport on global warming. Global warming highlights the interdependencies that exist between different ecosystems and man’s damaging effects through tourism. If tourism continues to make a major contribution to such environmental problems, then it will be one more economic activity that is self-destroying. Tourism as a consumer activity is also accentuating the socioeconomic extremes between the 'haves' and 'have-nots' in society at a local, national and international scale, especially in less developed countries. This has led to a greater interest in community-based tourism development which has been rebranded to widen the role for tourism in poverty reduction in less developed countries (called pro-poor tourism). Proponents of peace have argued that tourism can aid understanding between cultures and societies. But human nature is such that the real impact of tourism and the wealth and consumption of visitors on places with low levels of development can be psychologically and culturally damaging. In the same time, it may bring economic benefits. In this context, more forceful policy and public sector management will be required to manage these relationships if potentially damaging effects are to be limited (Page, S., 2011).

But should tourism be allowed to spread to all parts of the planet in an uncontrolled or even planned manner? The evidence is that tourism’s growing influence is set to impact on every corner of the globe. The tourism industry’s pursuit of the next business opportunity has led to even those countries that limit visitors, allowing in more visitors to gain additional foreign currency. It would appear that tourism knows no bounds. Planning and self-management by industry codes of conduct have only had a superficial effect on visitor damage in sensitive environments. Rather than being phrased in restrictive ways, they need to be phrased in positive ways. Is it not time that commentators and researchers began to make a stand and pose some questions in order to engage in a greater debate about tourism, now that the impacts are so important to all of our lives? Given the scale of demand for domestic and international travel, tourism can only really be described as an uncontrollable process once the basic elements of economic development become established and drive the ideological development of the sector: therefore, where tourism gets out of control it becomes a destructive force. There is just not enough public debate or academic discussion regarding the justifications for halting tourism or even making a stance and saying – no tourism here please. It is not necessary to be anti-tourism, but it should be realistically understood what a future committed to tourism means for people, their locality and environment, and to consider the measures to control it. One suggestion may be to rethink how we manage tourism – and one possible and quite radical approach might be the development of a new concept of managed tourism.

6. CONCLUSION

The 1990s have seen an excessive amount of research activity associated with the notion of sustainable tourism but few examples exist of where this has been developed with the degree of sophistication needed for it to work properly. The tourism industry does not want to see anything implemented that could damage their commercial viability (e.g. limits to growth). The theory of sustainable tourism has not been widely applied in practice, and so it is probably time for a more radical concept to be introduced that governments and policy-makers can understand in simple terms: it is managed tourism. Whilst many of its principles may seem draconian, they are based on many of the tools and principles of visitor management and efficient resource use. Managers of destinations need realistically to assess what visitors they can accommodate, limit the numbers and develop a tourism industry based around more rational principles, rather than allowing it simply to grow and mutate along the lines of the amoeba concept.

There is no doubt that the new millennium is a very testing time for tourism. The pressure to continually pursue tourism growth is unrelenting from business interests and government agencies. The challenge for the tourism sector, policy-makers and governments is to ask a number of very fundamental questions:

- Why do we want tourism?
- What does it mean for our locality or country?
- How will it impact upon our society?
- How will it be managed to make a win-win situation for all stakeholders?

There is no doubt that tourism is a dynamic industry. Yet the rhetoric of using the latest buzzwords and jargon to appeal to tourists can only be judged by actions. Can tourism really be developed in a way in which profits and demand are balanced by long-term needs of the environment and people it affects? That is the future challenge for tourism.

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SPORTS-RECREATIONAL TOURISM AND LEISURE TIME OF YOUNG PEOPLE IN VOJVODINA

Natalija Ostojić, MSc;
Primary School „Servo Mihalj“, Zrenjanin, SERBIA, natalija8@gmail.com
Jovan Plavša, PhD;
University of Novi Sad, Faculty of Science, Novi Sad, SERBIA, pivoljak@yahoo.com
Aleksandra Vujko, PhD;
Novi Sad Business School, Novi Sad, SERBIA, aleksandravujko@yahoo.com
Slavica Tomić, PhD;
University of Novi Sad, Faculty of Economics, Subotica, SERBIA, slavica.tomic@live.com

Abstract: *The main objective of this study was to point how sports and recreational tourism is represented in leisure time of young people in Vojvodina. Participants in the study were young (103 girls and 97 boys), aged 12 to15 years. As instruments of the research, the SDP (socio-demographic data questionnaire) designed for this study; Survey of attitudes toward sports and recreational tourism and selection of free activities for student's questionnaire were used. Sports and recreational tourism is insufficiently present in the free time activities of young people. Most of the respondents said that they like to travel in their free time, but it all depends on the solvency of parents. Boys are more active than girls, and are more involved in organized sport and prefer intense activities and frequent sports travels, while girls prefer informal or recreational aspects of the activities. Students in Vojvodina, mostly favor activities aimed at fun and relaxation, and socializing with peers.*

Keywords: *student travel, tourism, recreation, sport, leisure time*

1. INTRODUCTION

One of the challenges of modern society that children are faced with is the phenomenon of free time. Often the associated terms for the concept of free time in our area are idleness, recreation, entertainment, non-working time, rest periods. According to Dumazdier (Dumazdier, J., 1963), leisure time is defined as the set of activities that an individual can completely give himself/herself to, either for rest or fun, or to increase the level of his/her awareness and education, or voluntarily be socially engaged or to exercise his/her creative capability after finishing professional, family and social obligations (Grandić, R., 2008.), (Ilišin V., 2007). The active use of free time involves the need for doing sports, excursions and trips, making cultural and artistic creations. Young people in their leisure time should be allowed to develop their own person, creativity, collectivist spirit and the possibility of self-expression through specific activities. When spending their free time, young people achieve three important functions of leisure time: rest, fun and personal development (Shaw SM, 1995), (Ilišin V., 2007), (Petrović, J., 2010). Students' travels have an irreplaceable role and place, because apart from the rest, recreation and fun, there is the ability to meet the needs of a man to get themselves familiar with, inform and acquire knowledge about communities, cultures and environments (Ilišin V., 2007), (Kačavenda-Radić, N., 1992.), (Stepanović, I., 2011.). Economic factors do not necessarily interfere with the selection of activities. Today, many popular contents are inaccessible to the greater part of youth population (various club sports). So, many researchers (Ilišin V., 2007), (Mehlbye, J., 2003), (Kačavenda-Radić, N. 1989.) point out that certain activities and interests are conditioned and limited by their cost, and a survey showed that young people from higher social strata spend their leisure time in organized activities that interest them, and which require considerable financial resources (Zeijl, E., 2001), (Lacković-Grgin, K., 2005.). Studies have shown that well-organized free time leads to positive and socially acceptable behaviors which contribute to the development of healthy, self-conscious and happy personality (Gilman, R., 2001), (Larson, R.M., 1999), (Raboteg-Šarić, 2002). Children of parents who belong to higher social strata have a greater number of extracurricular activities, and social differences are evident when it comes to leisure time and students' travels (Raboteg-Šarić, 2002). Children spend their free time in schools of foreign language, computer and dance or at sporting events. Most children engage in sport, but only some have the opportunity to come to well-equipped sports clubs or schools with top coaches which is decided by the economic status of the family in which the child grows up. Boys are more active than girls, but with age levels of physical activity declines. Boys are more involved in organized sport and prefer intensive activities, while girls prefer informal or recreational types of activities. Boys positively evaluate their sport competence, prefer to compete and compare with others in the sport and like intense physical activity more (Đorđić, V, 2007), (Ostojić N., 2014). Sports tourism encompasses all kinds of active and passive participation in sports activities that occur occasionally or regularly for non-commercial or commercial reasons, for which it is necessary to leave the place of residence or work environment (Plavša, J., 2007). The results of this study showed that in the absence of cultural, recreational and sports facilities, as well as due to the lack of funds, young people spend their free time mostly in activities aimed at fun and relaxation, and socializing with peers. According to Branković (Branković, D., 2009) following activities can be distinguished: "sports and recreational activities" (interest in walking, picnics, trips), "altruistic and pedagogical activities" (humanitarian and educational activities), "cultural aesthetic activities" (observation, perception of cultural landmarks in field of music, literature, theater and visual arts), "handicraft and other craft activities" (dominated by work activity and creation), "hedonistic and hazardous activities" (dangerous games, adventures) and "educational activities" (activities for the acquisition of knowledge, skills and habits as well as the development of specific individual skills) (Mikanović, B., 2010). The broadest understanding of sports includes all permanent or temporary, but organized and planned competitive and non-competitive activities that involve skill, strategy, and / or ability in which humans compete against themselves, or with other people, just for fun and training or to raise their capabilities to the highest level of competence (Plavša, J., 2007) (Coakley, J., 1990).

2. METHOD

The problem of empirical research is the extent to which sports and recreational tourism is present in the free time of students. The subject of this research refers to testing and evaluation of the attitudes of primary school students about the representation of sports and recreational tourism in the leisure time of young people in Vojvodina. In this paper, we have defined the dependent and independent variables. The dependent variables rely on students' attitudes about sports and recreational tourism and leisure time of students, while the independent variables include socio-pedagogical characteristics of students, such as students' gender, age, academic achievement, financial status. The sample consisted of 200 students from the towns and villages in Vojvodina. Approximately the same percentage of respondents came from urban (48%) and rural (52%) areas. When it comes to gender structure of the sample, among the respondents there were more girls (51.5%) compared to boys (48.5), although the difference was not significant in the sense that it can affect the representativeness of the sample. An equal number of respondents is located in each of four age groups (fifth, sixth, seventh and eighth grades of primary school). Different techniques for processing data from the descriptive, to variance analysis and the discriminant analysis were used.

3. RESULT

Among the respondents there are students who are actively engaged in sports and recreational activities three times a week for one hour (27.5%), although some of the respondents indicated that they spend more than seven hours a week doing various types of sports and recreational activities. Out of all the equipment used in activities, there is the largest percentage of those who have some kind of a ball (92.6%), followed by bicycles (85%), then tennis rackets (56.4%), rollerblades (46.3%), fishing gear (24.93 %), skis (21.53%) and the lowest percentage of those with ice skates and boats (8.6%). The results obtained show us that (24.6%) of students believe that their schools apply enough of extra-curricular sports and recreational activities (excursions, camps, schools in nature...), while a larger number of students, (67.5%) of those who believe that activities are not applied enough. When asked if they would like to spend their winter holiday in the mountains, where they could practice sports and recreational activities, 77% of respondents gave a positive answer. The biggest reason why students would spend winter vacation in the mountains is skiing (42.2%), 34% of students preferred snowballing and playing in the snow, and only 5% of those who would only go sledging. When asked whether they had ever traveled across Serbia with their parents, friends or as part of school trips, almost all respondents (98.9%) gave a positive answer. To the question of residence abroad, 53.7% of students stated to have traveled abroad. Of these, a half stated that they have traveled to Montenegro and the formerYugoslav Republics (FYR Macedonia, Bosnia and Herzegovina, Croatia), and the other half said that they have traveled to European countries (Hungary, Romania, Greece). Who would they like to go away for summer with, 73% of respondents said they would travel with a friend, 17% with parents, 3% on their own, 2% with relatives, 3% with the school,1% with a group, and 1% of respondents had no answer. When asked about going to the theatre, cinema or museum in their free time 73.43% of respondents said they did not visit cultural events. Among those who regularly visit such events, the frequency of visits is1-3 times per month.

Table 1. *The difference in how students spend their free time with their peers*

When i have free time, i usually spend it with my peers doing:					
Activities	Outdoor sports and recreational activities	Sports and recreational activities in residence	Hanging out	Listening to music	the Internet
Frequency	47 (23, 5%)	34 (17 %)	52 (26 %)	24 (12 %)	43 (21,5%)
χ^2	12,3				
df	4				
Sig.	0,015				

In Table 1 we see that there is a statistically significant difference in the spending of free time with peers (χ^2 = 12.3 sing < 0.015), and the largest number of students spend their free time socializing with peers, as well as doing sports and recreational activities outdoors.

Table 2. *The difference in the impact on leisure time of students*

On influencing choices of leisure time activities in free time these are the following factors				
Activities	Parents	Teachers	Peers	Mass-media
Frequency	19 (9,5 %)	36 (16 %)	101 (50,2 %)	44 (22 %)
χ^2	75,8			
df	3			
Sig.	0,000			

In Table 2 we see that there is a statistically significant difference in the impact on the choice of free time activities for students (x^2 = 75.8sing < 0.00). Peers affect the choice of extracurricular activities for the largest number of students, which results in a high degree of freedom in selecting leisure time activities to be engaged in, which is very important for socialization and independence of students.

Chart 1. *Students' travels in the last year*

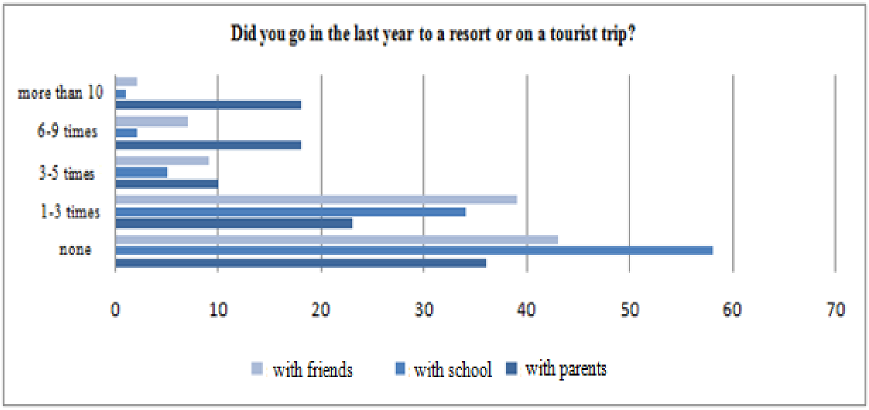
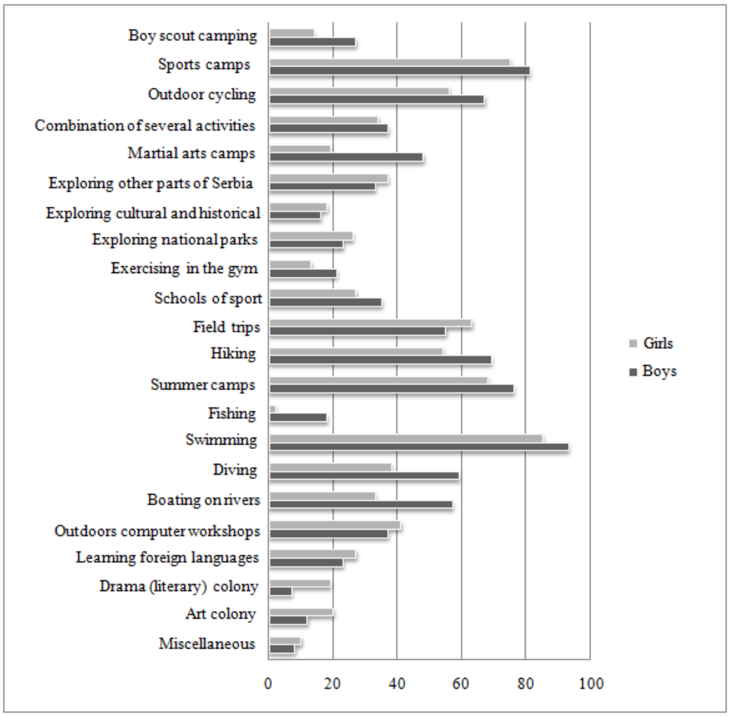


Chart1tells us that in the past year 58.23% of the respondents have never went on a picnic with the school, 36.54% of the respondents never with parents, and 43.31% of the respondents never with friends. 1.23% of the respondents went more than 10 times on a picnic to a city with the school, 18.34% of respondents with the parents, and 2.78% with friends. In Chart 2 we can see the frequency of respondents with various types of sports and recreational activities during the school holidays. Students are the most interested in swimming, the boys (93%), the girls (85%), followed by sports and summer camps, outdoors cycling, hiking, trips to nature and so on. The respondents were asked questions which new forms of sport activities they would like to get familiar with, so that they would be successfully doing them during the extra-curricular sports and recreational leisure time activities.

Chart 2. *Students' interest in various kinds of sports and recreational activities during the summer holidays*



When asked about the new sports we got the following answers: bungee-jumping, snowboarding, hang gliding, paddling on white water, skiing, wall climbing. The small number of respondents tested the adventure activities, 10% rafting, 11% free climbing, 9% mountain biking, the majority of respondents opted for all-day hike (41%) and recreational hiking (28%). The largest number of young people took part in humanitarian activities like collecting money (42%), clothes and shoes for disadvantaged children (37%), cleaning up the school yard and the environment in which they live in (28, 9%) and collecting secondary raw materials (24.1%). A significant number of students were voluntarily engaged if necessary (36%). Common reasons for volunteering among young people are: pleasure in performing activities with others, having fun, leisure time, the need for self-affirmation and a feeling of usefulness, as well as job satisfaction. According to the frequency of stating, leisure activities include: sports, reading, recreation, fun with peers, listening to music, watching videos and TV, engaging in a hobby, pursuit of art (playing an instrument, painting and writing), further learning and self-education, household responsibilities and other activities. Approximately half of the students spend their free time at home, and the other half outside. When they do go out of the house, young people usually go out on the sports fields, to parks, on the streets and squares (Maksić, S., 2008). The resulting low but significant correlation between sports and recreational activities and school achievement was established, which would imply that students who achieve better results at school prefer sports and recreational activities more. There are differences in the structure and scope of physical activity at which boys were significantly more active than girls, which was confirmed in studies of researchers (Jurak, G., 2012), (Dencker, M., 2006), (Trost, S.G., 2002). With male students the most common sport was football, and baseball the least present, while with the female students the most common sport was volleyball and football the least. The largest number of students watches movies and shows on television (52%), also documentaries (20%) and sports (16%), while the lowest number of students watches music, entertainment on television or something else. Studies show that young people generally do not inform themselves on the daily political events through the media, they almost do not watch political shows and news programs, and even 59% of the students in general almost do not watch the news. There was a statistically significant difference in the use of the Internet, i.e. the largest number of respondents use the Internet for communication (54%), while about one-third of them use it for education and information (40%) and a small percentage of the respondents do not use the Internet at all. Leisure time should be devised, organized but also filled with a variety of useful content to help the young to "release their creative skills in order to play and carry out leisure activities with useful contents" (Plenković, J., 2000). Studies have shown that families with lower levels of education fall under the influence of mass entertainment industry more than families with higher levels of education, and that students whose parents have higher education spend little of their leisure time together than students whose parents have not completed primary school, or are uneducated (Petrović, J., 2010), (Kačavenda-Radić, N., 1992.), (Budimir-Ninković, 2008). Parents who belong to the higher social strata have a greater number of extracurricular activities, and social differences are evident when it comes to the time spent in the schools of foreign languages, computers and dance or at sports grounds. Analysis of the economic status of the family shows that a better its' financial situation is proportional to the extent of extracurricular participation of students (Raboteg-Šarić, 2002), (http://www.roditeljportal.com/vest/stampa/status-porodice-utice-na-slobodno-vreme-dece.pdf). Information on the level of engagement of high school students in Vojvodina (2012) confirms that high fees represent a significant barrier to greater involvement of young people in sports clubs (*Strategija razvoja školskog sporta u AP Vojvodini 2013-2017 godine*, 2013.). When asked if instructors and coaches were necessary in schools for recreational tourism the majority of respondents (95%) agreed that they were. Instructors and coaches have a task that besides the ordinary sports and recreational activities that are implemented at various sports grounds, make the most of nature, and if possible implement various walking tours, orientation games, scouting skills (use of maps, compass, making natural shelters, etc.), along with rock climbing, spelunking skills in case there are some caves (Ostojić N., 2014), (Ivkov, A., 2007), (Bijelić, B., 2006).

4. CONCLUSION

Based on these results we find that the sports and recreational tourism is insufficiently represented in the free time of students. If sports and recreational tourism wants to strengthen its' position and its' presence in the school curriculum, and it is likely, it must tackle its'goals, contents, and break rigid barriers and resistance, which prevent positive change in this field. It is recommended that the experts in charge of sports and recreational activities are tasked to closely monitor the interests of youth in schools and determine what the students want to do. The results show that the choice of activities and ways of spending free time is mostly influenced by students' peers, while parents have the least impact. In relation to the parents preference is given to the mass media, which is a devastating fact. The teachers at the school have a solid impact. So, there was no statistically significant difference in the influences on the choice of leisure activities. Socio-economic conditions are very important, when the family runs out of money to meet the basic needs that greatly affects the quality and way of spending free time. If you improve the living conditions it will come to qualitative changes in the way of spending leisure time and faster development of sports and recreational tourism, which will in the opposite direction significantly influence the health and quality of life of every individual, family and society.

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DARK TOURISM AS EDUCATIONAL TOOL, THE "KRAGUJEVAC OCTOBER" MEMORIAL PARK

Darko Dimitrovski[1], Sonja Milutinović[2], Đorđe Đukić[3]
[1]Faculty for Hotel Management and Tourism, Vrnjci Spa, Serbia,
darko.dimitrovski@kg.ac.rs
sonja.milutinovic@kg.ac.rs
djordje.djukic@kg.ac.rs

Apstrakt: *Traveling to and experiencing places associated with death is not a new phenomenon, as people have long visited places, attractions and events related to one way or another with death, suffering, violence or disaster. Dark tourism is seen as visits to places where tragedies occurred, which continue to affect our lives. Memorials affect how people remember and interpret the past, and is also a mirror of contemporary events, issues and social tensions. Therefore, the "Kragujevac October" memorial park as an authentic location of one of the largest mass executions during the Second World War, has an important educational role, especially in the construction of a national identity and the spread of an anti-war message. Formation of the offer that primarily has an educative function attractive to different target groups, advances tourist experience in the long-term and provides a direct benefit to the local community. The aim of this paper is to highlight the educational potential that is possible to release with the development of "Kragujevac October" in the context of dark tourism.*

Key words: *Dark tourism, education, "Kragujevac October" memorial park, Serbia, tourism development*

1. UVOD

Traveling to and experiencing places associated with death is not a new phenomenon. People have always been fascinated by death, to a certain extent. The fascination that arises as a combination of respect and awe and morbid curiosity and superstition, has long attracted people, intentionally or otherwise, to places, attractions or events related to one way or another with death, suffering, violence or disaster (Stone, P. R., 2005).
Death has been an integral part of tourism more than any other element of the tourist offer, originally as part of a religious journey or pilgrFigure (Seaton, A., 1996), (Sharpley R. and Sundaram P., 2005), Smith (Smith, V., 1998) suggests that the sites and destinations in connection with war are probably the largest single category of tourist attractions in the world (Henderson, J., 2000), which are only a subset within the tourist sites in connection with death and suffering (Stone, P., (2006), (Dann, G.,1998). Death and disaster in the form of tourism are becoming an increasingly common feature of modern tourism, offering visitors the experience of a spiritual journey that provides the experience of real and reconstructed death. As a result, this type of travel within academic literature has been dubbed "dark" tourism or "thanatourism" (Foley, M.1996), (Lennon, J.J., 2000), (Seaton, A., 1996). Dark tourism can be identified with the act of travel to sites of death, suffering and the seemingly macabre places, and Tarlow (Tarlow, P.E.,2005), identifies dark tourism as a visit to places where tragedies or historically significant deaths occurred, which continue to affect our lives. Today there is a growing trend of demand for dark tourism (Sharpley, R., 2009),.

The above-mentioned phenomenon involves a targeted visit to places, attractions and exhibitions that offer a presentation of death and suffering. Despite the great diversity of locations and relative experience, the common factor in the phenomenon of dark tourism is the link between the tourist experience and tourism representation of death. How Biran et al. (Biran, A., 2011) emphasize death or the dead shouldn't be taken into account, but instead the perception of them by the living.
Exploring the reasons or purposes underlying the desire of tourists to look for places or experiences aimed at dark tourism is very complex because the motives of tourists that are directed towards dark tourism vary from simple morbid curiosity for other people's suffering, through malice (Seaton, A., 2004), and the collective identity or survival in light of the violent interruption of collective life routines (Rojek, C., 1997). Visitors to dark tourist attractions are primarily driven by different intensity, interest, or fascination with death, and specific reasons vary from morbid fascination, through empathy with the victims, and the need for a sense of survival. It is not clear to what extent the fascination with death represents a dominant reason for visits to dark attractions or if it is just the way that dark tourist places/experiences are produced or supplied, for example, for political purposes, for education, entertainment or for economic gain (Ashworth, G., 2005) [6]. Of crucial importance for the understanding of this phenomenon is the ability to isolate and examine the motives of so-called dark tourists, in a specific social, cultural and geographical context (Stone, P. R., 2005).

2. THE EDUCATIONAL ASPECT OF DARK TOURIST SITES

As of today, individuals are increasingly traveling for knowledge, the educational mission of dark tourism locations is becoming an increasingly important aspect of their existence. Also, some kind of cultural interest, including history, represents an important motivation for the overall satisfaction of travel (Crompton, J. L.,1997) (Pearce, P. L., 1983). Highlighting the importance of learning and educational experience dark tourism is present in a large number of authors (Henderson, J., 2000), (Stone, P. R., 2005), (Baldwin, F., 2009), (Walter, T., 2009), (Cohen, E., 2011), (Farmaki, A., 2013). Educational elements encourage tourists to be "aware", increasing satisfaction and the subjective meaningfulness of a tour (Moscardo, G., 1996). Farmaki (Farmaki, A., 2013) shows that education, remembrance and the strengthening of a national identity are key drivers for a visit to dark sites. Henderson (Henderson, J., 2000) recognizes that visitors of dark tourist sites can be motivated by a quest for knowledge. Education can offer a form of catharsis, and Seaton (Seaton, A., 1996), in his study of dark tourism concludes that the observation of death as the goal of achieving catharsis is not a new concept. Visits to sites of death and suffering and tributes, allow for visitors to better understand death.
Direct experience of visiting dark tourist sites, provides actualization of events associated with great suffering. The number of sites connected with suffering shows the need for the educational function, so people could learn by example of previous errors. Therefore dark tourism exhibits are rightly promoted and justified as an educational component. Chronis (Chronis, A., 2005) recognizes that areas of suffering can be symbolically transformed and used by tourists to boost patriotism and national unity. Because of this, death and suffering could be seen as attractive factors in order to learn and maintain the memory with the

tourists. Certain tourists visit such sites as a socially acceptable way of expressing interest in death and suffering, while some come to learn about the history that is associated with an event. Poria et al. (Poria, Y., 2006) find that those visitors who view a heritage site as part of their own heritage have higher expectations and are more emotionally involved in a tourism experience.

Many memorials have content geared toward education as part of their bid. It is not uncommon that within the memorial there is a visitor center located at the site, which offers a kind of interpretation that takes into consideration the events related to the site. Authentic artifacts also affect the experience of visitors who visit places of death and suffering, but their exploitation for tourism is very questionable, primarily because of concerns about the use of disturbing content (funeral messages, remnants of hair, etc.) for tourist purposes.

To make the trip to dark sites improve the perceived authenticity of the experience, explicit and implicit educational, cultural, political and historical messages are often included. Dark tourist sites provide a learning experience, but visitors should be careful about how they are presented with the facts, because in some localities, an educational mission quickly changes into a spectacle (Walsh, S.,1992). Lennon and Foley (Lennon, J.J., 2000) suggest that high dependency on media influences that education and entertainment are equated with a spectacle and an uncritical approach to history. It is notable that in most of the dark tourist sites boundaries between educational messages and commercialization of the tourism product is becoming increasingly blurred. The inclusion of educational dimensions can help in distinguishing meaningful dark tourism experiences in relation to recreational voyeurism.

3. "KRAGUJEVAC OCTOBER" MEMORIAL PARK

To permanently mark and save from oblivion one of the most painful events in the Serbian struggle for national liberation, Šumarice were turned in 1953 into the "Kragujevac October" Memorial Park. Today it represents an institution in the cultural field of special social significance which, within its framework, deals with musem activities, organizing permanent and temporary cultural and artistic events, publishing, maintenance, construction and landscaping of the memorial space.

The "21st October" museum, which is located at the entrance to the memorial park, was opened on 15 February 1976 and has two levels. The lower level is a free art-gallery space intended for various art performances, exhibitions, readings, film screenings and other artistic events. In the lower level there is a constant exibit from the series of paintings by Petra Lubarde called "Kragujevac 1941". In addition to the exhibition space, on the ground floor there is a decorated modern conference hall in the function of the Centre for Peace and Tolerance. In other words, for lectures, scientific meetings and conferences. On the upper level there is a permanent museum exhibition under the name "The Kragujevac tragedy of 1941." The authors of the permanent exhibition are historians Staniša Brkić, Nenad Djordjević, Milan Koljanin, painter Igor Stepančić and painter-printmaker Irena Paunović. The floors’ setting provides a chance not only to get to know the executed but also their executioners, with particular emphasis on Franz Bohme who order the massacre in Kragujevac. Documented materials are aimed at educating visitors about the circumstances and timeline of the tragic events. A special part of the museum on the first floor has been called the "Bloody Tale", which is a unique list of citizens of Kragujevac and the surrounding villages that are definitely known to have been killed. The names of the killed and their messages that were written in their last moments are shown with a light slide projector on the wall.

The Memorial Park was declared a cultural heritage of outstanding national importance on December 27. Its mission is to nurture and preserve the memory of this tragic event through the collection, processing, storage and presentation of documents on the executions and the victims, through exhibitions and print publications, maintenance and managing the memorial space and organizing permanent and temporary cultural and artistic events. The traditional and most popular events are the "Great school class", "OKTOH" and "One Šumarice is enough for the world". The aim of these events is not commercialization, but instead to totally engage artists in favor of themes of eternal peace. Participants are recognised by receiving thank you plaques from the organizers of the City of Kragujevac (Popivoda, M., 2005).

Since 1944, the "Great school class" has been the most famous cultural and artistic event and is the oldest event of its kind in the country. The concept of the event has been established since 1971 and has since received an artistic form. Every year, on October 21, performances are conducted at the Monument in tribute to the executed pupils and teachers, and authors of literary works, mostly poems, music authors and directors are engaged for the program. The execution of the program involves the most famous Serbian music and choral ensembles, drama and music artists, young reciters and choirs of primary and secondary schools in Kragujevac. So far, 21 poems have been written, a play, and 27 original pieces of music, which represents a real artistic treasure that has provided a significant contribution to the Yugoslav anti-war literature and music (Popivoda, M., 2005). The first poem of the Kragujevac tragedy, the "Bloody Tale," Desanka Maksimovic wrote just a few days after the shootings. Regularly every year, the "Great school class" event is attended by several thousand people from the country and the world, many domestic and foreign delegations, as well as writers from European countries.

"OKTOH" (October hododarje) are chamber ceremonies held from 1st-30th October each year in the hall of the First Kragujevac Gymnasium, the Settmanager House, the Theatre and the Old City House. Reflected in the performance of six evening concerts in which young artists perform classical works to commemorate those that were executed. The internal and emotional idea of this ceremony is contained in the words and concept of "hododarje" which means offering creative and performative works to the month of October and peace. This traditional music festival, held since 1975, slowly grew into a festival of young musical talents. "OKTOH" has enriched the cultural life of the city of Kragujevac and filled the mostly musical void that was felt (Popivoda, M., 2007).

"One Šumarice is enough for the world" is a literary and artistic competition organized for pupils of primary and secondary schools in Serbia. Held each October 2nd at the "21st October" museum and ever year since 1976. As part of this event, an awards ceremony is held for first prize papers on selected anti-war verses or verses that deal with the rights of a child, with the intent to encourage young people to think about the real, ethical values. Award-winning literary and the most successful art works are published in the journal "Educational Review" from Belgrade, "Super" from Gornji Milanovac and "Neven" from

Novi Sad. This type literary meetings for children gives a full contribution to the propagation of anti-war attitudes and ideals of eternal peace harmony in the world.

Table 1: *Summary of visits and visitors to the "Šumarice" Memorial Park in the period from 1976 to 2009 (www.spomenpark.com)*

YEAR	NUMBER OF PUPILS	NUMBER OF ADULTS	FOREIGN TOURISTS	DOMESTIC DELEGATIONS		FOREIGN DELEGATIONS		TOTAL
				NUMB.	MEMBERS	NUMB.	MEMBERS	
1976.	126.305	120.354	3.575	111	2.196	113	1.494	**253.924**
1977.	151.720	145.422	4.134	35	774	98	1.173	**303.223**
1978.	154.245	133.137	1.717	78	879	252	2.143	**292.121**
1979.	102.727	187.303	4.009	49	591	190	3.117	**297.747**
1980.	139.945	298.742	15.206	36	383	129	1.947	**456.223**
1981.	104.924	256.989	13.812	37	404	105	1.071	**377.200**
1982.	150.656	99.879	11.130	44	741	99	1.335	**263.741**
1983.	85.754	175.376	11.156	41	55	89	763	**273.104**
1984.	85.043	127.407	12.880	30	313	81	1.139	**226.782**
1985.	135.893	110.716	10.691	34	384	115	1.189	**258.873**
1986.	88.671	88.415	14.954	35	354	76	949	**193.343**
1987.	75.772	96.809	6.320	34	462	71	1.228	**180.591**
1988.	103.109	51.738	9.780	21	181	72	660	**165.468**
1989.	73.116	79.479	17.773	27	339	67	748	**171.455**
1990.	73.460	53.454	11.152	16	157	59	883	**139.106**
1991.	25.738	13.061	91	11	222	12	162	**39.274**
1992.	31.353	13.383	61	14	234	17	338	**45.369**
1993.	7.478	12.536	77	6	407	16	218	**20.716**
1994.	31.459	10.362	41	16	356	25	331	**42.549**
1995.	38.740	13.614	105	12	237	26	312	**53.008**
1996.	37.444	9.246	139	8	182	28	452	**47.463**
1997.	22.656	6.719	24	7	118	29	297	**29.814**
1998.	29.549	6.742	22	8	167	23	311	**36.791**
1999.	19.925	26.796	-	3	25	20	364	**47.110**
2000.	33.311	6.481	42	5	67	16	197	**40.098**
2001.	29.657	9.598	254	8	130	21	530	**40.169**
2002.	28.040	8.282	111	4	163	36	531	**37.127**
2003.	14.070	2.411	111	12	152	18	261	**17.005**
2004.	22.879	5.018	211	9	212	34	504	**28.824**
2005.	17.859	2.960	122	5	77	34	543	**21.561**
2006.	13.039	3.461	79	4	95	38	784	**17.458**
2007.	16.784	3.982	471	11	164	31	558	**21.959**
2008.	17.234	2.770	407	17	386	30	346	**21.143**
2009	15.953	1.277	135	11	123	33	529	**18.017**
TOTAL	2.071.321	2.179.872	150.250	799	11.221	2103	26.532	**4.439.196**

From the data presented in the table we can see that the largest number of visitors to the "Šumarice" Memorial Park was recorded in the 70s and 80s of the last century. The highest attendance was recorded in the period from 1976 to 1986, when the memorial park was visited by more than 3,000,000 tourists. In the early 90s, the number of visitors began to decline sharply because of the war, the disintegration of Yugoslavia and thus the reduction of the country's territory. A slight increase in the number of visitors is evident in 1999 when our country was bombed by NATO. The reason for this increase can be found in the strengthening of national consciousness and values, which is typical for Serbs in difficult times, as it was in 1999. It was the same year the number of adult visitors was the highest since the beginning of the 90s. We note that the data on the number of foreign tourists for the year 1999 is missing, which is understandable because of the state in which the country found itself. From the table we can see that for the last ten years the "Kragujevac October" Memorial Park was mostly visited by students as part of school trips. This figure shows that the "Kragujevac October" memorial is an inevitable destination of the majority of elementary schools in Serbia and that its contents educate young people about this tragic event.

4. GLOBAL EXAMPLES OF "DARK" TOURISM

The memorial in Kigali, Rwanda, is a commemoration of the victims of the Rwandan genocide of 1994, when 500,000 to 1 million ethnic Tutsis were killed by Hutus. The Center was opened in April 2004, with the aim to provide the families and friends of those killed with a place where they can bury their loved ones. The center has three permanent settings: the National Center for Documentation of genocide, which contains the records of victims, the Memorial Gardens which honors the children who were killed and the educational center that tells the history of genocide throughout the world and has an educational character. The Kigali Memorial Centre has an international nature because it deals with the issue of international importance with far-reaching consequences and engages the international visitors base.
Yad Vashem is Israel's official memorial to the Jewish victims of the Holocaust, which was opened in 1957. The new and technically advanced museum was opened in 2005 and consists of a long corridor connecting 10 exhibition halls, each dedicated to a different chapter of the Holocaust. The museum has a combination of personal stories of 90 victims and survivors of the Holocaust and presents 2,500 personal items donated by survivors and others, which is the aim of Yad Vashem's education, research and remembrance. Yad Vashem organizes professional development courses for educational staff from Israel and the rest of the world; develops curricula and educational materials for people of appropriate age in Israeli and foreign schools so students of all ages would learn about the Holocaust; holds presentations on the Holocaust; collects names of Holocaust victims; collects Figures, documents and personal items; collects the "Pages testimony" that is a memorialisation of victims of the Holocaust. Yad Vashem seeks to preserve the memory of, and the names of, six million Jews who were killed and many Jewish communities that were destroyed during this time. It maintains rememberance and commemoration ceremonies; supports research projects on the Holocaust; organises symposiums, workshops and international conferences; and publishes research, memoirs, documents, albums and diaries related to the Holocaust.

5. CONCLUSION

Dark tourism in contemporary society gets momentum as a result of individual and collective needs for dealing with the meaning of ones own existence and the truth that can only be achieved by personal experience via an authentic site of suffering. Memorials are only one of the forms of dark tourism in the world, with a clear pacifist message and a highlight of the educational engagement. The right understanding of the past through the

experience of travel and personal experience of the horrors of war, provides the possibility of coping with ones own patterns of thought and behavior, but also with genuine fears.
The tourism potential of "Kragujevac October" Memorial Park is immeasurable because it is one of the most well-known execution sites of the Second World War with a clear anti-war message that is recognized worldwide. As the most famous memorial in Serbia, and in this part of Europe, "Kragujevac October" Memorial Park must fully use the advantage of a globally growing interest oriented towards "dark" events. Educational facilities in "Kragujevac October" Memorial Park are primarily based on the idea to mark and preserve the memory of the moment of inhuman cruelty and human agony and helplessness, as a reminder of the terrifying past, but also a warning for the future that something like this should not happen anywhere ever again.
Dark tourist sites have a need to justify or rationalize the identity of a tourist attraction, so they include education and memory in the construction of an identity. General benefit from educational settings is primarily reflected in terms of their contribution to the community by improving the idea of lifelong learning and therefore there is a lot of pressure on these organizations to demonstrate their effectiveness in this regard. The concept of a memorial museum that focuses on the collection, preservation and exhibition of objects is not sustainable, so it is necessary to change the format of the museum setting that needs to be based more on educating the general public and the understanding and satisfying of different visitor needs.

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BRAND MANAGEMENT IN TOURISM EDUCATION: ROLE OF DEVELOPMENT AND BUILDING OF STRONG BRAND FOR A HIGHER EDUCATION INSTITUTION IN TOURISM

Marija Mandaric, PhD.
University of Kragujevac, Faculty for Hotel Management and Tourism, Vrnjačka Banja, SERBIA, mmandaric@kg.ac.rs
Dejan Sekulic, MSc.
University of Kragujevac, Faculty for Hotel Management and Tourism, Vrnjačka Banja, SERBIA, dejan.sekulic@kg.ac.rs

Abstract: *Institutions often appear as holder of the brand, and their most important determinants are a name, Figure and reputation. This paper investigates the relationship between branding and business reputation of higher educational institutions. It analyzes the key aspects of the quality of tourism education and the impact of standardization of teaching to build a strong brand. The purpose of this article is twofold: (a) to provide an argument on the significance of the relationship between brand management and tourism education; and (b) to explore the importance of brand reputation high educational institutions as a criterion of choice for studies. Findings suggest that higher institutional reputation is the most significant predictor of satisfaction of students regarding their educational experience. This has implications for higher education institutions in the field of tourism, considering the existing competitiveness in Serbia.*
Keywords: *Tourism Higher Education, Brand Management, Brand, Reputation, Satisfaction*

1. INTRODUCTION

Due to the growing number of state and private universities in the Republic of Serbia, graduates from secondary schools are faced with different choices and dilemmas while selecting a faculty. They gather information from various available sources, trying to minimize the risks and make the right decision about continuing their education. On account of the dynamic conditions in the market for higher education, it is desirable for educational institutions to find the best way for differentiation from competitors. Building a strong institutional brand should provide a guarantee of quality for all prospective students and their parents, to enable attract talented high school students and ensure competitiveness in the market. Also, the application of the principles of brand management can significantly contribute towards greater recognition and a better reputation of the higher education institutions in society.

Functions of brand can provide numerous benefits for educational institutions, and also for existing and potential students. Brands are usually symbol of the quality, and this attribute provides them a positive reputation in the public. The good reputation of the institution builds confidence and provides security to the students and their parents, reducing the perceived risk. Reputation of the university or faculty (brand) is invaluable, especially because it is difficult to estimate the quality of study programs, faculty, staff, and etc. And in the education market, as well as in other commercial markets, strong brands (faculties) occupy leading market position and worth more than functionally equivalent institutions.

The largest number of the world's best universities possesses unique characteristics and students gladly recommend them and evoke personal experiences during the study. Higher education institutions in the field of tourism in our country should take advantage of branding and try to take better position in market based on specific attributes (quality, tradition, professional practice, employment, etc.). Therefore, the Purposes of this study are:

1. To explore the effect of branding strategy on higher education institution in tourism;
2. To investigate elements of brand reputation in order to explain criterion of students' choice for studies.

2. LITERATURE REVIEW

2.1. Concept of brand

1. The concept of *brand* and *branding* have its roots in the trade practices of the ancient civilization of the Greeks and Romans, when they used marks and names to identify their trade offerings-predominantly of wines, ointments, pots or metals. The very word *Brand* has its origin in Old Norse Word *brandr*, which means 'to burn'. In practice, farmers used to burn a mark/ tattoo or a symbol on the animals to identify their livestock. These traditional practices continue unabated till today. (Sarkar, A. N., 2005) Brands are traditionally associated with consumer goods, as historically branding as a concept can be traced back to the late nineteenth century with the development of branded consumer products. In parallel with the development of the concept of brand management, the growing interest in the scientific community for its implementation in different business spheres. Today, the topic of branding has become the crucial of modern marketing and new research contributed significantly to the evolution of branding theory. American Marketing Association (AMA) defines a brand as a name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers. (http://www.marketingpower.com) Kotler and Aaker accept this definition. Thus, the brand is a product or service with specific attributes which are different from other brands, designed to meet the same needs. According Interbrand "brand is a combination of tangible and intangible properties, symbolically marked by a trademark, which, if they are well managed, creates influence and generates value". (http://www.brandchannel.com) Brands are assets and in financial sense. (Keller, L. K. , 2003)

Building a brand identity enable creating of the association regarding the brand (prestige, etc.), which facilitates decision-making on the selection of the brand. (Hosseini, M. H., 2012) For example, during the branding process, faculty can create the desired perception and associative in the mind of students. Visual communication and brand identity is the manifestation of what the institution claims to offer. Brand plays the role of a communication bridge between suppliers and consumers / users, due to the many features and benefits which provides. A brand is (Kotler, Ph.,.2006):

1. sign of ownership,
2. means of differentiation,
3. functional means,

4. symbolic means,
5. means for risk reduction,
6. memory (experience) that conveys meaning to the product or service,
7. legal means, and
8. element of the company assets.

Lambin systematize five functions of brands: the guarantee function, the function guide and orientation, practical functions, the functions of personalization and entertainment functions. (Lambin J. J. , 2008) Guarantee function implies that the brand (faculty) is a symbol of quality, and because of its uniqueness and recognition facilitates, helps to students during the process of selecting. A practical function means that the brand/faculty should satisfy the needs and the expectations of students. Personalization function enables the development and management of long-term relationship between the faculty and students, with the aim of identifying students with the brand (faculty). Brands can become a means of prestige or have a role to entertain user in his spare time. All these functions are closely associated with trust and brand. Universities and faculties, perceived in the market as strong brands, are representing a guarantee of a good education and easy employment. Brands should be seen as an intermediary between supply and demand. Many functions of brands contribute to building brand trust and loyalty. It is evident that brands have strong market power and institution need a strategic approach in the development, management and evaluation of brands.

2.2. Brand management

Strategic brand management is an integral and dynamic marketing concept. Branding is an integral component of a company's marketing efforts and results in both intrinsic and extrinsic value to companies. (Stanton, A. A., 2013) It includes the design and implementation of marketing activities, which are focused on building and managing of brands. The objective is maximizing brand value and based on that, the achievement of adequate financial effects and a sustainable competitive advantage. Investigation in a different market economies shows that brand building is very long process. In terms of number of globally available supply, brand management requires an organized and systematic approach. Branding strategy is the result of the use of diverse knowledge, skills and abilities. Responsible and dedicated professionals implement activities of brand management. Ability of management to create, maintain, promote and protect brands, differentiate the institution from the competition. Today, brands serve beside to business, and for general-social goals.

Brand management can be seen as a process of planning, organizing, execution and control of marketing activities focused on profiling the type of brand and translating his identity to the desired Figure and reputation in the market, while achieving positive goodwill and real brand value of property. According to Kotler, the process of strategic brand management involves at least four steps (Kotler, Ph., 2006):

1. Identify and brand positioning;
2. Planning and implementing brand marketing;
3. Measurement and interpretation of the brand;
4. Growth and maintenance of the brand value.

There is a high degree of interdependence between the activities of the strategic brand management, which can be systematized in the following manner (Cravens, D. W.,2006):

1. *Building a brand identity;*

The aim of the brand identity is to define a unique set of brand associations, which the institution wants to create or maintain. The elements of identity should be complementary to the holder of the brand.

2. *Implementation of the brand;*

Initiative determines which elements of identity should be in communication with the target group and how to communicate. The elements of identity are used to position the brand in the minds of users of the brand.

3. *Managing brand over time;*

It means, managing during the life cycle of the brand. Branding strategy can be adapted over time, but is always used to achieve the main goal. The goal of branding strategies is to build strong brands and therefore should avoid any activities that may harm the brand.

4. *Managing the brand portfolio;*

Activity involves the coordination of brands that make portfolio of institutions in order to achieve optimal performance of the system. Management examines the profitability of brands in the portfolio and their connections.

5. *Leverage brand;*

Leverage involves the transfer of essential identity to new brands. Expansion and extension of the brand provide the ability to cover new market segments.

6. *The value of the brand;*

Each activity within the strategic brand management can have a positive and negative impact on the value of the brand. It is necessary to identify the key determinants of brand values in order to achieve a higher brand value over time.

7. *Strategic analysis of the brand;*

The method provides the basic information for decision-making for each activity brand management. It includes analysis of markets, customers, competition, and information about the brand.

Complex activities and long-term consequences of the process of SBM require constant monitoring. Promotional campaigns should support advertising and recognition of the faculty, and build the preferences of students to the institution. However, the dominant influence on the strength of the brand has experience and verbal propaganda existing customers (students). Stakeholders gather information about college (brand) from a variety of sources, own and / or experience of others, personal contact with staff, phone contacts, through the internet, etc. The experience can be positively or negatively affect the perception of the brand and the feelings of potential students. Universities should invest effort and maintain various forms of contact with the students, in order to gain their confidence and develop emotional relationship students with institution. In this way, educational institutions will create positive verbal propaganda of their students.

2.3. Branding in tourism higher education

Current challenges facing knowledge development in an era of globalisation, with the introduction of new technologies, the continuous development of new pedagogical approaches, the ongoing implementation of the Bologna Process, the introduction and extension of e-learning are all significant elements in a scenario which might lead institutional foundations to be simultaneously taken for granted and unattainable, as was the case for much of academia until very recently.(Eurico, S., 2013) Since the universities have realized how important attracting students and having distinguishing Figures in the competitive market are, the Figure of the universities has become a new subject attracting the attention of many universities in the world as such that the increase in the competition among the universities over the attraction of the students has made them create a brand through the creation of a group of unique and desirable attributes for the attraction of prospective students. The positive Figure of University could attract students and public attitude about the university, as well as, the level of funding by external sources. Also, it is effective as an essential factor in the selection of that university by the students. (Hosseini, M. H., 2012)

Significant quantitative and qualitative changes in education in Serbia have made higher education sector more competitive in recent years. Branding of universities, faculties and study programs enable students to more easily detect the distinctive advantage of a particular institution in providing intellectual services comparing to its competitors. Prospective students are more likely to base their faculty choice on the brand of the institution. (Priporas, C.V., 2011) The most important determinants of the institutional brands are name, Figure and reputation. Confidence of the general public determines the strength and success of these brands. Branding can improve business reputation of the institutions. The existence of trust towards a specific university determines trust (loyalty) of students, and therefore its very usefull to create and develop the institutional brand of university and faculty.

Branding strategy achieves the original or unique recognition product, service, person or group of people, concept, business model, company or institution and differentiated offer over the competition. Holders of the brand can be people, objects, geographical destination of goods, services, profit and non-profit organizations, and the like. The brand has become the association of strong identity and global success regardless of the carrier involved. It is accepted in practice and in marketing literature to every superior product or service can be a brand. All organized and individual activities can take on a characteristic of the product. All those are worth, which draws attention, which are superior and distinctive, can be holders of the brand. Keller under the term product includes (Keller, L. K. , 2003):

1. physical products,
2. service
3. retail shops,
4. online products and services;
5. persons and organizations,
6. sports, arts and entertainment,
7. geographic location, and
8. ideas.

Different forms of business (business units, concepts, etc.) or various study programs may also be seen as a holder of the brand. Standardization of business models (the application of Bologna, guaranteed student mobility, electronic exam, etc.), with clear differentiation of study programs and their branding can enhance the quality and professionalism in the business.

With the development of Internet and the globalization of markets, universities and faculties promote their brands (study programs) on a global electronic network. Brands can become famous and affirmed individuals (eminent professors), as well as the original, affirmative and motivational ideas of faculty (vocational courses, training for licensing tour guides, etc.). By maintaining and enhancing the positive Figure the faculty should strive to gain more favor of the target segment. By building a recognizable name and reputation of higher education institutions in the field of tourism can contribute to building a national brand and promote country in the world. Original ideas may become traditional or tourism manifestations that characterize specific slogans, symbols, concepts, etc.

Often, events that attract a lot of media attention and a significant number of visitors are branded. In our country, numerous festivals (Lovefest in Vrnjačka Banja, Exit in Novi Sad, Nisville Jazz Festival in Niš, Festival in Guca, etc..) are branded. Their attractiveness each year attracts an increasing number of domestic and foreign visitors. These events are suitable for placement of marketing ideas and projects, and facilitate the transfer and spillover Figure of the other strong brands, where the faculties of tourism should recognize their interests (volunteer students and active involvement of faculty in the media promotion of the event).

Territories and historical sites as holder of the brand have a strong effect on the development of tourism and economic activity in a country. Name of territory and the locality can not be changed, but it is possible to customize the branding strategy to promote the national values in the minds of the broad international public. Remains of the Roman Empire are visible in Viminacium, but Italy, Greece and Egypt are more attractive historical and tourist destination than Serbia. Success in attracting tourists is determined by a strategic approach to destination branding. Branding encourages positive association to a specific geographic location and creates a positive Figure of the destination in order to attract more visitors. Success in developing a national branding strategy depending on the quality of education in the field of tourism; we need to motivate educational institutions to take an active role in the development of tourism projects of national importance. Through the affirmation of national tourism values, the institutions meritorious for their development will also be affirmed.

2.4. Brand identity

Brand unjustifiably associated with monotone and homogeneous identity. (Sarkar, A. N., 2005) It is possible to differentiate the brand through primary and secondary attributes. Components of the product or service which is achieved market differentiation are called elements of the brand identity. Unique brand identity is the result of a good combination of identity elements and attributes of the brand. To build a clear and consistent brand, it is possible to use three models of the structure of the business identity development: Monolithic, Endorsed and Multiple model (Rakita, B., 2007)

- Monolithic structure identity describes the situation when the institution uses one name and one visual concept for all of its products in the global market. This approach is referred to as a competitive strategy based on the corporate Figure, which most private universities in our country applies;

- Dual push umbrella structure identity implies that a company assigns its name to all related companies and their brands. The company guarantees all brands that are in its ownership. This approach is characteristic for most public universities in the country;
- The composite structure of identity used by companies when they want to make a clear distinction between corporate identity and the identity of its brands. Often, the different brands of the same company competing in the global marketplace.

Depending on the set strategic goals, management selects the structure of the business brand identity. Changes in identity are not simple, and any changes can be reflected in the business reputation. Identity, as one of the factors who create a brand Figure, has an important role in the process of its construction. The assumption of a good Figure is persistence identity (avoiding frequent changes of identity in the interest of meeting the demands of different segments), and providing a realistic Figure of brand in public. Successful brands have a strong and recognizable identity. Power of identity is determined by the elements that are distinctive features in the domain of visual and verbal (name, colors, logo and trademark, slogan, etc.). Universities and faculties should provide recognition of the institution and to achieve psychological and emotional impact on prospective students. The objective of managing of identity elements is the better positioning of the institution in the minds of the target population.

2.5. Brand reputation

Brand management is a Customer Centric Concept, which focuses on what the organization promised to customers and that is a liability for them. Reputation is a Company Centric Concept where the focus is on credibility and respect, which the organization managed to acquire by the target audience, including employees, investors, journalists, local community, in this case the students. The simplest, brand implies the relevance and differentiation (with respect customer), and reputation refers to the legitimacy of the organization (with respect of the general public) (Ettenson, R., 2008).
Reputation of the faculty is under the influence of a number of factors: the quality of services provided, student satisfaction, financial performance and innovation, motivation and satisfaction of employees, social responsibility and public relations. There are several common characteristics of the brand and reputation. First, the brand and reputation are valuable intangible assets of the institution. Secondly, the activities of management and employees may simultaneously affect both the brand and the reputation of the university/faculty. Third, both concepts rely on strategic communications that shape public perception and have a similar goal: to target the public consider their organization and offer the best possible light. And fourth, while in the past there was some discretion, the advent of the internet all the activities of branding and reputation have become transparent and accessible to different audiences.
Changes in the reputation have significant impact on the internal and external public. Interest of the organization is to carry out monitoring and manage reputation responsibly. Reputation of the institution is under the influence of the following factors (Kapferer, J. N., 2007):

- Satisfaction, trust, admiration and respect that customer have for its products and services;
- Quality, innovation, and other attributes of its products and services;
- Vision and leadership;
- Quality of staff (good management, talented individuals);
- Financial performance;
- Social responsibility.

Institutional brand plays the role of communication resources in the process of reputation management. Universities and faculties can create an institutional brand in order to make a distinctive vision, mission, objectives and actions. A strong brand contributes to building and protection reputation. Today, educational institutions have become very sensitive when it comes to their reputation. Findings of international research suggest that institutional reputation is the most significant predictor of satisfaction of students regarding their educational experience. (Eurico, S., 2013) Reputation means that the university / college in a position to meet the expectations of internal and external public, which has a specific view of the institution (accreditation, the teaching staff, administrative staff, financial resources, a profile of students, employment opportunities after graduation, etc.).
Universities should invest a constant effort to preserve and enhance the reputation. Society attaches increasing importance to business ethics, and various interest groups are increasingly seeking out social responsibility from institution for their actions. Moreover, the favorable reputation plays an important role in attracting talented individuals, the best partners and major projects. The employees who are satisfied with their work opportunities contribute to the improvement of reputation. Institutions should manage their recognition and actions which will maximize their reputational capital, or goodwill. Institutional brand should be distinctive and frequently presented through: sponsorships, foundations, donations, advertising. Brand speaks on behalf of the institution, through symbols that present company. Improving institutional reputation is only possible if there is a unique offer superior value. Branding provides an opportunity for the faculty and their study program to be special and desirable. The good reputation of the institution is the result of building a strong brand and responsible behavior toward internal and external public.

3. METHODOLOGY

3.1. Sample

The research was conducted during the month of June, 2014. The goal of the research was to investigate the most important elements of the reputation of educational institution. The target population was the students from the Faculty of Hotel Management and Tourism, University of Kragujevac. The sample group was aged between 19 – 25 years old. The study included a total of 75 students. Considering the problems in receiving, completing and the questionnaires having capability of being analyzed, 59 questionnaires were distributed and analyzed. The majority of the students, 41 (69.5 per cent) were women, and 18 were male respondents (30.5 per cent).

3.2. Results and discussion

The main research instrument in this study was a questionnaire, with questions of a closed and open-ended type. The results are interpreted depending on the form of responses. The aim of this study was to determine whether and how much the students learned about the study programs in the field of tourism in our country, to investigate the main reasons for admission to the faculty and the basic elements of perceived reputation of the institution.
In Republic of Serbia, undergraduate and postgraduate study programs in the field of tourism have been accredited by eleven faculties at six universities (four public and two private). Faculty of Economics - University of Belgrade and Faculty of Economics - University of Kragujevac have posted on their web sites information that within more broadly defined and accredited study programs, they offer modules in the field of tourism. In total, there are 23 study programs in tourism. Accredited study programs include 12 undergraduate and 11 postgraduate level programs. Study programs at the undergraduate level are offered within humanistic social sciences (nine programs) and natural sciences (three programs). Study programs at the postgraduate level are offered within humanistic social sciences (six programs) and natural sciences (four programs) and technological sciences (one program). In the table below are colleges and universities that have accredited programs of study (undergraduate studies) in the field of tourism and the number of students (in the sample) who is familiar with their existence (faculties with modules in the field of tourism, are not on the list, as well as the Faculty for Hotel Management and Tourism in Vrnjačka Banja).

Table 1. *Recognition of accredited undergraduate study programs*

Name of institution	Number of students
University of Belgrade, Faculty of Geography	47
University of Novi Sad, Faculty of Agriculture	5
University of Novi Sad, Faculty of Science	36
University of Niš, Faculty of Science	10
Singidunum University, Integrated Faculty Belgrade	49
Singidunum University, Integrated faculty Belgrade – Faculty outside the headquarters of the institution without legal entity	8
Singidunum University, Faculty of Business Valjevo	2
Edukons University, Faculty of Sport and Tourism (ТИМС)	15

The largest number of respondents was informed about the existence of study programs in the field of tourism at Singidunum University, University of Belgrade (Faculty of Geography University of Novi Sad) and University of Niš (Faculty of Science). Based on the data it is possible to identify the competitors of the Faculty for Hotel Management and Tourism. For the recognition of educational institutions our students believe that the most significant is quality of the study program.
Questions regarding the motives (reasons) for the choice of faculty, students have responded that they were in enrollment led to different criteria, in relation to criteria which

they believe is really relevant in the selection of faculty. The results showed that the majority of students selected faculty on the recommendation of parents and friends, but they believe that the reputation of the faculty should be the most important criterion by which it should select faculty. Reputation of the institution is formed under the influence of many factors. The respondents evaluated the importance of individual factors, ranging from 1 (not important) to 5 (very important). In the table shows the average score for each factor:

Table 2. *Elements of reputation*

Elements	Average score
The quality of graduates	4.38
Satisfaction of graduates	4.33
Innovativeness of faculty / new programs	3.98
Quality of staff	4.64
Satisfaction of employers	3.76
Social responsibility and public relations	4.39
Reputation of university	4.67

Based on the obtained results it can be concluded that the greatest impact on the reputation of the faculty has a university. The quality of teachers and staff, as well as administrative staff also has a strong impact on the reputation of the faculty, from the viewpoint of students. These factors are the key for reputation in order to faculty reach better position in the education market.

4. CONCLUSION

In a dynamic environment characterized by intense competition, educational institutions are forced to incorporate business principles similarly like commercial companies to achieve a better position in the market. There is no great difference between a company that wants to find, win and retain profitable customer, and faculty who want to find, win and keep a good student. And the customers and the students will (if their expectations are met), on the basis of personal satisfaction recommend the product or faculty, to friends and acquaintances, which will in the long term, contribute to a better positioning of specific institutions. Branding strategy has become a priority marketing strategy. Brand facilitates the identification of the product and enables institution to better reach users. Faculties that apply the principles of branding, it is very likely that it will be better perceived in the education market, based on the identity that gives clear benefits for students.

Brand management activities should be consistent with the strategic development plan of the institution, its vision and mission. Implemented a quality system should provide support to institution for better positioning in the education market. Based on the analysis of the current state of the education market, competition monitoring, analyzing internal strengths and external opportunities in the market, it is possible to apply the principles of brand management. Universities should offer innovated study programs, adapted to the needs of the labor market, in line with global trends in the tourism market, which are recognizable and different in comparison to the competition. Promotion in secondary schools, participation in education fairs and organizing various events at faculty, should support the branding of the institution and its study programs.

The application of brand management contributes to the recognition of the faculty through:

- Building institutional (university and faculty) brand, which will be a guarantee of quality (professional teachers, the opportunity to acquire knowledge and skills, employment opportunities, progression to higher level study etc.);
- Positioning study programs as sub-brands, which are clearly designed and provide superior value compared to the competition.

Creating appropriate slogans, logos and symbols provide significant support to the branding and positioning of higher education institutions. Faculty of Economics, University in Belgrade by the slogan "The first and the right" sends a clear message where he wants to position itself in relation to the competition. The continued presence of the institution and its professors in public also contributes to greater recognition of the institution (participation in professional associations, TV broadcasts, the bodies that regulate the field of tourism at the local and national level of government, etc.). Visit successful entrepreneurs and eminent lecturers in the field of tourism can significantly improve the reputation of the university. Organizing professional conferences, business meetings and forums for tourism workers and the general public may additionally strengthen the position of the faculty and its professors. Faculty can realize significant benefits through the management of the institution in a socially responsible and beneficial manner (through organizing events that will promote the institution and its employees in a way that will win the support of prospective students and their parents). Of course, we should not forget the intensive use of ICT and the Internet in order to support e-branding of educational institutions (the use of social networks Facebook, Twitter, Instagram, etc.).

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PROTECTING GEOGRAFICAL INDICATIONS AND BRANDING OF AGRICULTURAL PRODUCTS IN THE FUNCTION OF DEVELOPING TOURISM

Irina Kovačević, PhD
University of Banja Luka, Serbian Republic, Bosnia and Herzegovina
Milan M. Djuričić, PhD
UNION Belgrade University, Faculty for business-industrial management
Zorana Z. Nikitović, PhD
Faculty of business economics and entrepreneurship, Belgrade, Serbia

Summary: *Serbia has recognized a significant resource to develop within the development of agriculture and tourism. The planning of future agricultural development of Serbia must be tied in with a significant increase of the quality of agricultural products, a protected geographical indication, an appropriate marketing approach, branding and a good entrepreneurial approach. The aim of this study is to clarify the role and importance of all these factors on the development of tourism in Serbia.*

Keywords: *product branding, agriculture, quality, marketing approach, the brand, entrepreneurship*

1. INTRODUCTION

Food is as a condition for the survival of humankind, generally speaking. The need for food is more and more accentuated, as well as the demand for organic products, as well as those which bear the geographical indication mark (hereinafter: the GI). Protecting the GI has become an essential requirement for Serbia. This is also the foundation for designing an adequate marketing approach along with branding agricultural products, as it enables a better market positioning and often a significantly larger sales price. All this must be come with an appropriate development of entrepreneurship in the areas of Serbian agriculture and tourism.
The aim of this paper is to give a comprehensive review of the issue and offer a model of development for Serbian agriculture and tourism, with a special look at Sjenica as one of the most developed municipalities of Serbia, with numerous comparative advantages which, for now, are underused.

2. PROTECTING GEOGRAPHICAL INDICATIONS

Food products whose special features ensue from their physical, chemical and organoleptic properties, the production or processing method as well as their area of origin which make them identifiable on the local and world market, should follow the system of geographical indications called the protected geographical indication (hereinafter PGI) with a displayed certification mark or trademark, a recognizable sign which identifies products or services from those of others**.** The value of these marks lies in the conviction of the consumers that the GI products have special properties and quality, in order to attain a certain advantage on the market in relation to the same type of product with no such mark. Also, the competitiveness of such products is significantly increased.

The majority of experts agree that Serbia cannot be a competitor in mass production on the European market, but it could compete with high quality products. All the areas of Serbia, as well as the municipality of Sjenica, have numerous products which should be geographically protected.

The Pešter plateau has great natural potential, along with exceptional agro-ecological values. This area has for many centuries been predetermined for cattle breeding and traditional agriculture. The standardizing of quality along with PGI and branding of traditional products [12] are an important developmental aim of Sjenica. It can be realized by means of a succession of different activities:

- technical (production studies),
- economic (analysis of market chains),
- marketing (positioning of products on target markets),
- and some necessary checks and certifications (determining internal procedures, control handbooks).

This should enable producers to benefit from the realized GI protection.

The municipality of Sjenica and the Serbian Ministry of agriculture, forestry and water, with the help of the Swiss government, is carrying out the project "Aid from the area of intellectual property rights – geographical identification" (http://www.minpolj.gov.rs) whose aim is GI protection and development of marketing strategies, with focus on four products: *Leskovac ajvar*, *Zlatibor cheese*, *Sjenica sudžuk* and *Srem kulen*. Also, within the framework of the Project of Reforming Agriculture in Transition the subproject "Protection of products with geographical identification – the educating of producers on the significance on protecting local products" was chosen. The aim of the project is GI protection and production stimulus of *Sjenica cheese* (Figure 1) and *Sjenica lamb* (Figure 2).

It is possible to secure GI protection of agricultural products through the realization of the following activities:

- Protection and stimulus of producing autochthonous products of special quality by traditional means,
- Introducing new knowledge and technology which would improve the quality of products and meet the demands of the contemporary buyer and
- Standardize the improved quality of products in order to secure loyal buyers.

By preserving traditional products along with stimulating the development of entrepreneurship in villages, "life" in the rural areas of the Sjenica-Pešter plateau[13], as well as Serbian villages in general can be sustained.

[12] France has fought for more than 100 years for some of its brands, such as champagne and certain cheeses. Serbia, unfortunately, has still not internationally protected any of its products (of the possible ten). Without international protection of the geographical origin, Serbian products cannot be identifiable in the world. Also, such a state of affairs makes it possible for companies to register famous Serbian products as international brands.

[13] It is not many areas, such as those near Sjenica and Pešter, that have exceptional natural advantages for breeding cattle and making top dairy products. The Sjenica-Pešter plateau is located between the Lim River on the west and the Ibar River on the east, and surrounded on all sides by tall mountains wreathes: from Golija, Javor and Zlatar on the north and Jadovnik on the west, to Žilandar and Mokra Gora on the south. This entire area is made up of the vast mountain pastures of the Sjenica and Pešter plateau, with the mountain of Giljevo between them.

Figure 1. *Sjenica cheese should become a Serbian brand*

Figure 2. *A Pešter sheep survives in dire circumstances*

One of the distinctive features of the Sjenica-Pešter plateau from ancient times has been cattle breeding, which is also the trademark of this area and the main profession of its population. The abounding pastures of this plateau are the home of the "Sjenica (Pešter) sheep,"[14] whose milk is used to make the famous "Sjenica" cheese.

The preserving of authentic Sjenica products and their economically sustainable and lucrative production[15] create prerequisites for a dignified life of its villages in the long term. For that reason, after gaining protection on the level of Serbia, the GI protection of Sjenica products on an international level should be achieved, whereupon EU regulations must be met (Table 1).

The development of Serbia and its agriculture can be achieved by a systematic approach of the government which should create a stimulative regulatory environment, which implies the following: protection from external competition, protection from unwarranted domestic production and adequate technical assistance. Special attention should be paid to GI protection in the EU, whose aim is the following:

-to stimulate various agricultural products,

-to protect the brand name from abuse and replication, and

-to inform the consumers of the specific product character.

Parallel with GI protection, a plan should be made on how to convert the traditional products into brands.

[14] This involves the Pramenka breed, larger in size and height, which gives solid wool and is famous for the quality of the meat as well as milk. The famed Sreten Vukosavljević, an academic and a great authority on Serbian village life, wrote the following: "First the Pešter sheep should be seen, and then the tenderness of the Pešter shepherd towards it can be understood. It is no less beautiful than a deer or any less swift or jolly. This is our best domestic sheep breed. This Pešter sheep, such as it is, was created by the mountain, the cold, the cattle sward. And mostly by the kindness of the villager and his pride in having the woolliest sheep, the fattest lamb for Đurđevdan, the hardiest baby lamb... Give the villager of Pešter hundreds of good and gainful tasks, he will fall ill if he cannot, when the right time comes, receive the offspring of his sheep."

[15] In the EU, the difference in price between products which have a PGI trademark and those without one is between 10 to 230 percent. In France, the difference amounts to around 30 percent for cheese and to 230 percent for wines.

Table 1. *Review of EU and Republic of Serbia regulations linked with GI signs*

EU regulations	Range	Regulations of the SRY, SCG, RS
41989A0695 (01) 89/695/EEC	Relates to the changes in the 1975 European Patent Convention	Law of Patents (Off. Gazette of SCG, No. 32/04, 35/04, Off. Gazette of RS, No. 115/06)
31998L0044 Directive 98/44(EC)	The Directive removes differences in practice and regulations of the EU member states in the protection of biotechnological inventions	Law of Patents (Off. Gazette of SCG, No. 32/04, 35/04, Off. Gazette of RS, No. 115/06)
31989L0104 First Council Directive 89/104/EEC	Regulation of material branding rights	Brand Law (Off. Gazette of SCG, No. 61/04, Off. Gazette of SCG, No. 7/05)
Council Regulation (EC) N_o 40/94	A supranational law from the area of EU branding rights is established	Brand Law (Off. Gazette of SCG, No. 61/04, Off. Gazette of SCG, No. 7/05)
Council Regulation (EC) N_o 2081/92	GI protection of agricultural and food products	Law on Geographical Indications (Off. Gazette of SCG, No. 20/2006).
31993L0098 Council Directive 93/98/EEC	The lasting of copyrights and related rights	Law on Copyrights and related Rights (Off. Gazette of SCG, No. 61/04)

Source: Institute for Comparative Law and EU Law, Belgrade

Table 2. *Types of GI protection in the EU*

Three types of geographical origins in the EU		
PGI trademark	**PGI**	**Guaranteed traditional specialty**
Food products are produced, processed and prepared in a given geographical area by way of recognizable practical skills.	There must be a geographical link in at least one stage of production, processing or preparation. Also, the product must have the advantage of a good reputation.	The product has a traditional character, whether in its composition or production.

Source: the European Union, Agriculture and development http://ec.europa.eu/agriculture/foodqual/quali1_en.htm.

3. WELL-PLANNED MARKETING AND THE INCREASE OF THE COMPETITIVENESS OF AGRICULTURAL PRODUCTS

Efficient marketing, as a product of a well-thought out marketing strategy, according to Kotler (Kotler, P., 2006.) implies the realizing of the following five basic steps:

$$\mathbf{R \rightarrow STP \rightarrow MM \rightarrow I \rightarrow C,}$$

whereupon:
R = marketing research;
STP = segmenting, targeting, market positioning;
MM = marketing mix [which at the same time represents 4Ps = price, product, place (distribution), promotion];
I = implementation;
C = control (feedback information which is used to assess the results and revise strategies and tactics).
Marketing strategy is a process by which the business system converts its business aims and business strategy into marketing action. It develops in two directions:
1. product management and
2. brand management.
In business systems with an underscored product management the final aim is the distribution of products on the market, and their prices are determined based on cost assessment and the desired profit. Monopolists, however, dominate the market and adapt it to their needs.
The development of marketing management and marketing strategies in conditions of stronger interactions and contact between the products and consumers, results in shifting the focus from the product to the consumer and the emerging of a series of new products, so-called brands.[16] Successful world brands have the ability to impact the relationship which the buyers form towards the producers and the product, as it affects their awareness, emotions and intuition. Brand management represents the first stage of adopting a marketing philosophy according to which it is no longer important what someone can do and can produce, but how to totally satisfy the expressed and implied needs of the buyers.
An efficient marketing management implies the existing of the following:
- a brand manager who collects information from the market and plans communication with the market and
- a sales manager, who manages the brand in a commercial sense.
With good interaction and team work, these two managers secure for the business system the desired market existence and their own development. A majority of authors agree that brand management is a far more complex issue than product management. For making daily strategic marketing decisions about brands, a huge amount of market information is necessary.

[16] A brand is more than a product. It has recognisability and personality, it is international, knows no borders and according to some, decreases the risk of a failed purchase. Thanks to brands, numerous transnational companies have built their image on the world market.

Successful businesspeople increasingly change their marketing conception and invest in creating brands which very quickly become identifiable, as well as becoming their trademark. Thus, marketing activities must be planned, and it is necessary to manage marketing and product sales on the market.
Serbia and all its business systems must direct their marketing activities primarily to researching the needs of the internal and world market. Based on the obtained results, the production of the desired products must be initiated and increased, products which totally satisfy the needs of buyers in regards to the quality, selection, method and size of packaging, as well as design, and sales prices. On the other hand, Serbia should use its long tradition in agricultural production[17] and protect the local trademarks (cheese, kajmak, slivovitz, prosciutto, bacon, sausages, ajvar, olives, prunes, cabbage, etc.), as the bordering countries already have a market advantage. In order to achieve better competitiveness on the world market and an optimal price among similar products which are produced in the bordering countries, Serbian products should be identifiable and distinct with an original Figure, that is, they should have marketing presence.

4. THE CONCEPT OF TRADEMARKS AND BRANDS

In literature, trademark is very often defined as a brand, which David Aaker defines as "*a name, concept, design, symbol or some other feature which identifies the products or services of one or more producers and distinguishes them from the competition.*" (Kotler, P., 2006.) The basic feature of a brand is securing a constant product quality under a recognisable name, that is, a brand. However, every trademark[18] does not have to also be a brand.[19] In order for a product, a trademark, to also be a brand, it should have a special Figure, it should be intended for a certain target group on the market and have certain sales and promotion channels. A successful and strong brand also leads to a better sale of the company's market offer in relation to the competitors. (Golijanin, D. 2009, p. 56.) Without a good product or service, as well as an organization which support it, there cannot be a successful brand. (Chiaravalle B., 2007.)
Branding improves a known and famous product in various ways,[20] in order to make it more valuable and accepted. It contributes to the identification of the product itself, as well as distinguishing it from the competition. Thus, communicating with the buyer becomes more effective, and the product value itself increases.

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[17] In Serbian villages, the persistent traditional way of life and folk traditions have also impacted the food production. The obtained autochthonous products are original, natural and local - well-known meat products, as well as dairy products and fruit and vegetables and have the potential to become identifiable trademarks.
[18] Another word used for trademark is brand name, which is protected by Copyright Law and entails the name of a product or service.
[19] It can be said that a brand is the way in which a consumer perceives and comprehends a specific branded product (Source: Veljković S., Đorđević A., Brand values for consumers and companies, Marketing, 2009, p. 4).
[20] Investing in an image instead of just a product received its final confirmation in 1988 when Philip Morris bought Kraft for six times the amount than assessed to be its value. This difference in price was attributed to something that was until then abstract and unquantifiable – a brand name (Source: Schmitt Bernd H., David L. Rogers, *Handbook on Brand and Experience Management*, Edward Elgar Publishing Ltd., 2008).

The basic brand elements (brand name,[21] brand sign[22] and trademark[23] - logo) are shown in Figure 3, and their basic dimensions in Figure 4.
Brand awareness appears in several categories in regards to the intensity of recognisability.(Filipović V., 2009.)

1. No brand awareness – the consumers have never heard of the brand;
2. Recognition – the consumers recognize the brand in the brand list;
3. Remembering the brand with some help;
4. Remembering the brand with no help;
5. The first brand which the consumer remembers when hearing the category;
6. The dominant brand.
7. The aim of every brand is to become a brand icon, which is a long-lasting and difficult process, which starts from attracting the attention of consumers, and ends with building a relationship of loyalty[24]. This process most often lasts for several years.

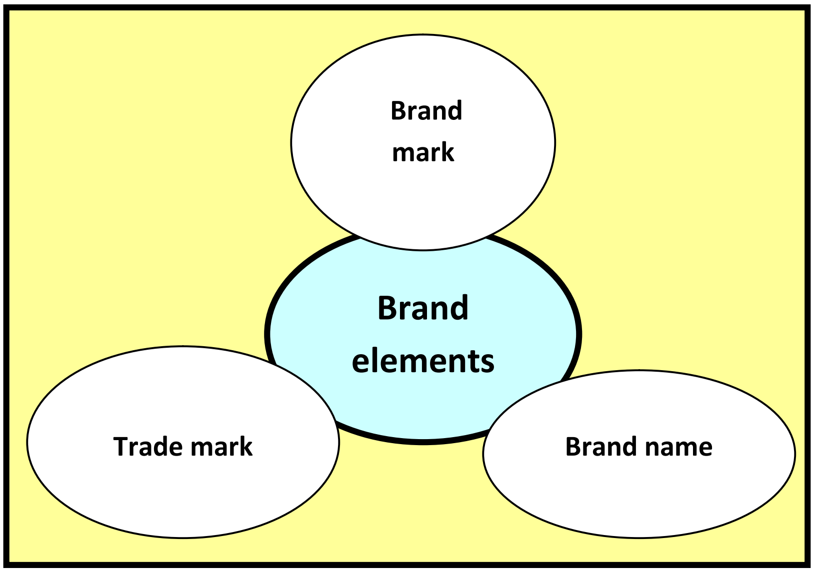

Figure 3. *Brand elements*

[21] A brand name is one of the most significant elements and represents the brand part which cannot be pronounced. It consists of words, letters and numbers.
[22] A brand name is the visual identity of the brand, inexpressible but visible. A trademark is a recognizable sign, design or expression which indicates that the trademark owner has an exclusive right to use the brand or its parts.
[23] A logo is a graphic mark which creates the first impression on the brand, which is very significant, and is hard to change and form. A business system should devote all its attention to creating its logotype, with which it also creates certain associations, expectations and beliefs in consumers. It visually identifies and distinguishes what the brand represents. A logo should be effective, esthetically attractive, simple and recognizable.
[24] Brand loyalty can be defined as the degree of dedication which the brand has achieved in its consumer base or outside it, which consists of closeness, intimacy and the loyalty of consumers towards the brand. Along with loyalty, there are also other factors of purchasing (a lack of any alternatives, commitments), and attention should be paid to this while assessing loyalty (Source: Filipović V., Stanković M., *Marketing management*, Faculty of Organizational Sciences, Belgrade, 2009).

1.	• *Brand recognisability* • *Expected quality and significance* • *Loyalty*
	⇓
2.	• *Financial performances* • *Market position of business system* • *Value for consumers*
	⇓
3.	***INFLUENCE ON PURCHASE***

Figure 4. *Basic brand dimensions*

There are four stages which consumers go through in the process of becoming a loyal consumer. (Veljković S., 2009.)

1. In the first stage, the consumer assesses that one brand is preferred from other, alternative brands on the basis of the available information from internal and external sources;
2. In the second stage, the consumer forms an opinion mainly based on his or her experience of using certain products or services;
3. The third stage represents a clear orientation in the behaviour of consumers which is displayed in repeated purchases or a repeated use of products/services;
4. The fourth stage is a manifestation of loyalty, that is, an orientation and preference of consumers to buy the same product/service in every situation.

The brand brings many benefits to the producer (Table 3). On the other hand, systems – models of brand values (Table 4) are also developed. Along with this, it should always be borne in mind that there is an impact of *cultural* (the widest and deepest impact), and *social and personal factors* (Figure 5) on the behaviour of buyers during the process of purchasing.

Table 3. *The marketing advantages of strong brands* (Kotler, P., 2006)

• A better perception of product performances; • A greater loyalty; • Lesser sensitivity to competing marketing agencies; • Lesser sensitivity to marketing crises; • Larger mark-ups; • Inflexible reactions of consumers to price increase; • Flexible reactions of consumers to price decrease; • A greater business cooperation and support; • More efficient marketing communication; • Possibilities of licensing; • Additional possibilities of brand extending.

Taking into consideration the fact that the most successful companies also have the most powerful brands in the field, building up a successful brand is an imperative of contemporary business. The reasons for this are the following:

- The brand is one of the key factors of building stable and long-term relationships with buyers, and as such creates a long-term demand;
- A brand leads to differentiation and recognisability of the business system and its market offers in relation to the competitors;
- Protects from competition and relativises the actions of the competition, thus reducing the impact of the marketing crisis;
- Increases the appeal of the business system and its negotiation power, especially in relation with the suppliers;
- Increases the effectiveness of marketing communication, etc.

Table 4. *Two models of brand values*

Models of brand values	
Model BAV – Brand Asset Valuator	***Model AAKER***
Differentiation (if the brand is different from others),	**Brand loyalty**
Relevancy (the appeal of the brand),	**Brand awareness**
Respect (how famous and appreciated the brand is)	**Perceived quality**
Knowledge (how well the consumers know the brand).	**Brand associations**
	Other property assets (patents, trademarks).

In order for a brand to remain a brand leader,[25] special attention should be paid to product innovations. Special activities should be planned in order to put the PGI and GI products in the function of tourism development. This can only be attained by good entrepreneurship.

5. ENTREPRENEURSHIP AND THE DEVELOPMENT OF SERBIAN AGRICULTURE AND TOURISM

"*Entrepreneurship*[26] *is an activity directed towards initiating, organizing and innovating a company business, with the basic aim of creating a new market and realizing profit. This is*

[25] Some 140,000 new brands were registered in the USA in 2003. Billions of dollars are spent in the promotional campaigns of old and new brands. The most famous world brands are Coca-Cola, McDonald's, Johnny Walker, Philip Morris, etc. On one occasion, the value of the Coca-Cola brand, regardless of the worth of the factories and the other assets of the company, was estimated at about 50 billion dollars, which makes up 60% of the total value of the company. A more evident example of a popular brand, not connected with the food and beverage industry, is the Microsoft company, where the value of the sign, trademark and brand makes up as much as 80% of the total company assets (Source: Veljković and assoc. 2005: 29).

linked with all aspects of human behaviour and activities – it develops creativity, stimulates ideas and enriches human needs“. (Penezić, D. N 2003) It represents the ability of the entrepreneur, based on knowledge and innovations, to start a certain business, along with certain risk-taking in the aim of achieving a certain aim, primarily creating a new market, as well as creating new values by initiating and developing new business systems. Entrepreneurship is directly dependent on the available resources, human creativity and innovativeness, as they determine the level of production of certain products and services, as well as the level of satisfying human needs.

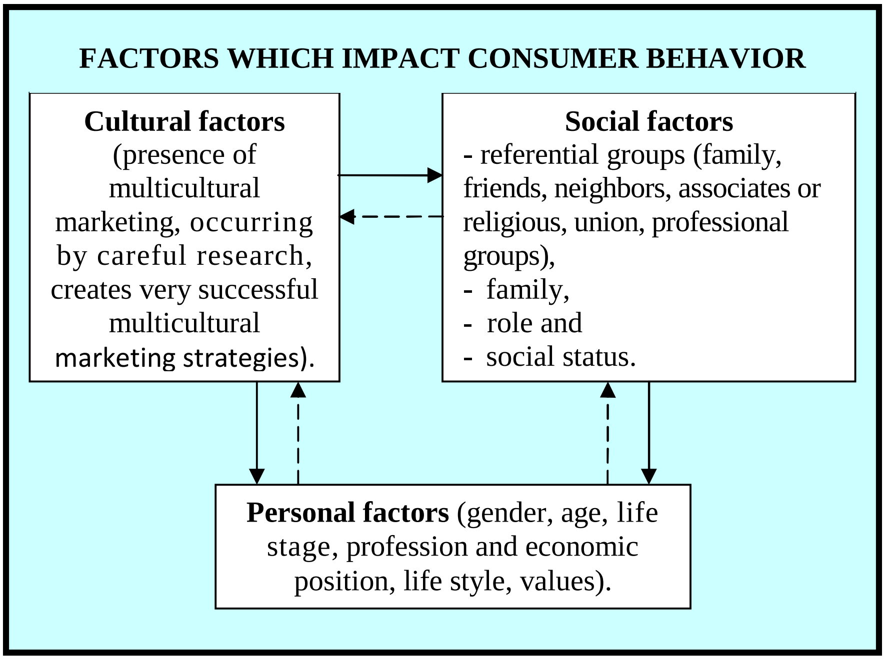

Figure *5. Factors which impact the behaviour of buyers*

Based on everything mentioned, the basic brand value is represented in Figure 6.
Serbian agriculture and tourism rely to a large extent on farms and individual producers. Developing a spirit of entrepreneurship in that segment of the economy is a great challenge, especially in the conditions of “the dying-off of the village”. It is the government which has the largest role in creating an environment for developing

[26] Entrepreneurship, according to the contemporary definition, is the ability of moving and creating visions from almost nothing, as a human and creative act, as an application of energy for initiating and building a business system.

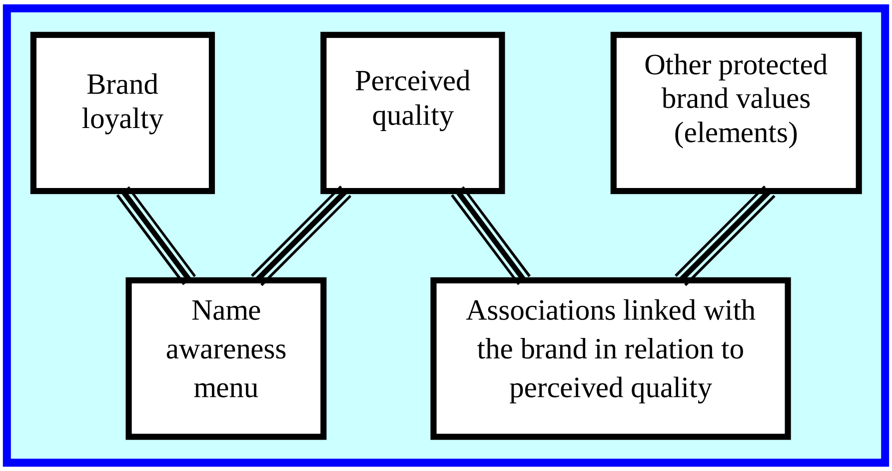

Figure 6. *Basic brand values*

entrepreneurship. However, every agricultural producer needs to be told all the most important advantages of entrepreneurship.[27]

- ***The opportunity to create your own destiny*** – owing a company enables independence for an entrepreneur.
- ***The opportunity to be different*** – entrepreneurs start their own businesses, as they see an opportunity to create differences in matters important for them.
- ***The opportunity to achieve full potential*** – their own business becomes for entrepreneurs an instrument for game-playing and self-confirmation.
- ***To opportunity for making a profit*** – even though money is not the primary aim of most entrepreneurs, the profit which they can realize with their own companies is an important motivational factor.
- ***The opportunity to contribute to society and gain acknowledgement*** – company owners are often among the most prominent members of their communities.
- ***The opportunity to do work that is enjoyable*** - many owners of small companies have attained success because they do what they enjoy.

Agricultural producers should develop their business above all by forming small businesses (companies, shops, and similar) (Table 5). This may achieve the following effects:

- Small businesses meet the part of demand for goods and services, something which large business systems cannot accomplish easily,
- Small businesses, due to their size, are much more flexible which is enabled by very flexible offers and adapting to market demands,

[27] Ibid.

Table 5. Main advantages and disadvantages of small businesses

ADVANTAGES AND DISADVANTAGES OF SMALL BUSINESSES	
Advantages of small businesses	**Disadvantages of small businesses**
- Independence to act, - Market adaptability, - Possibility of realizing financial success, - Job security, - Family employment, - Cooperation of family members has an effect on the morale of the employees, - Challenges for entrepreneurs.	- Increase of responsibility, - Possibility of failure, - Susceptibility to market fluctuations, - Dependence on the competition, - Financial weakness, - Lack of knowledge and professionalism and - Undeveloped legal regulations for stimulating entrepreneurship.

- Small businesses demand a relatively universal type of worker and equipment which can be used for a variety of work in the process of production,
- Small businesses show a greater readiness to replace old by new technology,
- Small businesses offer wide possibilities of innovativeness and a quicker application of new knowledge and business models,
- Economic independence and readiness for risk in business dealings stimulates small businesses to link and network with more flexibility in the aim of realizing joint business activities, as well as easier risk-taking.

Small businesses have disadvantages as well as advantages, something which entrepreneurs should bear in mind.

6. **CONCLUSION**

Agriculture and tourism are recognized as the developmental chance for Serbia. Special attention in that development should be paid to the production of numerous traditional agricultural and food products, which should be geographically protected and also put into the function of the development of tourism. GI protection should be carried out on the national as well as the EU level.

GI products should be converted into brands by a well-planned marketing approach and all the advantages which branding brings to the developed world and the most powerful world companies should be used.

The development of agriculture and tourism can be optimally realized on the principles of contemporary entrepreneurship, as a very complex and dynamic category, directed towards an incessant innovating of means of operation and processes in the aim of a permanent maximizing of profit. This is not just a business but also a developmental activity with a constant focus on a future vision. It never reconciles with the existing state of affairs, as it strives towards development and success, creativity, risk-taking, initiative, entrepreneurship accomplishments, independence and autonomy, and it develops trust in people and the need for a more successful use of human potential.

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EDUCATION AS A FACTOR FOR IMPROVING TOURISM INDUSTRY IN THE REPUBLIC OF SERBIA

Miroslav Ivanović, PhD
Tourism organization of the region of Western Serbia, Uzice, SERBIA,
miroslav.ivanovic@westserbia.org
Miroslav Rađen, MSc
Tourism organization of the region of Western Serbia, Uzice, SERBIA,
radjen.miroslav@gmail.com

Abstract: *Serbia`s economic stagnation and a constant decline in population in certain areas are one of the dominant economic and demographic problems. Tourism, as one of a major revitalization factors, can contribute to stopping emigration, migration reversing and economic recovery of the destinations, while low employment rate in tourism sector in the Republic of Serbia is closely associated with the tourism turnover. Tourism deals with constant and rapid changes, so formal education in tourism acquired in secondary and higher schools is not timely and flexible enough. Great educational systems are slow to adapt to changes. At the state level, there is no organized system of continuing education for adults, ie. adequate legal framework does not exist and adult education strategy and action plan are not being implemented at full scale. In order to be able to keep pace with the labor market trends and required occupations, skills and professions, Serbia has to harmonize National Classification of Occupations with the International Standard Classification of Occupations: ISCO 08. Analysis of the existing demand for skilled labor in the tourism market are useful source of information on the sensitivity of supply and demand for labor with general and specific knowledges and skills in tourism sector, particularly at the local and regional level. Therefore, analysis of the existing needs for skilled labor should be used for creating, modifying and enhancing labor market services and active measures, especially at regional and district level.*

Key words: *Serbian tourism industy, Education, Knowledge, Skills, Qqualified workforce*

1. INTRODUCTION

The internal market of Serbia is not an isolated system resistant to external influences. However, given the changes that occurred in the domestic economic system after 2008, under the influence of the global financial crisis, the economic indicators started to show better results as early as 2010. This additionally confirms that the external transient impacts had a much lesser effect on the economy than the structural weaknesses of the domestic economic system, followed by numerous imbalances. The labor market is just one of the sub-systems that show the weaknesses of the entire economic system, which is also shown by the unfavorable indicators of its structure (EUNES project, 2013).In the Annual Progress Report of the European Commission for Serbia for 2013, The European Commission points out that not enough work is being done regarding the stabilization and reform of the economy in Serbia, fiscal stability, record high unemployment rate, and the fact that young and unemployed groups are especially endangered (http://www. seio.gov.rs/upload/documents/eu_dokumenta/godisnji_izvestaji_ek_o_napretku/izvestaj_ek_2013.pd). According to data from the Statistical Office of the Republic of Serbia for April 2013, the unemployment rate for the younger population from 14 to 24 years of age is 49.7%, and 76.9% of the long-term unemployed population only has a high school degree. Part of the cause of unemployment lies in the mismatch of the professional education system and the needs of the labor market (MUSTRA 2013) .

2. EDUCATION POLICY DOCUMENTS

Education Development Strategy of Serbia by 2020 sees that education in Serbia should be conceived according to the expected long-term economic, social, scientific, technological, cultural and other aspects of social development as a whole and the development of creational and work potentials and the quality of life of every citizen of the Republic of Serbia. Professional education in high schools should enable each individual to gain knowledge, skills, and views – professional competencies enabling successful inclusion into the world of labor and continuing education. Education Development Strategy of Serbia by 2020 points out the following: the need for developing the system of accreditation and certification of employers who give practice lessons; adoption of primary and secondary legal regulations for the financial stimulation of employers whose companies give practice lessons; the inclusion of at least 10% of employers into the sector councils, examination boards, and the realization of practice lessons (http://www.srbija.gov.rs).

Education Development Strategy of Serbia by 2020 was adopted near the end of 2012, but an action plan with a defined implementation dynamic and necessary resources has still not been developed and adopted. The lack of an action plan and implementation mechanism of this Strategy was also criticized by the European Commission in the Progress Report for 2013. Given the lack of an action plan and other implementation mechanism there is no clear solution to the problems listed by the Strategy. There is also the unsolved problem of ensuring quality practice outside of schools, and there are no accredited working positions or practice instructors, nor are companies encouraged to enable quality practice for students, and there are not enough employers interested in this type of educational cooperation.

There is no National Qualifications Framework for Lifelong Learning in Serbia, even though its adoption is being awaited for a long time and has been the subject of many projects. Schools are satisfied with reformed profiles that attract the best students, while employers, especially in the financial sector, point out that they do not see a lot of experimental study graduates because they mostly go to faculties (close to 90% of them, by some studies).

Both the younger population and employers agree that knowledge gained during formal education does not satisfy, or only partially satisfies, the needs of practical work, and according to new studies, as many as 90.10% of the younger population blame the lack of practice during formal education.

Studies show that a lot of employers complain about the work of recently employed younger population, 28% of employers in trade and as many as 46% in finance. Employers point out that recently employed young individuals do not have professional knowledge and competence, as well as soft skills easily obtained through work experience (MUSTRA 2013) .

An addition to this is the fact that Serbia has an unsatisfactory educational structure of employees in which there are many unprofessional individuals (their share goes from 1/5

to 1/4 of employees). The results of the Employers Survey show that, in the future, there will be an increasing demand for transferable special knowledge and skills groups (qualification level I) for jobs with a qualification level I and II, and professional knowledge and skills and broader competencies and personal characteristics.
Concerning the needs of employers for special knowledge, skills, and competencies of employees, the most dominant are transferable knowledge and skills as well as broader competencies and personal characteristics.
In the group of professional special knowledge and skills, most frequent were technical-technological as well as social-humanitarian knowledge and skills.
As far as transferable knowledge and skills go, the most desired are information-communication technology knowledge and skills, foreign languages and various licenses. The most frequent demands in broader competencies and personal characteristics are: team work, precision, service, and communication (EUNES project, 2013).
The issue with the mismatch of skills and knowledge gained in the frame of high formal professional education with the needs of the labor market affects many economic and social problems: budget expenses for education that does not lead to employment, the younger population is not prepared for the transition from education to the market world and employment, the lack of desired skills and competencies required for work .
The stagnation of the economy and constant decrease of the population in certain areas are one of the dominant economic and demographic problems. Tourism is considered to be a revitalizing factor in many professional and scientific papers. Its development could stop emigration, and returning migration in most areas, and bring about economic improvement. Low employment rate in the tourism sector of the Republic of Serbia is closely tied to turnover in tourism.
Decreasing the unemployment rate requires the change of the educational system and its adjustment to the needs of the labor market, as well as the coordination and combined planning of educational institutions, the labor market, the corresponding Ministries, and the local government.
Extra training, prior training, and adult education help solve the problem of poor qualification structure of unemployed persons, which is one of the main reasons of the high unemployment rate.
The education and training system should be improved and adjusted to the needs of the market by:
- promoting lifelong learning as the primary requirement for sustainable development based on knowledge
- improving the capacity of institutions and establishing cooperation with the aim of improving the system and education and employment policies
- the development of short education systems – standardization of training programs, accreditation of educational institutions and knowledge certification

3. NEEDS FOR NEW KNOWLEDGE AND SKILLS IN THE FIELD OF TOURISM – RESEARCH OVERVIEW

By conducting research in Serbia, the goal is to gather valid data regarding the needs for new knowledge and skills in the field of tourism so as to improve its development. This is done by meeting the needs of the modern tourism market in a more complete, higher quality way. Surveys were given to employers and employees working in the tourism sector and its complementary activities. They were conducted in cooperation with the Higher School of Professional Business and Technical Studies in Užice, as the leading partner in the TEMPUS project Harmonization and Modernization of Tourism Study Programs in Serbia. This was done to:

- get a more complete view of the needs of employers regarding the desired job profiles of future employees, which would serve as a starting point in making changes to higher education in the field of tourism,
- accredit new study programs in the field of tourism harmonized with the EU (undergraduate and specialized studies in higher schools, and undergraduate and master studies in colleges)
- establish new ways of cooperation between tourism schools and the tourism industry of Serbia and
- educate and train a higher quality cadre of professionals in the field of tourism.

The goal of the research is the need for new knowledge and skills in tourism so as to improve its development by meeting the needs of the modern tourism market of Serbia in a more complete, higher quality way. The results, viewed from a neutral perspective, present the views of all the members of the tourism economy of Serbia regarding the given needs.

The survey was conducted using a sample of 123 relevant subjects in tourism, out of which 57 are employers and 66 are employees in the tourism industry and its complementary activities. The survey was constructed as a question and answer list, indicating, on the one hand, the knowledge and skill levels employers expect from employees, and on the other hand, the knowledge and skills deemed by the employees as significant for improving tourism in Serbia.

The survey contains a general section referring to the identification of employers/employees, type of business, source of capital, type of activity, employee number and structure, and employment options, so as to create the respondent's profile.

The second part of the survey should indicate the basic and professional knowledge and skills employers expect from employees, types of specialization offered during service, training that takes the most amount of time, and training that provides market (competitive) advantage. Also, the intention is to identify expected employee characteristics and evaluate the necessity of gaining certain knowledge and skills.

The third part of the survey refers to the views of employers and employees regarding professional practice, cooperation with educational institutions, cooperation advancement options, and suggested measures for providing employment of the younger population. The research goal is insight into employer needs regarding the desired job profiles of future employees. The research was evaluated using standardized statistical methods in which means, medium, and mode have the largest impact (Tempus project MHTSPS, 2014).

3.1. The views of employers in the tourism industry sector of Serbia

57 companies were surveyed in the analysis of employer requirements in the Zlatibor area. According to the type of property, most surveyed employers are from the private sector

(54%), then state institutions (40%), while the least amount of employers are from the public (4%) and mixed (1%) sector. 96% of surveyed employers have national capital, while those who have mixed and foreign capital are 2% each. Out of 57 surveyed employers, only 13 of them created a total of 22 job openings, while some employers claimed they hire on demand. Newly employed persons were mostly selected by open competition, while two employers claimed they used different methods of employment (recommendation etc.) In the last three years, these employers hired 35 persons with a high school degree and 34 persons with a college degree in tourism. 70% of the total employers surveyed hired college degree employees in the last three years. 89% of surveyed employers have a defined systematization of jobs and competencies (knowledge and skills) required for certain types of activity. In the general knowledge sector, employers expect their newly employed employees to have knowledge in communication skills, foreign languages, general culture, and information technology.

In the professional knowledge and skills sector, the most desired competencies are foreign language, communicational skills, information technology, hospitality and cooking, client management, tourism marketing, booking engine competency and tourism rules and regulations (Tourism law…). Employers first had to teach new employees the following: business communication, business etiquette, information technology, foreign language specialization (English) and correspondence.

Employers point out that new employees should first work on foreign language specialization, promotion and marketing, specialized software use, and professional knowledge and skills, especially those for tour guides.

Employers spend most time training employees in business communication, foreign languages, information technology, and innovation in creating tourist products. As far as professional knowledge is concerned, employers pointed out training in specialized programs for hotels, agencies, restaurants etc. Also, promotion, marketing, information technology (especially the use of the Internet), and they also listed various specific knowledge depending on the field of profession (tour guides, arrangement manager etc).

When asked what knowledge and skills new employees should have (that was not gained during regular education), that would improve the company's competitiveness on the market, employers mostly listed foreign language, tour guide licence, online marketing, and information technology.

Employers think that educational institutions should keep regular track of information technology in tourism, specialize cooking skills, implement tour guide and maid training, take part in student exchange programs, and enable practice in high class hotels abroad. They find that the Higher School of Professional Business and Technical Studies in Užice should specialize in hotel management, as a prerequisite for the development of tourism. Employers also think that it would be good to cooperate with travel agencies, track the opinions and mobility of tourists, follow new trends and opportunities for Serbia, new marketing concepts, and modern research methods.

As three characteristics every new employee should have, employers listed many. Among the highest rated are responsibility, kindness, value, and respect. Characteristics most lacking were self-initiative, dedication to work, responsibility, independence, and ambition.

According to employer evaluation, the five primary knowledge and skills employees should have are: etiquette, ethics, English language, psychology – knowing people, their wishes and affinities, and creating a new tourist product. The least necessary are Power Point, basic design, giving speeches, business correspondence, website update (in CMS), and touch typing.

According to employer evaluation, employers or managers should have the following knowledge and skills: time management, HR management, conflict management, choosing and hiring new employees, PR, and marketing. Less important knowledge and skills are: accounting for non-economists, managing the protection of the environment, organizing events, NLP, and life couching.

When it comes to professional practice, as many as 52.63% percent of employers do not provide professional practice for high school and college students, and almost one half has a planned realization of practice lessons, created either by business managers, or educational institutions. Opinions regarding the necessity of individual business plans are divided, and certain respondents did not even choose to give a statement.

Most respondents find that planning practice should be done by educational institutions alone or both the educational institutions and the ones in which the practice is held. As many as 61% of total employers have a different kind of cooperation with educational institutions in mind.

When it comes to improving the cooperation between educational institutions and companies, different types of cooperation were recommended: talks, exchanging experience, making contracts, and systematizing cooperation.

If employers were to be given the opportunity to make an appearance in an educational institution in the field of tourism, their key topics would be:

- Employee and guest satisfaction
- Drawing guests and sales
- Marketing
- Supply
- Guest relations and sales methods
- Food safety and quality
- Internet marketing, animation and management techniques, hotel management trends
- Why tourism? Pros and cons. The beauties and difficulties of traveling
- Culture, languages, and customs on journeys
- Valorization of tourist values and potentials
- Combining theory with practice, creating arrangements, realizing journeys, guiding
- Organizing manifestations, appearance on fairs
- Internet marketing and promoting travel destinations on social networks
- Product placement in the tourism market
- Communication and tour guiding
- The importance of travel in the country and the world
- Training: reception desk, check-in/check-out, guest record, documentation, sales/offers, reports, invoices
- current business of travel agencies
- problems in practice and home craft
- verbal and nonverbal communication, social relations, overcoming conflicts

- practice, lesson quality, fewer informal subjects
- the importance of introducing quality systems in securing competitive advantage and business efficiency
- booking systems
- hotel management theory and practice

According to employer estimation, adjusting the educational system with the needs of the labor market can be done by:
- Detail analysis of the existing state of events,
- Planning according to national rules and regulations
- Defining employer needs
- Providing more practice
- Combining education and practice
- Conducting a realistic research on all requirements
- Providing a strategy (by the Ministry)
- Providing more practice during education
- Educating employers and overviewing redundant cadres
- Educating required cadres

Most employers find that more practice should be integral to obtaining a college degree. The following measures should be taken in order to increase employment of the younger population:
- Maximum investment of all kinds in the economy and education
- Lower taxes and contributions
- Creating an environment for the development of tourism
- More investments, low interest rates on loans
- Better connection between education and the economy
- New companies
- Employer benefits for new employment or new job openings

3.1. The views of employees in the tourism industry of Serbia

The analysis of employee needs for new knowledge and skills in tourism included 66 employees from the tourism industry of Serbia. The purpose was to gather credible information from various areas of the tourism sector and its complementary activities in order to sum up all the recommendations for improving study programs in tourism. That is why the respondents were from the private sector, public sector, and civil society, which include travel organizations, travel agencies, hotels, restaurants, museums, transport etc.
According to analysis results, most feedback came from areas including the private sector (53%), then the public sector (40.9%), and the least from civil society and the mixed sector (3% each). Most information was gathered from employees working in hotels and travel organizations (30.3% each), then travel agencies (18.2%), while other areas are below 3%.
Most respondents are related to executive positions (contributor, receptionist, project coordinator, administrator-technician, marketing consultant, planning sector consultant, sales agent, executive travel arrangement creator, travel executive, tourist attraction representative, arrangement sales correspondent, business secretary, travel programme implementer, waiter, curator, doctor, professional practice coordinator), but some are

managerial (managing director, hotel manager, assistant manager of finance, business unit manager, restaurant manager, hotel host).

Companies employ 45 workers on average. Nine companies have 200 or more employees, eleven have 40 or more employees, and most have two to four employees. Each business has, on average, 7 employees with a high school degree (6.41%). The ratio of high school degree employees to college degree employees is 86.07% to 13.93%. All companies (93.93%) have domestic capital, three companies (4.55%) have mixed capital, and one company (1.51%) has foreign capital.

Respondents work in companies that hire only one employee a year, on average. It is interesting that throughout the year, companies offer jobs that do not require a college degree.

75.76% of employees pointed out that their companies, in the past three years, hired employees with a college degree, which is 1.63% of the total number of employees today.

Respondents were asked to list general knowledge and skills not obtained through regular education, and required by employers. Every fourth respondent listed foreign languages (25.76%), then, in second place, information technology, (24.24%) and third, general awareness (12.12%). Internet marketing sales was next, followed by booking and selling plane tickets, which requires a certain level of responsibility (9%).

Employees pointed out that they were mostly expected to know information technology, practical work (a certain amount of work experience and knowing the business policy), speak a foreign language, but also manage the project cycle, have sales techniques and skills, own a tour guide license, and have certain skills in public appearances and presentations. They find that these knowledge and skills were not a part of their education.

During their employment, respondents first had to gain skills in business communication, improve their foreign language, information technology, then the history and culture of tourist regions, general awareness, and internal organization.

Also, in the field of improving basic knowledge, employees spent their time on tourism legislation, company offers, bookkeeping and accounting, EU methods of planning, and improving team work.

The primary professional knowledge and skills required during employment were presentation, marketing, booking engines, and finance. Others are communication, information technology (especially social networks), sales, organizing travel programmes and calculating prices, office work, animating the guests, and managing the project cycle.

During the first year of employment, employees spent most time on communication, system of operations, administration, foreign languages, and general awareness.

Respondents pointed out that most time was invested in office work, public appearances, and internet sales.

When trying to keep up with the competition, employers say that it is crucial to know foreign languages, communication and management, along with IT and marketing.

In contrast to the knowledge and skills required by the employees, they find that their business would have a better place on the market if employers were better in organizational skills, employment skills, cadre management, finance management, risk evaluation and estimation, and if they specialized in foreign languages and CRM.

All employees follow the business trends of their companies primarily in the domestic market, but also in the foreign market. As a source of information they mostly use the Internet, then professional magazines and media (TV and radio)

As characteristics required by employees, they list responsibility, communication and kindness, but also hard work, dedication, and creativity. Employees think, based on the survey, that employers mostly value responsibility, hard work, kindness, as well as communication.

According to employee evaluation, the five primary characteristics of employers should be: etiquette, presentation skills, ethics, negotiating skills and psychology – knowing people and their wishes, listening. In contrast, employees think that the least necessary skills are: actively using Power Point presentations, SEO, speaking English and at least two other languages, basic design, and touch typing.

According to employee evaluation, employers or managers should have the following knowledge and skills: time management, organization efficiency, PR and public appearances, HR management, and organizing meetings. The less important knowledge and skills are: managing the protection of the environment, life couching, bookkeeping for non-economists, food safety, and NLP.

As many as 89.39% of respondents' companies enable professional practice, but only 37.88% have a planned realization of practice lessons, created either by company managers or educational institutions.

Opinions regarding the necessity of a plan are divided. 56% of employees think the realization should be planned. Every fourth employee does not have an opinion, while every fifth thinks a planned realization is not necessary in their company.

An equal number of respondents think that the realization should be planned both by the company and the educational institution, 36.36% think that only the educational institutions should create the plan, while 27.27% (the least amount) think it should be done by the company. All employees (100%) think that more practice should be integral to obtaining a college degree.

According to employees, companies usually cooperate with an educational institution (45.6%), while some companies (24.24%) have yet to form any kind of cooperation. Most respondents (70%) think that professional practice should be under contract between companies and educational institutions.

Employees think there are many options for improving the cooperation between educational institutions and companies in the field of tourism, such as: making contracts and coordinating work goals, setting higher criteria for professional lessons, combining professional and academic knowledge in order to optimize efficiency, good and frequent communication, giving students activities on fairs, promotions, manifestations, adjusting study programs with the needs of the labor market, continued and combined planning and exchange of information, volunteer work for students, realizing combined projects.

If employees were to be given the opportunity to make an appearance in an educational institution in the field of tourism, their key topics would be: 1.Working with clients, 2. Public appearances and PR, 3. Managerial skills, 4. Reception and hotel staff business, 5. Quality of hotel services, 6. Cooking, 7. Business planning, 8. Market analysis, 9. Finance management, 10. New tendencies in the development of tourism, 11. Motivating the younger population to develop tourism, 12. General topics on the development of tourism in the region and the country, 13. Internet marketing, 14. Strategic planning, 15. Regional cooperation, 16. Sector planning, 17. Managing projects, 18.Animation in tourism, 19. Cultural heritage and tourism, 20. Organizing events, 21. Communication in tourism, 22. Creating arrangements according to demand, 23. Youth and health tourism, 24. Presentation and sales skills, 25. Procurement, 26. IT and social network administration, 27. Graphic design, 28. Foreign language courses, 29. AMADEUS booking engine course end 30.Cooperation between museums and the local community

The need to combine the economy and colleges with tourism and hotel management

According to employee evaluation, the adjustment of educational systems with the needs of the labor market can be done by: more practice lessons and a good professional cadre; adjusting work profiles with the needs of the society, depending on the needs of the market; introducing tourism and hotel management professions; continued tracking of the labor market; researching and adjusting the curriculum; higher quality education of new cadres according to the need of the market, etc.

Employees think that the following measures should be taken to ensure the employment of the younger population: 1. Larger investments in tourism, 2. Cadre planning, 3. Carrier consulting, 4. Providing support in the field of education and awareness, 5. Reform of the educational system in all fields, 6. More practice, 7. Actively including the state, 8. Creating mechanisms for public-private partnership, 9. Subsidy, 10. Stabilizing the economic and political situation in the country, 11. Economic development, 12. Economic and legal measures, 13. Helping develop tourism in Serbia, 14. Tax policy end 15. Better cooperation between the economy and colleges.

Most surveyed employees wish to continue their career in the country (83.33%), while others see themselves working abroad in 5 to 10 years. One third of the respondents see themselves in leading positions (37.88%), while every other sees themselves in the executive-professional cadre.

4. CONCLUSIONS AND ANALYSIS RECOMMENDATIONS

Basic recommendations can be given based on the Analysis of Workforce Requirements in the Tourism Industry of Serbia in 2014. Despite the estimations often not being very reliable, especially in unstable economic systems, they can be a very useful source of information for new economic policies.

When it comes to short-term expectations and tracking the needs of the labor market, the analysis based on the estimation can help relevant policy makers in adequately reacting to the needs of the market and preparing their decisions in advance, and to act preventively by using concrete measures and activities.

Based on overall analysis results, the views of employers and employees in the tourism industry of Serbia can be drawn according to the need for gaining specific knowledge and skills gained by regular education and specialized courses and training, whether or not they are organized by regular or guest lecturers. (college professors and/or professional experts).

The Analysis of Qualified Workforce Requirements in the Tourism Industry represents a useful source of information regarding the sensitivity of supply and demand for general and specific knowledge and skills in tourism, especially on a local and regional level. That is why the Analysis should be used for creating, adjusting, and improving the labor market services and active measures, especially on the local and regional level.

Table 1. *General and professional knowledge and skills of employees, gained by REGULAR EDUCATION*

Shared views	- General awareness - Foreign languages - Information technology - Marketing in tourism - History and culture of tourist attractions	- Coordination and administration in tourism - Finance in tourism - Events and animation in tourism - Tourist valorization
Employers	- Basic tourism - General awareness - Company management - Business communication - Business correspondence	- Tourism market in Serbia - Market research - Tour guiding and animation - Macroeconomic indicators in tourism
Employees	- Strategic planning in tourism - Rules and regulations in tourism - Animating guests	- Managing the project cycle - Web presentations - Regional development and tourism

Table 2. *Professional knowledge and skills employees should gain by Training and Courses*

Shared views	- Tour guide licence - Practical work - Information technology (advanced) - Communication in tourism - Foreign language courses (advanced) - Sales skills	- Team work - Booking engine experience - Internal organization of business systems - Creating a travel programme - Kindness
Employers	- Organizational skills - Working with fiscal memory devices - Negotiating skills - Sales skills - Fundraising - Conflict management - Psychology – estimating and listening - Employee and customer satisfaction - Hotel software experience	- Specialized software in tourism - Drawing new customers - Hospitality and cooking - Arrangement and decoration - Workspace hygiene - Service - Innovation - Adaptability - Creativity
Employees	- Verbal communication - Reception - Tourist trends - EU methods and planning - Sector planning - Procurement - Animation in tourism - Social networks	- Cultural institutions and tourism - Village tourism - Resourcefulness - Conscientiousness - Responsibility - M4P - Graphic design

In order to keep in track with modern market tendencies regarding specific occupations, skills, and titles, Serbia must harmonize the National Standard Classification of Occupations with the international standards and principles of ISCO-08.
Keeping in mind the employee structure in tourism and an increasing role of the service sector in general employment, transferable knowledge and skills are becoming more and more crucial in the labor market, as well as broader competencies and characteristics. Unfortunately, the needs of the market are changing faster than the educational system can adjust, so certain jobs that are terminated cannot be adequately replaced unless there is a foreseeable qualification structure for the needs of the economy. The mismatch between educational qualifications and the needs of the labor market represents a long lasting, systematic problem in Serbia. The consequences are high unemployment rates and a concerning high unemployment rate of the younger population.
Colleges are not systematically connected to employers and their engagement in organizing student practice drastically varies. Employers, on the other hand, cannot get to the employees they need, and in most cases, do not have the capacity, resources, or time for their additional training and implementation in the work environment. This results in a high number of vacant jobs. Improving student practices creates a sustainable and effective frame for the cooperation of colleges and employers, and further adjusts the educational system with the labor market in Serbia.

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HUMAN RESOURCES IN THE HOTEL SERBIAN ECONOMY AS A CAPITAL TO IMPROVE REGIONAL COMPETITION

Miloš D. Tucović, PhD,
Hospitality School Belgrade, Jug Bogdanova 28, Belgrade, Serbia,
E-mail: mtucovic@verat.net
Dimitrije M. Tucović student,
High school hotel management professional studies, Belgrade, Knez Viseslava 70, Belgrade, Serbia,
E-mail: tucovicd@verat.net

Abstract: *The strategic importance of human resources for economic development, growth and importance of complex obrazoranja. The economic development of the country based on high and the accumulated knowledge of human resources that highlight important assumption in obtaining certain advantages over international labor exchange. Human resources are an indication of the speed at which a country fails to develop its educational system.*

Education is a priority for every country regardless of what level of economic development is located. With these you can see the benefits of education in the long term. On the world tourism market has undergone significant changes that tourism change in qualitative terms. Tourism is becoming oriented individual with full appreciation of the natural environment. With increasing tourist movement in tourist destinations in which to plan tourism development, it is necessary to the existence of tourism workers. This led to the creation of the modern approaches to the concept of tourism workers, the education of human resources, comprehensive responsibility in determining the limits of flexibility and adaptability to the needs of modern tourism.

Keywords: *education, human resources, personnel, Hotel Management motivation, equity*

1. INTRODUCTION

"Today, modern and professional workers are not the workforce, they are capital" - Peter Drucker pointed out another 50 - ies of the last century, the role and importance of the human factor in the operations of each company . Today is also a growing number of companies due to human resource management achieving competitive advantage, and not, for example, thanks to the availability of capital or the use of certain technologies. Hence, in recent years, increasing attention paid to the nature of the resource.

The task of a good manager of any organization is to properly contribute to the maximum utilization of resources to the interests and goals of the organization. The most important resource is human. Organizations meet their needs for human resources in two ways: hiring new employees and existing development potential. Completing jobs is a complex process and starts the process, which is commonly referred to as recruitment (attraction) human resources.

The importance of human resources have shown some studies conducted in the first half of the 20th century, which emphasized the importance of view, group, motivation, informal relationships and leadership styles. However, only recently added the human factor is sufficiently significant, and a series of studies proved the relationship between education and economic success. The connection component is the most significant indication of the importance of the role of human capital and investment in it to achieve their economic development goals. People like the potential of the organization are its greatest driving and creative force. They play a crucial role and importance in the production process, the holders of the introduction of the changes, add value, increase business efficiency, and thus the drivers of future performance of the organization. The level of competence for work, working habits, creativity and motivation of employees depends, ultimately, the realization of the goals and mission of the organization in the hospitality industry.

2. HUMAN RESOURCES - BASIC CONCEPTS

The term "human resources" tells us about the people in the organization, their potential, and to all the capabilities that can be provided by the organization to achieve its needs. Previously it was thought that this term too harsh to him marked people as living beings , because the starting point was the fact that the very word resource something that would mean the equipment prior to the organization, but not the human potential. However , it turns out that the notion of" resource" people just get a very important place, because by putting an equal footing with other resources, perhaps even better, because of their quality management required certain skills and knowledge. Under HR means "total spiritual and physical potential workers - associates of the society, and latent potential and used" (T. Laukmane, 1986). When treating employees as human resources highlights the potential of their work (intellectual and physical), and the need for the use of that potential. The differences between personnel management and human resources at the function and content of these activities, access to their performance, competence to perform certain activities, methods and techniques used in this field.
The importance of human resource management is based on the fact that people are the main factor that is common to every organization, and on the basis that they are the creators of organizational strategy. On this basis, each manager will be involved in activities related to human resources and will seek to facilitate cooperation among the people, in order to successfully achieve strategies and plans of organizations having implemented. Human resources contribute in various ways to the success of the organization, but must comply with the company's strategy. Global competition encourages organizations to continuous development and improvement, so that we can survive the new requirements posed by globalization. If we have good human resources, that. quality and educated human resources, it is possible to meet the challenges and demands facing with which we continuously face . Training human resources in organizations is of great importance for its development and progress.

3. OPTIMAL STAFFING STRUCTURE - THE KEY TO BUSINESS SUCCESS IN THE HOSPITALITY INDUSTRY

To successfully and efficiently operating a business, it is essential that there is an optimal staffing and related management structure. Establishing and maintaining optimal staffing structure assumes a continuous balance between the number and structure of the business. Constant and rapid change, both within the group, and in the environment, establishing and maintaining such a balance is difficult. It involves the allocation of people based on qualifications and skills, at the right time and the right place. A crucial task for management is that with a clear vision and integration of all activities of human resource management, directs employees to the organization's success. Recruitment and selection of staff development and training, promotion of creativity to everyday activities are important in hospitality management that influence the achievement of organizational goals and performance improvement.

One of the questions is exactly the attitude and behavior of managers towards employees. As both parties are satisfied? The purpose of human resource management in the hospitality industry lies in improving employee performance to the strategic, ethical and socially responsible manner. Improving the efficiency of employees lead to improved overall efficiency organization. Basic goal of human resource management is to enhance the intensity of synergy power companies to achieve the objectives of the organization. To answer the challenge of survival, modern managers perform harmonization of interests and goals of individuals with the goals of the organization. This is one of the key tasks of managers, whose discharge can mean the difference between success and failure of the organization.

Basic functions of the human resources related to the selection, performance and evaluation of their achievement, reward and development. The independent variable in this functional dependence behavior. Various programs change regardless of their specificity, in the end it is down to change the behavior of managers and employees. It is therefore important aspects of human resource management with understanding of their behavior and the possibility of changing them. It is the emphasis on the activities of the team, not individuals, and aligning the interests of individuals with group objectives. In other words, results are seen as a result of the work team. As a violinist in the Philharmonic Orchestra produces music alone (as when playing full band - playing the whole team) and in modern enterprises managers and employees must work team while always keeping in mind the planned objectives.

4. KNOWLEDGE IS POWER

New business conditions, customer orientation, introduction of new technology and the necessity of the application of new management methods require employees new skills, many skills, appropriate value judgments and norms of behavior. A significant share various training and development programs to increase the knowledge, expertise and skills of employees. According to one analysis, companies in the United States spends nearly $ 60 billion on internal training and education of its employees. Companies operate globally and are forced to constantly improve their work. The execution of tasks in the job becomes subject to a number of changes, and the use of information technology changes the content of many jobs. Instead of internal standards and focus employees on the comparison with his earlier works, the emphasis is on external criteria. Sometimes they are, in fact, the managers had to adhere to internal standards in their conduct, and employees, and now have to worry about the rapid adjustment of the dynamic environmental factors. Actions to improve the quality, too, is increasingly gaining in importance and are inseparable from the motivation of employees and their behavior in the workplace.

Continuing Education in hospitality also has specific weight and importance , especially in terms of global competition and the continual changes in the market, what is the situation today. Staff education becomes more important, not only because of its potential to change jobs, but also for career development. Acquiring new skills employees will be able to meet the challenges and survive in a changing environment. Knowledge and innovation have certainly underlying factors for survival and development. Requires more skills and abilities of employees - a variety of profiles, highly educated professionals in creating, designing, manufacturing, marketing and other areas. The focus of work is shifting from the physical to the intellectual and psychic energy of the people, and the most important skill becomes retain creative and talented people. Human resource management is the more specific and has to be a challenge for any manager, because each person is unique, just like any economic system.

5. PEOPLE ARE OUR GREATEST ASSET

What some of the leading companies say about the importance of this resource for their business? In fact, Microsoft considers its employees its source of energy, and one of the priority objectives of the famous company is to its people as its core, and the highest value, so healthy, happy and at optimum speed toward the future. The role of leadership in Wal - Mart is to create leaders. This goal is achieved by equal dedication of the company's core values - respect for the individual, customer service and the pursuit of excellence. Nike Company also has an interesting strategy. It does not ask workers, but people who can contribute to the company, to develop, think and create. She's looking for winners, leaders, visionaries, and the other computer company Dell believes that the secret to its continued success lies in teamwork and opportunities provided to each team member to learn, develop and grow.

6. STRATEGIC TRENDS AND PERSPECTIVES IN HOSPITALITY

The most important aspects of modern technology indicate major changes in the field of standardization of equipment and execution of business operations in the hospitality industry, and therefore impose overview of the area of human resources. It is the mastery of relevant new knowledge and skills. This is primarily for employees, but also the guests. Awareness of the importance and benefits which computerization and automation implies a cultural and educational level. Employees are carriers of the process of technological innovation to users of hotel services - designing simple, understandable and visualized instruction guide and equipment intended for the guests, and If necessary and immediate demonstration . Education is imperative quality in hospitality, especially in this day and age of individualization of marketing that meets consumers' encouraging personality, striving for fulfillment of his personal needs and desires. That is why the field activities are increasingly directed towards standardization of services. In addition to content, organization, and techniques involved, the different forms of communication with the guest determine the physiognomy of a process and its realization make original seal. In this context, we can talk about standardization and leveling of educational programs for a variety of occupations in the hospitality industry, as well as training programs and training tailored to the needs of companies.

The application of computer technology in the hotel industry does not mean depersonalization services. On the contrary, this road leads to simplification of manual tasks, leaving more opportunities for direct contact and improving the quality of interpersonal communication between a hotel and the guest. Organizational and staffing models in hotels of high category based on a developmental division of labor and specialization of certain operations, primarily in the area of so-called. FDA activities. In the context of various segments of communication with the guest (in the food and beverage sector as well as providing various additional services) all of these jobs, as a condition of its own implementation involve contact and communication , can be categorized as "front office" activities. It is understood that among these groupings FDA activities is of particular importance , since these are the activities directly related to the implementation of the first phase of the cycle in which the guest form impressions and experience of the experiential character, crucial for the formation of a comprehensive view on the quality of the hotel product. Insisting on the automation of hotel business is not contrary to the insistence of contact and communication. On the contrary, both of these tendencies are aimed at improving the quality of the product away. Their concretization in practice is achieved by applying standard. Unlike technical, communication standards only recently are widely used in the hotel industry. Holders of their introduction, primarily in the form of certain rules of conduct, developed in detail for each position, the leading international hotel chains. Apply standard communication precedes comprehensive insight into the essence of integrated products for the hotel industry by all employees, especially personnel engaged in operations like the "front office. "Awareness of the importance of their own work for the realization of product quality and the hotel is also an important assumption of the effectiveness of the standard of communication. In other words, each individual employee has to know why it is necessary to act in accordance with the prescribed rules. In such circumstances acquire favorable conditions for creative contribution to the improvement of existing standards of employees, based on their experience in the work. There is no doubt that an essential factor in the successful implementation of this project represents an appropriate system of incentives employed, both tangible and intangible (praise, rewards, promotion opportunities...).

Communication with the guest is carried out in two main forms - oral and written. Standards of written communication with the guest are present in all areas of the hotel, providing shelter and stay. Mandatory minimum applies to signs for communication, inventory list, price list, house rules and written information about the facilities and services offered to the guests. Higher category implies higher demands in terms of written communication (informative map with hotels prospectus, instructions on the use of phones and other promotional materials companies). Further elaboration of the forms of written communication, in view of building an authentic image of the market, left to the individual chains within a company or facility. The main goal of all forms of written communication with the guest is his awareness. Written information should be clear, concise and presented in a simple way, and above all accurate. Subtleties of written communication and the form and style of presentation of information, were dependent on the type and category of hotel and consumer categories. Graphical written information is adjusted with the style of communication. Thoughts on the design surface, shape, and size, color, logo and etc. The use of advertising slogans are often supplemented humorous wit, usually in resort hotels. In some cases, especially mascot design hotel that symbolizes the object type and style of business and which is present in all forms of written communication with the guest. Regardless of the type and category of hotel, written communication should be intoned in a warm, welcoming, and friendly way, to show concern for the customer to provide a sense of respect and appreciation. In this respect it should be avoided stylistic forms and types of prohibition orders and replace them with formulations of type application and thank you for your understanding.

Verbal communication involves direct contact between the hotel and the guest. Internal standards of oral communication draw on in writing style and reflect the business that has been formulated standards of written information. Hotel staff is of the nature of their work submitted for direct contact with guests , in addition to the necessary expertise in the field of profession, are special training programs in the field of communication. Modern concept of marketing in the hotel industry, based on total customer satisfaction, striving to anticipate the desires and needs, offer specific services, without waiting upon request. Style and communication techniques to provide the initiative, encouraged some of the needs of our guests, help in cases of indecision, provide proper selection. Contact and communication in the age of automation and information technology that lies before us, are gaining in importance in the context of the implementation of the psychological dimensions of human needs, but also a strong need for respect and self-assertion. In recognition of all these innovations in the hotel business, communication will undoubtedly have the status of a key, integral quality factor.

7. THE MODERN FORM OF HOTEL WORKERS

"Take my company, we burn the building. But leave my co-workers. I will begin all over again. .. " T. J. Watson, founder of IBM

Human resources have the knowledge necessary to carry out work activities and enterprise development, a groundbreaking performance, have intellectual, biological and physiological resources without which we can not place the work process.

"A man like creature carries the meaning and not just a means to an end, he has self-worth and I make demands on their environment. Starting from a human viewpoint, the company is changing the relationship means - purpose. Not one means of achieving the objectives of the company, but the company means to the fulfillment of human purposes" (H. Ulrich, 1970). Therefore, the management of the operation and development of human resources is closely related to the governance and enterprise development.

The term staff concerned le cadre of French origin and means employed, primarily professionals and managers. Under the staff to include people who are:

• placed in the working age population,
• trained to perform a community service,
• an employee, regardless of occupation, expertise and the tasks they perform ,
• elected or appointed to public or other social function,
• to assess the level of preparation (training) to perform community service and
• temporarily unemployed.

Starting from the prominent feature, it is possible to determine the concept of human resources in broad and narrow:

- Human Resources in a broader sense comprises all persons who are employed, persons professionally engaged in public or other social function and people who are prepared to perform community service (persons in education) and those who are waiting for temporary employment.

- personnel in the narrower sense is the basic composition of the human enterprise - all employees - regardless of their level of education, place of work, or tasks they perform, the function performed by the company and the time were employed (full-time, some time, seasonal work). The development of society is based on the entering of a number of policies (development, business, personnel, investment, politics, quality, etc.). Activity or activities which create specific tasks related to personnel can be classified into several groups according to their contents constitute a separate entity. At its core areas are:

• provision of personnel
• Orientation,
• The deployment and career development,
• Education and Workforce Development,
• pay and other forms of financial compensation for the work,
• benefits and
• Protection of personnel.

Privacy obtaining staff falls into one of the most important areas of personnel management, as directly related to the optimization of the number and structure of employees in the company. This policy, which contains all elements of personnel management company, is determined by:

• Goals to be achieved by obtaining new staff
• tasks to be carried out in the process of acquiring new personnel and entities in charge of carrying out these tasks,
• principles applied in the development of a process obtaining personnel
• criteria Personnel Selection methods and procedures used in the collection of staff.

To make an Orientation gave maximum positive effects it is necessary for a proper foundation, which consists of:

• explicitly stated objectives of personnel management who wish to implement staff orientation ,
• developed the principles, criteria and procedures for the process of orientation,
• defined requirements for each position (knowledge, abilities, skills and personality traits),
• the existence of the database on the working potential of the individual, his affinity for certain jobs, success in previous work, the manifest creativity,
• staff team of experts is competent for the application of modern methods, techniques and procedures during staff orientation.

Deployment and career development is based on orientation staff. The main task facing staff to assess at what jobs the individual can show the best performance results at a time. Scheduling policies and progress in optimizing the personnel structure function in society, better use of the available work potential employees and raising their motivation to work. Optimize the staff structure is not provided solely by obtaining adequate staff and their orientation and mobility. To achieve this fundamental objective personnel policy of the company is necessary to perform a number of activities within the process of education and human resources development. Basis of policy implementation of staff training plans and training programs. Their decision is made based on a study of current and future training needs of staff, stemming from technological and organizational requirements of the work process. Salaries and other forms of compensation for the financial status as one of the important factors motivation staff to work. Key personnel in the structure of society, especially first-level managers and experts point out, need to be motivated for a longer period of their working life spent in the society and to maximize their work potential Korst. This can not be achieved through wages and premiums, but also providing many other benefits and status symbols (to housing, employment, spouse, children,..). Health care and other forms of protection frames are one of the important areas of personnel policy of the company, which under the regulations on safety at work, due to a series of questions to their offices normative acts and undertake a range of preventive and other activities in order to prevent injury to employees. Hotel as a representative object hospitality combines all the features of this activity, reflecting them in the process of implementation of integrated product. Technology, work organization and management techniques shape the specific features of the staff and, depending on the type, capacity and category of hotel may be more or less pronounced. An authentic blend of Fundamental - catering and additional - no catering components of service- production program, hotel jobs requiring heterogeneity and diversity of personnel profiles. The service includes character individualization workflow and relative independence of each position. This, on the other hand, indicates a high degree of functional connectivity of individual carriers in certain phases of the work.

Temporal discontinuity in the work manifests itself in the form of yearly, monthly, weekly and daily imbalances. Annual uneven marked as seasonality and is one of the criteria of differentiation facilities (permanent and seasonal operations). The hotel with a seasonal business, and with a distinct seasonality during the year-long work, hire a substantial number of seasonal workers. In high season, or during the peak of hotels, the relationship between seasonal and permanent employees in the facility can be as high as 70:30 in favor of seasonal. The fact that in the summer season, there is no need to maintain the same number of employees during the year, primarily typical restaurants - manufacturing and service jobs (cooks, waiters, maids, Hygienist, support staff) may lead to some organizational and technical difficulties and delays in the paper. The professional staff of some scarce jobs is not sufficiently motivated for seasonal work, especially in conditions which guarantee certain continuity in hiring, and in that respect and fair compensation . For this reason, it often resorts to hiring under- qualified workforce inadequate professional backgrounds, mostly from the local population. A short and incomplete training of these workers in preparation of the season generally can not meet, which is manifested as an important limiting factor in the quality of hotel product. Modernization of the education system, particularly in the area of continuing education and establishment limited as an important factor in the quality of hotel product. Upgrading of finished Bible School, primarily in the area of continuing education and the establishment of flexible organizational and staffing business model these problems are gradually being overcome.

For some occupations, particularly in the food sector, especially in hotels boarding house, the daily variation is characteristic of, or multiple -time - typically deals with a seasonal business, and seasonal workers . This kind of engagement causes greater fatigue at the same time reduces the time for rest and therefore difficult working conditions and a disincentive for employees. Human resources are the deciding factor in the implementation of service- production program of hotel companies. Exhibited characteristics of scale, qualifications, education and specific conditions imposed by the need to continually engaged in the process of optimizing organizational and human models of appropriate business objects of a certain type, capacity, and categories. Establishing staffing standards for a particular job involves development and employment incentives in the hotel. In the world of law of competitive advantage, established strength of each company are neither hardware nor orderliness space, computer equipment or any type of product - because all this can be compensated, copied and replaced. The main strength of any company is - human potential.

What is a key factor in economic development and the agrarian epoch, the epoch of its industry and the financial and manual operation, it is for the new economy 21 century knowledge and its economic form of intellectual capital. Human Resources hospitality are key to creating new economic value in the market:

- human capital - defined as the knowledge , experience, skills, creativity and innovation skills of the individual,
- structural capital - created by the human capital in the past and it consists of patents, concepts, models , networks , corporate culture .
- capital client - market capital - including relationships with customers and suppliers, brand names , trademarks , then the reputation or Slikke that customers have of the company - image. The term "intellectual" that marks the source of the capital of the intellect, that is knowledge in a variety of forms, and we have to deal with his two phenomenal forms:
- material - in the form of plans, designs, patents, licenses, databases, manuals, rules, corporate standards, software;
- intangible - which in the minds of employees (knowledge, vision, effectiveness, problem solving, leadership, culture, experience ...) and the literature is called tacit knowledge.

The need for human resource planning may not always be apparent, however, an organization that does not deal with human resource planning can be found that does not meet their needs in terms of staff or effectively achieves its goals.

Human resource planning has four basic aspects:

• planning for future needs, involves a decision on how many people with qualifications that will take the organization
• Planning for the future balance, achieved by comparing the number of workers needed by the number of current employees, who are sure to remain in the organization,
• Planning recruitment or temporary layoffs,
• planning of training of workers to organization be sure to have a steady flow of skilled and experienced workers.

Before it is possible to carry out the recruitment, candidates must have a somewhat clearer idea of the activities and responsibilities of the position for which report. This requires analysis of previous jobs. Once you determine the position description is made corresponding specification which employs. The specification defines a particular employment level of education, experience and skills that a person must possess in order to

be productive in this position. Recruitment is part of the workforce that is available and who has the necessary qualifications to fill the vacancies. Conditions in the labor market changed periodically depending on environmental factors.
The selection process should ideally meant making joint decisions. The organization decided to offer the job and the conditions under which it offers a potential candidate decides whether the company and meet business needs and goals. Plan orientation and socialization of new workers with the information needed to carry out tasks and to adapt to the conditions prevailing in the society.
The training programs are focused on maintaining and improving the results of the present work, while programs provide training to develop the skills needed for future business. There are four procedures that managers can use to determine the extent of training required for every individual in society:
- Determine performance - the performance of each employee is measured according to the standard of performance or to perform activities in the workplace.
- Analysis of the job's requirements - determining the qualifications or skills specified purposes in the respective job descriptions. Workers who do not meet the requirements in this regard are becoming candidates for the training program.
- Organizational analysis - analysis of efficiency of the organization and successfully completed the goals to determine where there is a deviation from this standard.
- Supervision of employees - from managers as people who are not managers, are required to present the problems encountered in the workplace and to suggest ways for their solution.
There are four main methods of formal training in the workplace:
- Teaching - training that provides direct supervisor of their workers.
- Rotating shift work involves managers with one place to another in order to gain new experiences and met with various aspects of the organization.
- undergo training - getting the position right behind the manager and taking the title of " assistant ..." .
- Engaging people who are trained to perform various tasks in order to expand their experience and develop new skills.
The hotel industry is a service - productive activity, hotel - the second guest house, and hoteliers are characterized by:
• hotelier must be a diplomat, a Democrat, acrobats ,
• he must be a skilled diplomat and be able to communicate with people from different backgrounds,
• must cooperate with all political options
• There must be a good player
• because sometimes must settle the warring parties , must be proficient and peacemaker ,
• must look flawless, when toast to the ladies and Mrs,
• he must be a full house, warehouse, but must not be full of yourself, to be successful,
• Staff must have a clean, honest, working, shrewd,
• must be represented simultaneously boss, customers and other parties,
• To sum up, it must be both outside and inside, celebrated, enlightened, nailed to beam through simple, austere and silent type.

One of the best examples of how service providers need to relate to their customers, can be found in the "ten commandments" McDonalds manual labor for operations and training (training) of staff :

• The consumer is the most important person in our business.
• We depend on the customer, not on one of us.
• The consumer is the purpose of our work, and not a hindrance to our work.
• We are not doing a service to the consumer, but we honor it when he calls us.
• Consumer is part of our job, not an outsider (one who stands by).
• The consumer is not a cold statistic - he is a human being of flesh and blood with feelings and emotions like our own.
• He is not someone who should be fighting and persuade.
• A consumer is a person who has expressed their needs, and our job is to satisfy.
• The consumer deserves the kindest and most thoughtful treatment that we can provide.
• The consumer has the right to expect that our work is clean and tidy.

8. HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS

The role of human factors in international management and international marketing has increased in recent years XX century. With process of globalization and the expansion of quality, and striving to achieve maximum productivity with minimum cost, human resources took center stage in the strategic operations. Companies in addition to finance and technology need to have loyal employees so that they can survive in a competitive environment that is rapidly changing.

The term human resources, in terms of concept, developed and popularized in the United States, where the world's "scientific management". Only later crystallized "Japanese model" and the" European model" of management. According to one of the many definitions, international human resource management consists of three dimensions. The first consists of "procurement" people, ie the allocation and utilization of human resources, and they can be classified as human resource planning, personnel selection and socialization, performance appraisal, training and development, compensation and labor relations. The second dimension consists of three categories of countries involved in the international activities of human resource management: the host country, which is one of the parts of the company; mother country where the headquarters and the "other" state, which can be a source of finance or. The third dimension is characterized by three types of employees in an international company: employees nationality of the host country, the home country of nationality employed and employees nationality of a third state. Many companies underestimate the complexity related to international business operations, not paying enough attention to the intertwining of these three dimensions, so that business failures on the international stage may be related to poor international human resource management Strategic human resource needs, on the one hand to align the strategic needs of the organization, and the other more effectively engage human resources. In addition, an international strategic planning must take into account both the commercial benefits and the goals of the host country, as the right strategy developed in response to the market, industry and competitive changes. When a company enters into joint international business, the interests of foreign partners must be consistent with the strategic and operational plans. The strategic approach to human resource management involves investing in human resources, since a significant proportion of human capital determine the knowledge and skills that individuals acquire. Knowledge and skills greatly affect the performance of the employees, so that education is a very important factor in the economic development of a country and the individual companies and lead the achievement of economic and social objectives.

The business functions of human resource management in the hospitality industry has become more important than ever before in history of the organization , and therefore, it has become very important to follow rules of professional ethics. Creativity and innovation have become indispensable components of enterprise management, and contributed to the increasing role of research and Development. Strategy human resource management should also contribute to the creativity of employees, and tactics for innovation to facilitate the implementation of new features idea. Search that the modernization of business requires new skills and new professions that involve high levels of education and training. Individuals must be ready for training to adapt to change and keep their jobs, so they do not become unemployed category. The basic elements of human adjustment factor for performance in the international market as culture, language, religion, morals and customs and innovation, but the necessary human resources and the promotion of local enterprises.

9. MOTIVATION OF EMPLOYEES IN THE HOSPITALITY INDUSTRY

There are different understandings of the concept of motives, one of the most common motive is defined as an internal driving force of the man who encourage and direct his behavior. Motives are often identified with the needs, attitudes, interests, goals. In basis of all behavior is motivated by the needs that man becomes aware and which meeting aims. Motivation is a conscious process of initiating and directing the activities of a man to achieve a certain goal. In consideration of motivation , each man must meet as a kind individual, no matter what category of personality you have previously svrstali.Za it is necessary not only knowledge but also skills. The term "motivation" comes from the Latin word "moves, Mover" which means to move. Motivation is the internal driving force that provides us with a driving force to achieve objectives and meet the needs. It is certain that they are the most successful people where there is no fear of change. And such people are much less than those who are proactive. Most people resist change according to the principle: "It is better known than the unknown evil good." That man could motivate others, must be able to know yourself and motivate yourself, and then the other. Motivation is essential for success both on a personal level and in any type of business, sport, art, or any other environment. Management and development of human resources is becoming increasingly important due to the new place and role of man in all social processes and their management. Staff motivation becomes the basis of modern human resource management because only the construction quality of the motivational system can help an organization to increase its competitiveness and value. The current concept of motivational techniques in the hospitality industry is under flexible, so it is necessary to develop and introduce new ones, which will be its diversity lead to high motivation and satisfaction of employees which will simultaneously achieve business success. Application of scientific achievements in the field of motivation can significantly contribute to increased motivation and satisfaction of employees. Employee motivation is a psychological and social problem and working behavior. The cause of a man's behavior is the internal psychological engine that forces him to action, and the individual's performance depends not only on its ability, but also on his motivation. The task manager is to understand human complexity, motivational theories and to their environment select and apply the material and non-material motivation techniques. The issue of motivation is one of the issues related to the management of the business being in recent years and are increasingly gaining in importance. The current concept of motivational systems, motivational techniques and strategies become insufficiently flexible, so it is necessary to develop and introduce new ones that will a divided its versatility and lead to high motivation and employee satisfaction, and thus at the same time achieve a successful business.

To achieve a successful business, every company has to find the optimal combination of material and non-material incentives for their employees, which will depend on many factors: the sector in which it operates, competition in the labor market, the nature of work, the employment structure. To ensure proper quality of employees in the company, it is necessary to provide the appropriate level of earnings, but it is only a necessary condition - is not sufficient. There is a big difference between the internal and the external startup employee pursued the employee to move into action. The goal of managers should be to initiate people to work on average, but to motivate their employees to perform above average! One of the shortest and most accurate definition of both managers as follows: "The manager is the person who achieves his objective work of others." What top managers apart from the rest are just knowledge and skills, so that these "others" - their subordinates and colleagues to continuously perform their duties and fulfill their goals high quality, professional and efficient.

Many scholars have studied the analysis of motivational factors leading to a large number of their theory. American scientist Abraham Maslow introduced his division five categories of human needs (basic physiological needs, safety needs, social needs, ego needs and self-assertion), believing that the biggest motivation are those with non- met. As one level of needs satisfied, they more the person does not present a significant motive. Also American scholar, Frederick Herzberg's motivation theory maker, according to which there are factors holding "and" incentives", "maintenance factors" are and good pay, holidays, job security, social security, good working conditions and so on. If so, these factors do not motivate people to do more and better, but if there is no cause resentment, moral decline in employment, increasing delays and absence from work. It is an obstacle to the necessary cooperation and the introduction of changes.

"Motivational factors" (factors of satisfaction) are the true motivators , who are able to influence the increased enthusiasm and commitment of the staff. These factors relate to the need for personal development, major accomplishments, responsibilities and recognition. Therefore, challenging, interesting and meaningful activities that allow the expression of all the capabilities of employees with appropriate motivational approach and management style, represent a powerful tool in the hands managers. Sure, it is best to combine all the factors of comparative analysis of both theories. First-class managers hire first-class people. Second-rate managers employ a third-rate people. The great truth is contained in the sentence, "If you want to be the best, surround yourself with better than yourself".

10.HUMAN RESOURCE PLANNING - HUMAN RESOURCES IN THE HOSPITALITY INDUSTRY

Human Resource Planning - frames the process of studying the needs for staff and forecasting and projecting the need for a specific period of time. By planning staff includes a set of activities aimed at determining the required number of workers with the necessary skills in order to meet organizational objectives taking into account the particular interests of employees. HR planning is defined as the systematic process of dating , appropriation and anticipation of staff, creating conditions and solving the problems related to human resources as carriers of production and operation Based on these and other definitions , we can conclude that the planning staff includes:

• the required number of staff and structure for the implementation of the tasks;
• a strategy for recruiting, hiring and development of staff;
• analysis of the development of human resources;
• Development of methodology of planning staff;
• determining the output of the planning process staff.

The basic characteristics of this process are: the complexity, importance, target orientation, foundation the expertise, expediency, systematic and predictive character, alternation, methodological soundness and effectiveness. For staff planning must take into account the specifics of the organization. These specific features can be grouped according to four main criteria:

• departmenizacije degree;
• total number and structure of employees;
• dynamics of material and human resources development;
• the degree of correlation with the development macro unit the environment.

During the planning process, staff is required to adhere to basic principles of which the most important are: scientific reliability, integrity, complexity, democracy, the reality and concreteness, continuity, flexibility , institutional quality, and adresiranost .

Planning staff in companies going through 11 main stages:

• initiating the procedure for the preparation of the plan of human resources;
• decision on the start of the preparation of a plan;
• Analysis of previous development and current situation;
• Analysis of environmental companies;
• establishing goals planning;
• explore opportunities for future development;
• choice of methodology and preparation for the implementation of the methodology;
• development of a plan;
• The adoption of the plan;
• implementing the plan;
• monitoring the implementation of the plan;
• carrying out corrections and innovation plan;
• Evaluation of the results achieved in the implementation of the plan.

During the sixties and seventies by planning staff considered that it is bringing the right people in the right places at the right time, in order to achieve rapid and increased production. In the eighties and nineties, it was thought that the way of dealing with planning staff redundant. At the same time leads to the appearance of a strategic approach to the planning aside. Mincberg (Mintzberg, 1994) notes that the plans are not the most successful strategies already are visions. Do you put emphasis on the vision or planning depends on environment. Where the environment is chaotic, the emphasis should be on creating a vision, and where the environment is balanced, the focus should be on planning. Plans still does not have to be final, but they need to be monitored and improved. Bell (Bell, 1989) points out that planning is an activity that is considered throughout the year. Human resources plan should be flexible and short-term with a simple data analysis, action planning and implementation. Ulrich (Ulrich, 1989) emphasizes that human resources plan should be a means to an end and to achieve the vision, not an end in itself. Kulić (2005) Human Resource Management 183 says that human resource planning must take place in accordance with the vision and strategy of the organization.

11. CONCLUSION

The increasing need for finding and retaining talented workforce tells us that human resource management is becoming a strategic part of the business. Many hospitality institutions effectively seek, retain and advance employees to serve as tools for the management of human resources based on the Internet. Optimization of the workforce means that all recurring operation in the field of human resource management, which are based on documents, transform the processes that are used as needed. This means that you can see and change their benefits, participate in events, access to employees and send reports on costs - all online, from your own computer and any location. In this way, people in the service of human resource management is to test potential candidates and making their profiles easier, saving you time and to eliminate many unnecessary activities in the process of selecting potential employees. We can say that the maximum utilization of human resources is achieved when the work is organized to meet the employees in person and as a member of the organization. Constant technological and market change place ever increasing demands on managers. The competition is huge and the business often comes down to a struggle for survival company, and entrepreneur. In such circumstances, it is reasonable and efficient resource management is the foundation of every successful business. Experts and their knowledge of the initial resources, they are a major factor in achieving the goals and wealth. Ability decision-making, innovation, creativity, a sense of unity and teamwork, awareness of personal responsibility and concern for the development of life-times - important characteristics of this resources. In this area always appear new knowledge and new structural branch exchange system for the purpose of knowledge (knowledge sharing management) and systematic continuous learning and career development (life - long learning).

Important resource is physical real property that requires some knowledge of its use , such as for example the definition of requirements, project development, assumptions, security use, maintenance, etc. Among the significant resources include intellectual property (patents, licenses, etc.), Internal standards, quality systems, and information systems. Time to come will further expanded the types of knowledge required for successful use of resources, the basic requirements for a successful business. It is necessary to explore the concept of human resources and know it well, to the knowledge in this area could better use in further operations.

One of the biggest problems of the motivational system is the resistance of the workers who often do not believe in a system of incentive compensation, in its objectivity and fairness. Therefore, it is essential to gain the trust of employees in the system. People, their needs, motivation and satisfaction should be a center of human resources, as it was realized that human capital is the main tool of competitiveness and advantages in the global market. There are many motivational techniques available to managers. Enterprises that realize that human potential is the most important factor of success, are more successful than those companies where poor governance has not yet realized the importance of human resources and motivational techniques.

There are a number of difficult and complex tasks that are put before the management human resources. Because managers in addition to theoretical knowledge in management and motivational techniques must have knowledge in the organization, and psychology. In addition, it is important to evaluate employee performance, to impartially assess and employees provide their further development and advancement. Motivational drivers are factors that are essential to the success of the changes, which are: a clear vision, a unique and gritty team that implemented the change, education of participants and communication with everyone at different levels should implement the change, or its resistance can hinder them. All major changes require great leadership. Satisfaction and motivation of employees in the hospitality industry are becoming key issues of contemporary organization. Joint purpose of the model and measurement system satisfaction and employee motivation is a tendency to develop in each individual a feeling that employees share a common destiny - the destiny of the company, ensuring that the material and non-material incentives liberate creative potential employees.

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INTERREGIONAL DISPARITIES IN THE TOURISM OF SERBIA

Gajić Tamara, PhD
Higher Business School, Novi Sad, Serbia, gajic_tamara@yahoo.com
Vujko Aleksandra, PhD.
Higher Business School, Novi Sad, Serbia, aleksandravujko@yahoo.com
Njegić Jovan, mr
Higher Business School, Novi Sad, Serbia, jovan.nj@gmail.com

Abstract: *In the overall economic development of many countries tourism is recognized as an important activity, but Serbia still has not reached a satisfactory level of tourism development. Acute problem in the development of tourism of Serbia, whose clarification arises in the design of this study, is the unequal development of tourism at the state level. The main objective of this study was to indicate the degree of regional disparities in the development of tourism. Quantitative indicators are proof that tourism agent revival of many economic and non-economic activities, and the development of underdeveloped areas and the stimulation of employment and particularly significant factor in the further development of economic relations with other countries. As the end result of the research is to test the hypothesis that there is an apparent independence of certain regions in Serbia, and that there is a need for interregional connections in Serbia, and that could be the way to occupied a great position among the leading tourist destinations on the market. The paper presents the data obtained Jarkue Bera test. It is also established a certain degree of seasonality in the respective regions. The survey covers the cities of Novi Sad, Belgrade and Nis, as well as tourist centers in three regions within state, between January 2000th until December 2013.*

Key Words: *tourism, regional development, Serbia.*

INTRODUCTION

Quantitative indicators point to the fact that in the whole economic development of many countries in recent decades, tourism has multiple and profound effects on all aspects of life. Regional development undoubtedly represents one of the most important socio-economic problems, and the application of policy uniformity in regional tourism development occurs with a delay (Romelić, 2008). Sustainable tourism development contributes to the regional balance of overall economic development, and becomes an agent of reviving many economic and non-economic activities, and the development of underdeveloped areas and the stimulation of employment and particularly significant factor in the further development of economic relations with other countries (Gajić, 2009). The knowledge of the existence of disparities in tourism development in the world, became part of the conception of this research undertaking such current topics, in order to emphasize the importance of inter-regional cooperation with the aim to strengthen the position of Serbia in European and World tourist market (Gajić, 2010). The deepening of the gap between developed and underdeveloped parts of the country finds its footing in the territorial allocation of investment, but the one-sidedness of the economic system. The paper presents the data obtained by a research Jarkue Bera test, from 2000th to 2013th year. The survey covered the city tourist circuit: Novi Sad, Belgrade and Nis.

Comprehensive survey indicated a high degree of seasonality in the presence of respective centers of the region. Among the current issues that are the focus of interest of theoreticians is to influence the reduction of the said discrepancy, in order to considerably increase the spillover funds from the more developed and underdeveloped parts of Serbia.
The most direct way of dealing with the world of Serbia in the economic, political, social and cultural terms is through the tourism sector, which contributes to the affirmation of all economic and non-economic system. All long-term accumulated problems in the development of tourism in Serbia have become evident in recent decades, and especially the vision incompletely defined state of tourism and its role in society and the economy as a whole. During the expansion of tourism in other European countries, Serbia is marked down low like tourist development, where also there is no contribution to the development of national economy and regional development (Gajić, 2007). The reasons for the position of Serbia in the international tourism market stand in a causal relationship with the dynamics of the development of tourism, its quality and the achieved level of competitiveness in the market. It is known that the tourist industry in the form of massive represented in the city, spa and mountain areas, but must emphasize the necessity of a stronger linkage between all regions in order to prosperous tourism development. Primacy is given to the outpouring of tourist movement from highly developed receptive and emissive areas in those areas with the lowest level of development when it comes to the tourism sector. This will reduce the differences in the development of the tourism industry, but also in other segments of the economy that are complementary to tourism (Gajic, 2010). For now we can speak only of partial success of tourism which is actually only apparent, and also with the confidence that they will achieve the greatest success when it reaches a higher degree of inter-regional tourism association.

2. LITERATURE REVIEW

The tourist offer of Serbia is supposed to represent the end result of interrelated resources and coordinated regional parts of the state, within which performs quantitative and qualitative transformation of raw tourist area comprehensively in its tourist value, and then in the general tourism product (Vujko et al., 2013). Considerably the disparity component parts resources in quantitative and qualitative terms in all regions of Serbia. From the quantitative point of view on the primacy of the natural attractive factors, and by the quality of it belongs to social factors (Nordin, 2005; Haulot, 1995). However, despite his wealth of resource, weak development of communicative factors preclude intensive exploitation of tourism potential of all regions of Serbia. Political factors completely degrade the objective and subjective factors determining the development of tourism, and population activities in this regard, and therefore the value of quantitative and qualitative indicators of tourist demand. It must be emphasized that Serbia has not represented a significant area of tourism demand, but regardless of this fact because of its existing real positive characteristics Serbia will become a highly quoted a tourist destination, and it should be linked to a vast untapped tourist offer, which has yet to be placed. The optimal solution can be achieved if the controlled approaches to regionalization of the tourist area and determining the function of these regions that constitute the internal structure (Vujko et al., 2014). A regional approach to tourism planning and space creates the best

opportunities to achieve optimal relationships, both within the individual tourist regions, and between different tourist regions (Stephenson, 2007). It is important to explore the territorial units or regions tourism resources, the material basis of tourism and other parts of the economic infrastructure. Uniformity in the territorial tourism development of Serbia pulling roots from the past, and are mainly caused by polarization of the tourism industry. However, to explain disarrangement development in Serbia, it is not necessary to return to the past, because it return to the roots of lagging behind in tourism development is necessary only to establish the primary causes of backwardness and to determine why the irregularity, despite extensive investment in development, deepen. Continuous observation and summarizing differences among regions leads to results on the quality and strength of their interconnections in certain segments (Inskeep, 2004).
The realization of the primary objective of uniformed tourism development in the region is necessary to make a selection of priorities in development, and therefore have in mind the time factor, because all the processes taking place in time and the time horizon of particular importance for conscious coordination and guidance of these processes (Goodwin, 2007; Hall, 2007). The basic meaning of the region lies in the fact that they represent the optimal territorial geography, analytical and planning framework, or a common means of solving complex issues and directing regional tourism development (Mathieson, 2006). For all the questions from the regional aspect can be determined by solving the problem at the regional level depends on a better functioning of the economy in the area of the region and favorable socio-economic development of the community.

3. RESEARCH METHODOLOGY AND RESULTS

The research was conducted on monthly data relating to the number of tourists in Belgrade, Novi Sad and Nis during the period from January 2000 to December 2013. Observed series are presented by Figure 1.

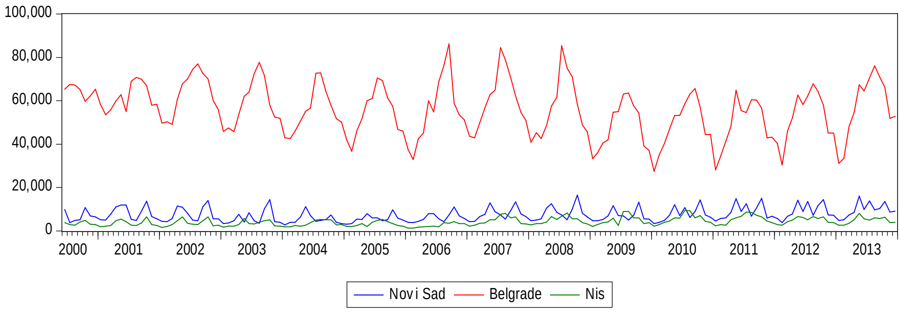

Figure 1. *Number of tourists in Belgrade, Novi Sad and Nis during the period from January 2000 to December 2013 (monthly data). (Source: Statistical Office of the Republic of Serbia)*

Not surprisingly, Belgrade as capital city has the largest number of visiting tourists. Mean value of number of tourists in Belgrade is approximately 7.5 times larger than the same indicator in Novi Sad, and 13.5 times larger comparing to Nis. While Novi Sad and Nis series follow normal distributions, the frequency of Belgrade series is platykurtic, which is confirmed both by the results of Jarque-Bera tests (Jarque, Bera, 1987) and kurtosis. The platykurtic distribution of Nis series indicate less frequent expectation of extreme values comparing to normal distribution.

All three series show strong presence of seasonal effect. Scaling factors of seasonal effects are calculated by applying multiplicative seasonal adjustment method, which means that factors represent ratios to moving average. Scaling factors for all three series indicate larger number of tourists during periods April – October, with certain specific features for each series. Novi Sad series is characterized by extremely high values in May and October. It should be noted that the closer inspection of Novi Sad time series show high values in July during last three years. Belgrade time series has the largest scaling factors during periods July – August, while Nis is most visited during August and October. The more detailed basic statistics and values of calculated scaling factors are presented in Tables 1 and 2.

Tables 1& 2. *Basic statistics and scaling factors of seasonal effects for observed series*

	Novi Sad	Belgrade	Nis
Mean	7511.708	56111.06	4179.548
Median	6757.5	56658	3814
Maximum	16543	86205	9352
Minimum	2747	27389	1260
Std. Dev.	3201.743	12102.68	1845.75
Skewness	0.857815	-0.051611	0.782677
Kurtosis	2.837028	2.62769	2.992521
Jarque-Bera	20.78963	1.04489	17.15273
Probability	0.000031	0.593069	0.000189
Sum	1261967	9426658	702164
Sum Sq. Dev.	1.71E+09	2.45E+10	5.69E+08
Observations	168	168	168

Mesec	Ns	Bg	Ni
1	0.613807	0.731681	0.548907
2	0.63423	0.732539	0.616912
3	0.82958	0.840048	0.764138
4	1.147095	0.94708	1.001436
5	1.608337	1.121233	1.311204
6	1.202206	1.097412	1.123748
7	1.027535	1.270311	1.324127
8	0.761319	1.29885	1.467885
9	1.240931	1.244596	1.334001
10	1.882841	1.098282	1.4847
11	0.923137	0.92941	0.852061
12	0.827402	0.909228	0.798466

(Source: Authors calculations)

Unit root tests conducted on deseasonalized series, obtained by applying multiplicative seasonal adjustment method, show the evidence of non-stationarity in all three series. Therefore, all data were differenced, in order to obtain stationary series.

To forecast the number of tourists in the observed cities, autoregressive moving average models (Whittle, 1951) were applied on transformed data:

$$r_t = \phi_0 + \sum_{i=1}^{p} \phi_i r_{t-i} - \sum_{j=1}^{q} \theta_j a_{t-j} + a_t.,$$

Where r_t is observed series, $\square_0$ is constant, $\square_1$, ...,$\square_p$and θ_1, …, θ_p are model parameters and a_t is white noise.

All series were tested with ARMA(1,1) to ARMA(5,5) models, and optimal models were selected based on Schwarz Bayesian information criterion (Schwarz, 1978):

$$BIC = -2\zeta + \frac{\log(T)}{T}k,$$

Where ξ is log likelihood function, T is sample size, and k is number of parameters. Also, the statistical significance of parameters and autocorrelation of residuals were taken into the account. According to these criteria, optimal models for Novi Sad and Belgrade series is ARMA (2,3) and for Nis series is ARMA(0,2). The specifications of selected models are given by Table 3.

Table 3. *Selected ARMA models for observed series.*

	Novi Sad			Belgrade			Nis		
Variable	Coeff.	Std. Err.	Prob.	Coeff.	Std. Err.	Prob.	Coeff.	Std. Err.	Prob.
C	14.265	23.790	0.550	-41.417	133.873	0.758	9.986	11.401	0.382
AR(1)	1.612	0.083	0.000	1.629	0.028	0.000			
AR(2)	-0.820	0.071	0.000	-0.900	0.026	0.000			
MA(1)	-2.432	0.111	0.000	-2.188	0.080	0.000	-0.504	0.075	0.000
MA(2)	2.103	0.197	0.000	1.728	0.144	0.000	-0.315	0.075	0.000
MA(3)	-0.624	0.097	0.000	-0.429	0.080	0.000			
R-sq	0.416			0.304			0.243		
Adj. R-sq	0.397			0.281			0.234		
S.E. of reg.	1302.73			4097.24			770.67		
Sum sq. resid	2.61E+08			2.60E+09			95029677		
Log likelihood	-1371.53			-1564.60			-1313.28		
F-stat.	21.90			13.54			25.74		
Prob(F-stat.)	0			0			0		
BIC	17.33			19.63			16.21		
Durbin-Watson	1.99			1.96			1.95		
Inv. AR Roots	.81+.41i	.81-.41i		.81-.49i	.81+.49i				
Inv. MA Roots	.87+.37i	.87-.37i	0.7	.86-.43i	.86+.43i	0.46	0.87	-0.36	

(Source: Authors calculations)

Forecasted values of applied models were transformed back to the original series which represent number of tourists, and modified by obtained factors of seasonal effects. Forecasted values fitted well to original data for all three series, which is shown on Figure 2.

4. CONCLUSION

Tourism development does not happen everywhere at the same time, but the basic theory of the Regional tourism development to specific regions where gain an advantage in the development and harder to keep it (Stipanuk, 2005). Some theorists argue that the polarization of regional development is inevitable and justified from an economic side, but that is a matter of assessment whether tourism has reached the desired effect of spreading that gets priority in social and economic terms. In this case, all factors lagging tourism development would have to find a solution in a comprehensive regional policy, which would be essentially opposed to further polarization between regions. Such a development policy requires establishing clearly formulated goals that actually encourage the reduction of inter-regional differences in time intervals. The fact is that the decades-old differences arising in the regions can not be completely removed, but the power of goal that contains a

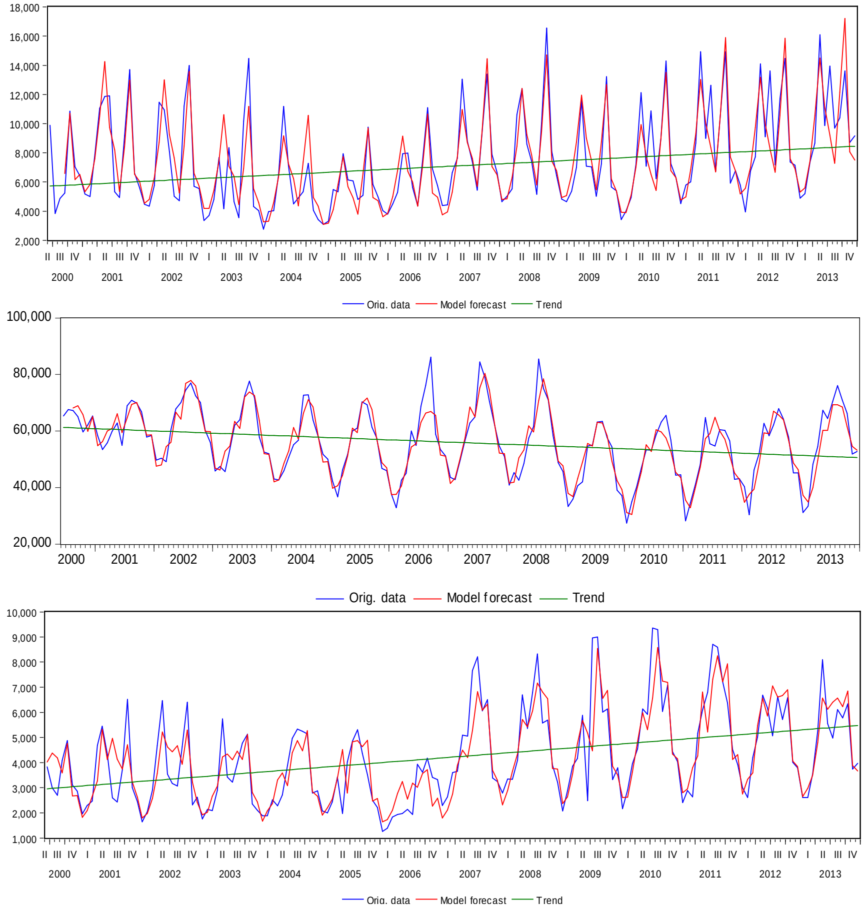

Figure 2. *Historical data, forecasted values and trend of observed series. (Source: Authors calculations)*

solid economic and political obligations towards tourism development and reducing disparities (Cheong, 1995). Tourism development is realized in very different combinations among the structures, so that any concrete global area is determined, and a special circuit unevenly developed structure. In the regions should be seen as objects of economic development and as a territorial segments of the entire tourism industry. Tourist region should cover certain parts of the territory of which should be to establish a strong correlation and to be organized. Regional imbalances are a consequence of natural and historical conditions of development, the degree of utilization of natural resources, economic structure, disposition and development of productive forces. Significant differences in the achieved level of economic development of certain areas were not only socially unacceptable, but become brake general development, and more attention is focused on achieving harmonious regional development, as well as the optimal conditions for the development not only of certain areas, but also in the whole of Serbia. In the area of tourism and hospitality are particularly pronounced differences in the development of individual areas, primarily due to the different natural conditions (Bowen, 2000). Certain interests in heterogeneous regions are disabled to achieve the goal of balanced development at the state level, and therefore the reduction target of the resulting deformation within the entire economic structure and development. Disregarding all the possibilities for the development of uniform and exploitation of resources in the regions, which could be achieved by adequate policies and the concept of regional development. In this paper, the authors have tried to point out the high degree of regional differences or disparities in the development of tourist activities.

The Jarkue Bera test confirmed the initial hypothesis that there disarrangement regional tourism development in Serbia, and with it a high degree of seasonality in the regions covered by the survey. We used statistical data since January 2000 to December 2013th year. The study included the city's tourist centers of the regions of Serbia: Novi Sad, Belgrade, Niš. Based on the quantitative value of the number of tourists in the respective centers confirmed the initial assumption about the level disparitetnosti at the state level.

Analysis of observed series show strong evidence of seasonal effect, which was expected. Also, it is evident that Belgrade has much higher number of tourists during the whole period, comparing to Novi Sad and Nis. Trend lines for observed period, on the other side, show obvious incline for Nis series, a little slower incline for Novi Sad, and decline for Belgrade series. These results should be taken with caution because of possible presence of structural breaks in the series. The examination of series forecast by ARMA models showed that obtained forecasted values fitted historical data very well, which gives possibilities for prediction of future series values, as well as the examination of their mutual relationship and influence on economic indicators in observed regions

The fact is that no radical changes in policy development will not be able to progress or any changes in the system of the tourism industry and the level of development. Consequently Serbia is degraded to generally placed on the international market tourism. Partial analysis of the tourism development of the country and determine the degree of correlation, the first step toward reducing disparities. The causes that led to such a situation can be mitigated or eliminated by implementing development strategies. The conditions under which the tourist industry in Serbia have developed fully defined, but it is necessary to set goals that will contribute to the stabilization of the tourist, economic and social systems. All destinations in Serbia of which were discussed and that the information given should take the initiative in order to increase the current level of content and offers, and it is considered a serious strategy for repositioning of the destination to a high position in the market. All regions of Serbia had been in its development to establish destination value chain, namely to connect or to manage all tourism products or services contained in their offer, to controlled ruled tourist business. Regions should function as an integrated destination.

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ASSESSMENT OF FINANCIAL CONDITION OF HOTEL ENTERPRISES TENDING TOWARDS SPA TOURISTIC CENTRES IN THE REPUBLIC OF SERBIA

Nataša Jovanović, PhD
Ministry of Finance, Tax Management, Uzice Branch, Serbia
e-mail: natasajovanovic@sbb.rs
Miloš Jovanović, PhD
High Business Technical School of Occupational Studies, Uzice, Serbia,
e-mail: milos.jovanovic@vpts.edu.rs
Zorica Sagić, PhD
High Business Technical School of Occupational Studies, Uzice, Serbia,
e-mail: zorica.sagic@vpts.edu.rs

***Abstract**: To access financial standing of hotel touristic enterprises tending towards the spa touristic centres, we started with relevant information drawn from accounting reports of the representative target group of hotel touristic enterprises tending towards the spa tourism on the Serbian territory for the period starting from the year 2008 to 2010.With a comparative analysis of financial standing and with the ratio-analysis of the same, a certain number of financial indicator was found. These indicators point to the fact that financial business of touristic enterprises was difficult over the period observed due to both external and internal factors of the enterprises themselves. It is necessary to re-examine both the financing and marketing strategies using the optimum combination of the ''marketing mix" instruments in order to attain competitive advantage and growth of income obtained through sales.*

***Key words**:hotel touristic enterprises, spa tourism, financial reports, ratio-analysis, financial indicators*

1. INTRODUCTION

In order to carry out the analysis of finacial standing of touristic enterprises on Serbian territory through a comparative inspection of acccounting reports referring to the 2008-2010 period, one must take into account the macro-economical milieu over the given period.

In 2009, macro-economic milieu in The Republic of Serbia was significantly less favourable than the one in place over several preceding years. It was mostly due to the effect of the world economic crisis causing deterioration of basic macro-economic indicators. Strong economic growth featuring preceding years was put to halt in 2009, while GDP, as the most important macro-economic instrument to measure the total economic activity of the country, dropped down by 3.1 % year-on-year. In 2010, a 1.8% growth was reported. However, despite this, the accomplished growth indicated that the economy was slowly recovering, taking into account the fact that only a bit more than a half of the fall from previous year was compensated for. The highest GDP growth was reported from the sectors Traffic and Storage and Finance and Insurance Activities, while the largest reduction of activities was reported from the Construction Sector. At the same time, a dominant share in GDP was still held by Traffic and Storage Sector and Real Estate Sector. A 2.9% y-o-y growth of physical volume of industrial production indicated that recession ceased in 2010. In previous year, it was reported that industrial production suffered a dropdown of 12.1% y-o-y. Foreign trade of The Republic of Serbia increased, so that in 2010 the exports growth was reported to have almost reached the levels before the crisis. Together with a moderate import growth, this contributed to reduction of the foreign trade deficit of 5.7% y-o-y. Moderate recovery of economic activities on the labours market was followed by a further reduction of the total number of the employed and by the growth of unemployment rate, with a slight growth of average salaries. Apart from this, the overal economic milieu during the year 2010 was particularly adversely featured by stronger inflatory pressures and depreciation of the exchange rate. The inflation rate of 11.5% was reported, as well as a 10.0% drop of value of domestic currency in comparison to euro at end 2009.

Table 1. *Basic macro-economic indicators*

DESCRIPTION	2010.	2009.	2008.
Gross domestic product in million RSD-	1.333.4000	1.310.178	1.352.418
GDP growth rate	1.8	-3.1	5.5
Industrial production	102.9	87.9	100
Inflation rate (retail prices)	11,5	10,4	6,8
Exports (million EUR)	7.393,4	5.961,3	7.428,0
Imports (million EUR)	12.621,9	11.504,7	15.494,00
Foreign trade deficit(million EUR)	5.228,5	5.543,4	8.066,00
Number of the employed (thousand)	1.771	1.857	1.990
Gross salaries (RSD)	47.450	44.147	45.674
Net salaries (RSD)	34.142	31.733	32.746
EUR-RSD exchange rate (as of Dec 31)	105.50	95.89	88.60

Source: *Republic Institute for Statistics , National Bank of Serbia*

Such an unpredictable and risky business environment together with negative effects of the world economic crisis implied additional caution of foreign investors interested in The Republic of Serbia. Therefore, the volume of direct foreign investments in 2010 was reduced by almost two fifths with regard to the previous year.
According to the data presented by Serbian Business Registers Agency referring to business performance of Serbian economy in the year 2010, based on both financial report registers and the data on solvency of entities and enterpreneurs, entire number of commercial entities was decreased in comparison to the year 2009 down to 90,985 at end 2010. In 2008, there were 1,905 commercial entities belonging to Z-sector (hotels and restaurants). According to the 2010 financial data, commercial entities showed a slight 12.5 % growth of total incomes. Total expenses were increased by 12.1%. Commercial entities made most incomes out of their basic business activities, thus the share of business incomes in total income amounted to 93.3%. On the other hand, business expenses had the largest share of 88.5% in total expenses; at the same time, purchase value of the sold goods and material costs had the largest share in business expenses. However, in spite of business revenue having been accomplished, insufficient volume of activities and high indebtedness

induced further growth of financial expenses, with interest and negative exchange rates being the largest ones. Therefore, financial losses exceeded business revenue. As a consequence, in 2010 commercial entities in total showed a negative net financial result, which was lower by 12.2% on year-to-year basis. (NBS, 2010.)

According to the data presented by Serbian Business Registers Agency referring to business performance of Serbian economy in the year 2009, the observed, Z-coded, sector of hotels and restaurants consisting of 1,905 commercial entities (accounting for 2% of total number of commercial entities) covered 91.9% of total expenses by total incomes in 2009, while they had a 97.5% business incomes coverage of business expenses. Loan indebtedness of these enterprises accounted for 1% of total loan indebtedness of the economy. Cummulated sector losses led to downfall of own capital by 29.3%. The amount of the sector loan indebtedness was 34.4% higher than cummulated losses. Yield rate applied for total assets after taxation had negative prefix in both 2008 and 2009, so did yield rate applied for own capital after taxation. The ratio of interest coverage (by accomplished revenue) was also negative, while the ratio of own capital (the share of own assets in total financing sources) was 47.6 in 2009 and 50.1 in 2008. In 2008, general liquidity ratio (capability to pay short-term liabilities without selling current assets) was 0.66, while it was 0.72 in 2009. (NBS, 2009.),(NBS, 2008.) Above mentioned indicators point to the fact that touristic enterprises mostly suffered business losses during the crisis and that they incurred debts while aiming to secure current liquidity.

2. METHODOLOGICAL APPROACH TO EMPIRIC RESEARCH

In order to evaluate financial capabilities of touristic enterprises, being one of the business competence factors, it is necessary to comprehend a comparative display of accounting reports, as well as performance analysis referring to certain number of hotels. The aim is to comprehend the influence of such results on quality of decisions made by a management in terms of sourcing aimed to gain competitive advantages.

For further analysis purposes, financial reports published on The Agency for Business Registers' web page were used; these comprise balance sheet, profit and loss acccount and cash flow reports for the years 2008, 2009 & 2010, referring to 60 small, medium and large touristic enterprises used for sampling. Based on the data stored in financial reports for each enterprise, both a collective balance sheet and a collective profit and loss account were made representing conditions of assets and the extent of business success of Serbian touristic economy over three consecutive years. As hotels doing operations in urban environment, in spas, on mountains, in vicinity of rivers and lakes were used for sampling, a sample was selected for each group of enterprises. In order to analyse hotel business operations in mountain centres, a collective financial report was made out of individual data for hotels as touristic enterprises dealing with mountain tourism. (Jovanović, N., 2013)

Table 2. *Collective balance sheet of hotel enterprises in The Republic of Serbia tending towards spa tourism over the period from 2008-2010*

POSITION	AOP	2010	2009	2008
ASSETS				
A. PERMANENT ASSETS (002 + 003 + 004 + 005 + 009)	1	2.728.950	2.503.339	2.104.339
I. SUBSCRIBED CAPITAL UNPAID	2	1.397	0	210
II. GOODWILL	3	0	0	0
III. INTANGIBLE ASSETS	4	3.291	1.947	1.910
IV. PROPERTY, PLANT, EQUIPMENT AND NATURAL ASSETS (006 + 007 + 008)	5	2.487.744	2.473.148	2.073.901
1. Property, plant and equipment	6	2.052.595	2.472.988	2.073.728
2. Investment property	7	435.003	0	0
3. Natural assets	8	146	160	173
V. LONG-TERM FINANCIAL INVESTMENTS (010+011)	9	236.518	28.244	28.318
1. Investments in capital	10	234.901	26.271	26.271
2. Other long-term financial investments	11	1.617	1.973	2.047
B. TURNOVER ASSETS(013 + 014 + 015)	12	787.326	690.339	689.480
I. INVENTORIES	13	146.535	147.047	138.256
II. PERMANENT ASSETS HELD FOR TRADING AND TERMINATING BUSINESS ASSETS	14	0	0	0
III. SHORT-TERM RECEIVABLES, INVESTMENTS AND CASH (016 + 017 + 018 + 019 + 020)	15	640.791	543.292	551.224
1. Receivables	16	402.676	380.344	391.340
2. Receivables for prepaid income tax	17	827	88	2.531
3. Short-term financial investments	18	127.422	91.013	79.936
4. Cash and cash equivalents	19	97.436	60.289	62.517
5. Value added tax (VAT), prepayments and accrued income	20	12.430	11.558	14.900
IV. DEFERRED TAX ASSETS	21	8.544	895	826
V. BUSINESS ASSETS (001 + 012 + 021)	22	3.524.820	3.194.573	2.794.645
G. LOSS OVER CAPITAL	23	190.037	165.341	50.182
D. TOTAL ASSETS (022 + 023)	24	3.714.857	3.359.914	2.844.827
Đ. NON-BALANCE ASSETS	25	70.934	1.610	1.623
POSITION		2010	2009	2008
LIABILITIES				
A. CAPITAL (102+103+104+105+106-107+108-109-110)	101	2.213.846	2.167.189	1.836.457

I. BASIC CAPITAL	102	1.689.181	1.778.040	1.771.729
II. SUBSCRIBED CAPITAL UNPAID	103	0	0	210
III. RESERVES	104	252.590	298.455	323.368
IV. REVALUATION RESERVES	105	369.803	369.803	74.984
V. UNREALIZED PROFIT BASED ON HOV	106	0	0	0
VI. UNREALIZED LOSS BASED ON HOV	107	0	0	0
VII. RETAINED PROFIT	108	430.499	321.544	167.108
VIII. LOSS	109	528.227	514.247	419.813
IX. OWN SHARES PAID-OFF	110	0	86.406	81.129
B. LONG-TERM PROVISIONS AND LIABILITIES (112 + 113 + 116)	111	1.489.558	1.180.131	994.194
I. LONG-TERM PROVISIONS	112	9.050	0	249
II. LOG-TERM LIABILITIES (114 + 115)	113	293.853	253.409	230.405
1. Long-term loans	114	278.708	234.698	208.377
2. Other long-term loans	115	15.145	18.711	22.028
III. SHORT-TERM LIABILITIES (117 + 118 + 119 + 120 + 121 + 122)	116	1.186.655	926.722	763.540
1. Short-term financial liabilities	117	136.314	87.356	147.308
2. Liabilities based on assets held for trading and liabilities based on assets from terminating business operations	118	0	0	0
3. Liabilities from business operations	119	521.649	405.257	386.821
4. Other short-term liabilities and accruals and deferred income	120	459.131	381.612	180.955
5. Liabilities from value added tax and other public incomes	121	65.975	42.328	47.035
6. Liabilities from income tax	122	3.586	10.169	1.421
IV. DEFERRED TAX LIABILITIES	123	11.453	12.594	14.176
V. TOTAL LIABILITIES (101 + 111 + 123)	124	3.714.857	3.359.914	2.844.827
G. NON-BALANCE LIABILITIES	125	70.934	1.610	1.623

3. FINANCIAL BUSINESS ANALYSIS OF HOTEL TOURISTIC ENTERPRISES TENDING TOWARDS SPA TOURISM

Table 3. has been drawn out of the 2008-2010 accounting reports of touristic enterprises dealing with mountain tourism (although not all reports were revised). It represents indicators of general conditions of touristic enterprises, their accummulative and credit capabilities, as well as their liquidity, structure, profitability and activity indicators. In total, there are 32 indicators, marked P1……to P32. (Jovanović, N., 2013)

Table 3. *Business indicators of Serbian touristic enterprises tending towards spa tourism*

Indicator	Name of data or indicators	2010	2009	2008
General information				
P1	Total income	2.204.664	2.252.428	2.172.252
P2	Total expenses	2.007.873	2.169.389	2.153.814
P3	Total net financial result from regular business	196.791	83.039	18.438
P4	Net financial result	137.333	63.176	-8.580
P5	Business result	161.993	198.396	84.612
P6	Percentage of revenue in total income	6,23%	2,80%	-0,39%
P7	Number of employees	1.373	1.565	1.617
P8	Turnover per employee	1.512	1.406	1.300
P9	Profit per employee	100	40	-5
Accummulative and credit capability				
P10	Self-financing	0,60	0,65	0,65
P11	Credit capabaility	0,81	0,87	0,87
Liquidity indicators				
P12	1st degree ACID- liquidity test	0,08	0,07	0,08
P13	2nd degree liquidity test	0,54	0,59	0,72
P14	2rd degree liquidity test	0,66	0,74	0,90
Structure indicators				
P15	Ratio between the value of capital and permanent assets	81,12%	86,57%	87,27%
P16	Ratio between the value of long term capital and permanent assets	91,89%	96,69%	98,22%
P17	Ratio between capital and the value of permanent assets and inventory	76,99%	81,77%	81,89%
P18	Ratio between permanent and turnover assets	346,61%	362,62%	305,21%
P19	Own capital share in total capital	59,59%	64,50%	64,55%
P20	Other capital share in total capital	40,41%	35,50%	35,45%
P21	Business risk factor	8,70	7,72	16,37
P22	Financial risk factor	1,15	1,25	1,78
P23	Total risk factor	11,89	11,20	40,18
P24	Turnover fund at end year	-212.201	-82.741	-37.228
P25	Long term financial balance condition	-1.078.397	-909.376	-645.689
Profitability indicators				

P26	Own capital yield rate - ROE	6,20%	2,92%	-0,47%
P27	Investment yield rate - ROI	4,84%	3,69%	1,91%
P28	Rational interest coverage by income	3,22	1,04	-0,14
P29	Borrowed and own capital ratio	0,67	0,54	0,54
Activity indicators				
P30	Inventory turnover coefficient	14,15	15,43	N/A
P31	Total assets turnover coefficient	0,59	0,71	N/A
P32	Average number of days in collecting payments	71	63	68

Touristic enterprises in spa touristic centres were featured by the following: Total income in 2010 was increased by 1.5% with regard to the year 2008. (Figure 1.). Total expenses were reduced by abt 7%. Net financial result was positive with a growing tendency (Figure 2.).

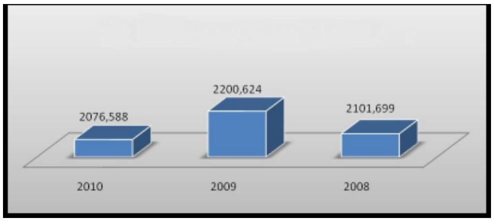

Figure 1. *Total income per years*

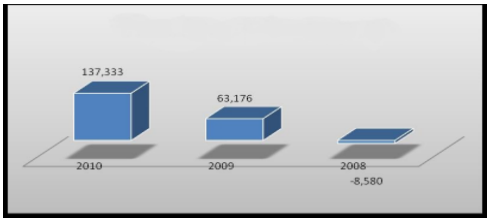

Figure 2. *Net financial result*

Total assets were increased primarily in reference to long-term financial placements and receivables. On the other hand, both long-term and short-term financing sources were increased. Business result was positive but lower than 2009 due to lower income gained from difficult business conditions. As for expenses, cost-saving was attained in procurement of materials, inventories and through reduction of the number of employees (by 15.1%). Therefore, both turnover and profit per employee were increased. For each 100 RSD of total income, 6.23 RSD of revenue was gained; profit per employee was increased from 40 RSD in 2009 up to 100 RSD in 2010.

Good credit potentials provided for reduction of the share of own financing sources leading to growth of other financing sources. Due to a high share of permanent assets in the total assets, these enterprises could use their own capital to finance only 81.12% of permanent assets. Indicators show that long-term sources (own capital and borrowed financing sources) were used to finance 91.89% of permanent assets meaning that financing of turnover assets was jeopardized and thus the first, second and third degree liquidity was at very low levels.

The condition of turnover fund shows that it was permanently spent to secure such (a low) level of liquidity. In this reference, the perspective of a long-term financial balance was very poor (Figure 3). The factors of business and financial risk got stable in comparison to the year 2008 but still at very high levels raising caution to go into additional borrowings.

Rational interest covered by income was positive (Figure 6.) meaning that these enterprises managed to cover 3.22 RSD of interest for each 100 RSD of income. Having compared the yield rate for own capital (ROE) being 6.20% in 2010 and the yield rate for investments (ROI) being 4.84%, we can conclude that due to expenses on the interest for the borrowed sources, these enterprises lost 1.36 % of own capital accrual (Figure 4 & 5).

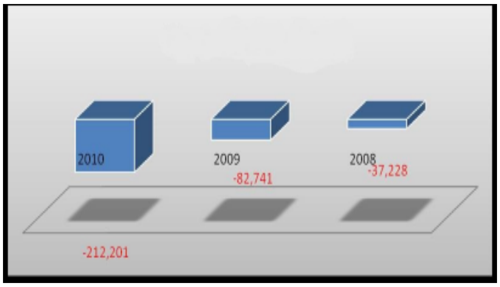

Figure 3. *Net turnover fund*

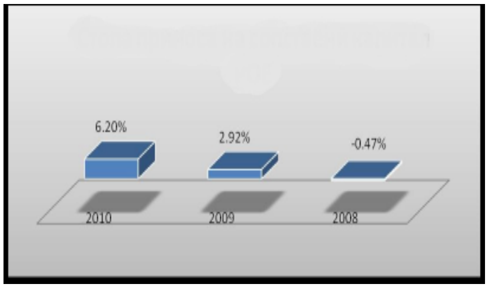

Figure 4. *Own capital yield rate (ROE)*

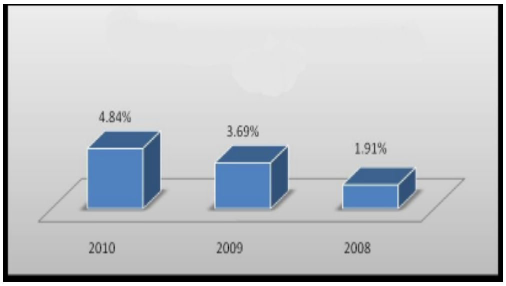

Figure 5. *Investments yield rate (ROI)*

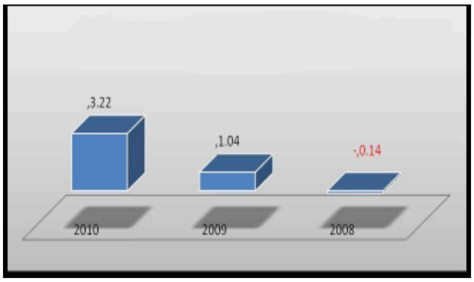

Figure 1. *Rational interest covered by income*

The above activity indicators show that the inventory turnover coefficient was at average levels of the branch, while the turnover coefficient of total assets was at similar levels over the years and significantly above the branch average.The system of collection of receivables was also more efficient.

4. CONCLUSION

Business operations of touristic enterprises in the Serbian spa touristic centres was difficult over the observed period due to both external reasons (world economic crisis, low living standard of the population, undeveloped infrastructure, insufficiently incentive government policy and alike) and internal factors within the enterprises themselves. That is, enterprises in the spa touristic centres have not fully overcome the limitations of a seasonal character of touristic offers. High fixed costs of hotel facilities require these to be be fully booked over the entire year. Therefore, business strategy of these enterprises should point to this direction.

Common place for all enterprises is a high level of indebtedness. Both financing and procurement strategies should be re-examined in order to reduce total expenses and improve financial result with mandatory growth of sales-related revenue. In order to accomplish such objective, it is necessary to analyse sources granting competitive advantages for each individual enterprise; it is also necessary to choose a marketing strategy with an optimum combination of "marketing mix" instruments and financing strategy leading to growth.

A financial strategy should provide the growth making up the value through a dynamic balance between collected and allocated assets. The main part of financial strategy refers to the sustainable growth rate. Such rate is the maximum growth rate at which total income increases without tensed utilization of financial resources, i.e. it is the rate at which a profitable growth is accomplished with no adverse effects on liquidity. If the actual growth rate is higher than the sustainable one, certain adjustments may be made and included in either financing or business plans. It is sometimes necessary for the well-being of an enterprise to slow down or even attain a negative growth. A slowed-down or negative growth are temporary notions as the enterprise concerned reacts on such notions by going into restructuring which should provide the grounds for repetition of a profitable growth.

In order to accomplish the sustainable growth rate, production management must be brought in accordance with financial management. A quick growth, even when it is profitable, requires additional amount of cash. In order to secure additional cash, enterprises use credit capital more aggresively leading into the growth of financial leverage. A prospectively reserved activity of the banks in loan granting can lead the enterprise into liquidity crisis on a short-term basis. Attempting to solve the liquidity crisis, enterprises use other, usually more expensive financing sources which increase their financial load. On a short-term basis, they face liquidity crisis; on a long-term basis, they are faced with profitability crisis as capital expenses erode a standard level of the profit rate. Liquidity crisis and profitability crisis lead into liquidation. The enterprises with a growth rate below the sustainable growth rate have got financing issues but their main problem is of another nature: instead to fight for fresh money, these enterprises experience a problem to profitably utilize their own capital. There are three options for them[5]. First, free assets can be returned to shareholders through dividends or by having own shares repurchased. A significant limitation to carry out this action is the tax system. Second, there is a possibility to accumulate cash, which would lead to growth of both liquid assets levels and credit potentials. It would certainly raise acquisition interests of other enterprises. The third possibility is diversification through external growth. If the enterprise is not capable of attaining diversification by means of its own investments, it would try to accomplish external growth by joining or merging into other enterprises.

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ECOTOURISM- AN IMPORTANT DEVELOPMENT OPPORTUNITY FOR THE WESTERN BALCANS AND SERBIA

Academician Prof. Mitar Lutovac, PhD
Faculty of Management Herceg Novi, Montenegro
Milan M. Đuričić, PhD
Faculty for Business-Industrial Management, Belgrade, e - mail: nikkec@open.telekom.rs

Abstract: *Eco-tourism is getting increasingly important in modern tourism . As many stated,it is a great development opportunity for the Western Balcans and Serbia. The latter intends to get abt 12% of its territory covered with protection of some sort, which stands for a huge development potential. Serbia should turn to climate changes reduction by means of so called green travel and natural habitats protection from the devastating mass tourism. In this way, local developments may be significantly incited by emphasizing the local values and tradition. The aim of this paper is to present the actual opportunities for development of eco-tourism using all positive world experience in this field.*

Key words: *sustainable development, eco-tourism, eco- tourist,preserved natural wealth*

1. INTRODUCTION

Due to irresponsible behaviour of individuals and groups, mass tourism represents a frequent threat for the environment. Therefore, the world is turning to so called soft, or green, tourism – eco-tourism. The aim is to abandon touristic destination and turn to the tourism with no environment devastation left behind numerous guests (http://biologija.com.hr/modules/AMS/article.php?storyid=8446,).
Eco-tourism–sustainable tourism is recognized as a development opportunity of the Western Balcans' countries including Serbia. Sustainable tourism is opposite to the efficient mass tourism exploiting natural and other resources to accomplish low prices, not taking into account the damages for the environment and with no regard to the quality. If we want to preserve the nature for the generations to come , we must understand the nature and its processes; we must strictly control the influence of tourism on the environment. So, it is important to reach a balance among the ecological, economic and social-cultural components of tourism. This is gained through education, voluntary activities, by getting to know the nature, help its preservation and through organized nature protection. It is particularly applicable in national parks, natural parks, reservates and other kind of the protected natural wealth which are very popular for various segments of the touristic offer. The term ECO-TOURISM is defined in different ways, and it represents a touristic concept including the set of principles and a particular market segment. Some definitions of this term are given below:

- The international standard for eco-tourism GREEN GLOBE 21 defines eco-tourism as " ecologically sustainable tourism primarily focused to research natural areas, firmly bound to preservation, respect and conservation of natural environment".
- „Eco-tourism is ecologically responsible way of touring relatively intact natural areas aimed at both enjoying and celebrating the nature (as well as all accompanying cultural features from both the past and the present)and promoting conservation, with a minor adverse influence of visitors. It provides social-economic benefits for the natives actively involved in eco-touristic business" (Ceballos – Lascurain, 1996).
- **IUCN** (World Conservation Union) defined eco-tourism in 1996 as: "environmentally responsible way of touring relatively intact areas aimed at enjoying and respecting the nature as well as all accompanying cultural features from both the past and the present). It promotes preservation, with a minor influence of visitors. It provides a benefitial and active social-economic inclusion of the natives."
- The International Ecotourism Society/TIES, defied eco-tourism in 1991 as " a responsible journey to natural areas, preserving the environment and sustaining the well-being of the natives."
- Some define eco-tourism as a nature-based tourism. Its results obtained in sustainable development contribute to natural area protection, education of visitors on sustainability and benefit accomplishment by the locals. This is a small yet fast-growing industry acting within market niches ruled by market forces and regulations. Eco-tourism is individually present on the market or it belongs to the small-volume tourism (referring to touristic groups involving up to 25 persons and the hotels with less than 100 beds). Small and medium enterprises are involved in this kind of tourism.
- Eco-tourismincludes both rural and cultural touristic elements. Therefore, it may become an efficient tool to change the position of Serbia as a touristic destination on the international market by creating a desirable Figure of the country posessing rich natural and cultural resources.

2. HISTORICAL BACKGROUND OF ECO-TOURISM DEVELOPMENT

The term eco-tourism is linked to Miller (Miller, 1978), who proved in his research that national parks are the most attractive, the most complex and the most powerful eco-touristic destinations.

Larman, J. and Durst, B. look at contemporary eco-tourism as at a system which active elements consist of all participants in touristic business (Figure 1).They perceive eco-tourism as: „*/.../a natural tourism accomplished by tourists visiting the destination through combination of three basic reasons (education, recreation and adventure) to visit the destination /.../*".For them, eco-tourism is a natural tourism uniting all natural human needs for recreation, pleasure, research, recovery and alike with the basic resources of the environment. Some think that this is their most important contribution to the process of defining and developing eco-tourism. (Laarman and Durst, 1987, 5).

According to Hawkins, a faster growth rate of eco-tourism is due to the ecological problems that have become an international issue. It is also due to the demand of a large number of tourists from highly developed countries for the tourism based on natural attractions. As he pointed out, natural resources are limited thus they must be preserved and conserved for the generations to come. This proves that the only way to prevent a further degradation of the environment is an international cooperation and broad actions in this field. (Milenković, Bošković, 2012).

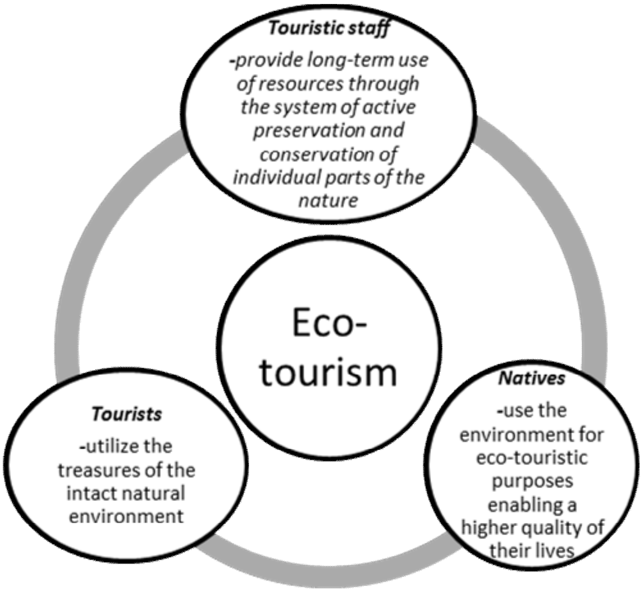

Figure 1. *Eco-tourism Components*

The basic functions of eco-tourism are: preservation of natural areas, income gain, education and participation of the locals. In this reference, Canadian Environmental Advisory Council (1991, 25) indicated its features of significance:
1. it must promote ecologic ethics;
2. it must not degrade the resources;
3. it's more ecocentric than anthropocentric;
4. it must produce benefits for both the living world and the environment (social, economic, scientific, managing and political);
5. it enables gaining the first-hand experience on the natural environment;
6. it contains an educational component, and
7. it contains a cognitive and affective dimension.

It is obvious that ecocentrism of all participants in touristic economy is dominant. It is also clear that natural characteristics and moral determine the physionomy of eco-tourism. Its sustainable functionality is logistically supported by the elements of technocentrism, that is, those adapting themselves to natural laws. Only a responsible behaviour of all participants may overcome the conflicts between eco-tourism and environment thus creating the grounds for tourism to merge with nature and vice versa, i.e. the grounds for symbiosis may be created. (Milenković S, Bošković N.,2012).

Page and Dowling (2002) defined 5 key principles of eco-tourism activating all its vital functions and resources and insisting on constant sustaiability of these components in order to maintain cultural, social, educational and economic balance of eco-destination. (figure 2).

Figure 2. *Five key principles of eco-tourism*

Economic aspect of eco-tourism must not be neglected. Due to this, eco-tourism becomes an opportunity for development of both various forms of enterprises and economic development and employment rate at eco-touristic destinations being mostly undeveloped or poorly developed areas.
According toWeaver (2001) , education is a significant component of eco-tourism because tourists get to know about the union of the man and the nature by consuming the products of the environment.
World Tourism Organization – UNWTO 2012 consider eco-tourism a concept comprising all forms of natural tourism where the main tourists'motivation is to behold and respect the nature and traditional cultures dominant in natural regions. It means that the basic driving force of eco-tourism is motivation of all its participants to preserve the traditional way of the environment utilization.
In Serbia, eco-tourism studied dated from the beginning of this millenium. Milenkovic notices that Serbia has significant potentials for development of this type of tourism (Milenković 2006). Zivkovic(Živković 2009), Kosovic (Kosović 2009) and others asked questions on regional re-distribution of eco-tourism aimed to establish the benefitial effects of eco-tourism improving the area observed. Bela and the Associates (Bela I saradnici, 2011) documented the procedures to implement eco-tourism with no adverse effects for the environment. Strbac and Hamovic (2011) pointed out economic effects of eco-turism.

Stankov and the Associates (Stankov i saradnici 2011) insisted on preservation of biodiversity in concrete Serbian regions , which should be the base for development of eco-tourism in protected areas.
It is evident that there are certain delusions and limits, but also opportunities, related to development of eco-tourism (table 1).

Table 1. *Definition of the basic model of green- eco-tourism (adapted from: Milivojević J., 2006)*

ATTRIBUTES OF THE GREEN TOURISM		
DELUSIONS	LIMITS	OPPORTUNITIES
- Each undeveloped region is ideal for eco-touristic development,	- The region has not been cheked for standard verification purposes or certified for eco-tourism,	- Intact nature
	- Absence of minimum level of utilities and infrastructure,	- Archeological sites and historical monuments
- Ecological awareness of ourists and population is at high level,	- Low level of ecological awareness,	- Healthy food and healthy water
	- The wish for a quick living standard growth,	- Hospitality and diverse indigenous culture (regional, local)
- Rural tourism is actually eco-tourism.	- Absence of precise standards and legislation.	Participation in projects of research, protection and conservation

The Western Balcans countries and Serbia should accept the examples of the good practice developed worldwide . But, they should also customize eco-tourism taking into account the features of the natural area, tradition and cultural-historical inheritage. The rush for profit must not destroy limited ecological resources of the Western Balcans and Serbia.

3. THE MOST DEVELOPED ECO-DESTINATIONS IN THE WORLD AND IN OUR COUNTRY

Main eco-destinations in the world are Panama, Costarica[28], Equadorr, Yucatan (Mexico), Dominic Republic, Alaska, Madagascar, Tansania[29], Kenia[30], Virgin Islands, Iceland, Laos, India[31], Shri Lanca i Kambogia. For all of them, promoting natural beauties is also a lucrative business.

[28] In Costarica, eco-tourism is a more lucrative business than the export of bananas,
[29] In Tansania, eco-tourism is a more lucrative business than the export of coffee,
[30] In Kenia, eco-tourism is a more lucrative business than the export of coffee. Only one lion "makes" the annual profit for tourism of abt 5000 eur, while a herd of elephants "earn" abt 460.000 eur for the same period.
[31] In India, eco-tourism is a more lucrative business than the export of textile and jewelry.

Eco-tourists are featured by the following eco-code: *"stay on the routes, ask strangers for help, do not carry any weapon, leave the site cleaner than it was,do not disturb with noise, behave as if you are at home, obey the instructions received from the responsible persons, don't look only for exotics, but discover the treasure of other cultures and ways of living, be sure in the purpose of your journey"*."Eco-tourism is one of the main factors contributing to preservation of the Galapagos." Than, Tarapanti National Park Costarica. All these eco-destinations meet the provisions of the standard Green Globe 21. Due to this, they accomplish benefits for the business, consumers – tourists and society (table 2.).

Table2. Benefits gained by introducing the standard Green Globe 21

Benefits gained by introducing the standard Green Globe 21		
Working benefits	Benefits for consumers	Benefits for society
• better environment	• better environment	• better environment
• cost-savings	• securing minimum of standards	• sustainable development
• competitiveness		• investments
• global marketing		• authorizations
• dokumented environment	• green suppliers	• more job position and growth of emploment rate

What is it like in Serbia?
In Serbia, the notion of eco-tourism is completely misunderstood and, according to many, vulgarized. It gets down to nature abuse and profitability logic which cannot produce anything useful, as nature has its own balance influencing ourselves either. If a wide choice and amount of priceless natural resources available (but not utilized) in Serbia are taken into account, then it gets a tragic dimension. All these natural treasures should be protected and improved in order to improve the quality of living in our country.
To create an eco-destination and to develop eco-tourism, evolution of principles, directions and certification is required. It must be based on sustainable standards. It is only then when these preconditions are met that eco-tourism can:1. Contribute to preservation of biodiversity, 2. Maintain the wealth of the local population (natives), 3. Include the experience of other countries' interpretation and studies, 4. Include responsible action on the tourists' and touristic economy's side, 5. Get oriented to small groups and small business systems, 6. Require the least possible consumption of non-renewable resources, and 7. Stress local involvement, ownership and enterpreneuring capabilities, especially of the rural population.
It is obvious that eco-tourism should be considered a specific part of sustainable tourism. It must be planned and managed so as to accomplish key social end environmental goals. Such a goal requires the following (Wood, 2002.):
1. Specialized marketing - in order to attract the travellers primarily interested to visit natural areas.
2. Managing skills – adjusted to communication with visitors in protected natural areas.

3. Guiding and interpreting services - preferably rendered by locals, dealing with historical, natural and sustainable development issues.
4. Governmental policies – determining incomes from tourism to be used for funding protection of wild areas and sustainable development of local communities and native population.
5. Attention focused on locals – who must be given the right for consensus on touristic development based on the amount of information previously provided; they must also have the right to fully participate, fund and provide training in order to have benefits from this option of sustainable development.

Using a well-designed systematic approach, eco-tourism may become a good opportunity for development of both the Western Balcans and Serbia.

4. ECO-TOURISM DEVELOPMENT OPPORTUNITIES IN SERBIA

To date, all kind of research pointed to the fact that the level of eco-tourism development in Serbia is not satisfactory for eco-touristic centres are not developed enough. Further, there is no real cmapaign to raise people’s awarenessof eco-tourism. On the other hand, Serbia has got all necessary resources to develop eco-tourism. It is rich in woods, reservates, national parks, rivers, lakes, mountains which is a solid base for decisive development. That is, eco-tourism, as a small industry, may bring a significant improvement of Serbian tourism. It may “open its doors” for all peace and pure nature lovers to increase the national budget. A poistive example may be application of the system similar to the one in force in Costarica, which could bring positive effects.

Unfortunately, development of this kind of tourism is cradled in Serbia. As estimated by World Touristic Organization, global share of eco-tourism in total touristic travels is abt 2 and 4%. Bearing in mind the tendencies in Serbia and movements on domestic touristic market, it is estimated that this share is even lower in Serbia. Many think the reason for this is the lack of motivation of both prospective producers of this kind of touristic product and mediates-touristic agencies, primarily for low profitability reasons. As an exception to the rule, several protected areas should be pointed out – Zasavica, Carska Bara i Palic-Ludas.

Even in Touristic Development Strategy (2006) or in National Strategy for Sustainable Development (2006), eco-tourism has not got the institutional place it deserved. Both of these 2 strategies did not perceive eco-tourism as one of solutions to numerous ecological and economic issues of Serbia. Taking into account the natural and cultural resources of Serbia, one may come up with the conclusion that it is necessary to develop eco-tourism on Serbian territory which has good resources for development of this kind of sustainable tourism as it is reaching high growth rates at the global level. In this way, numerous positive effects for the society as a whole could be obtained (figure 3).

As a base for eco-touristic development in Serbia, one may use the ration between individual protected natural wealth and the aims of managing this wealth (table 3)(Stojanović 2006). Table 3:The aim marked as tourism and recreation (table 1), which may be equal to the notion of eco-tourism, may be a primary goal in national parks (II), natural monuments (III) and protected areas (V), secondary goal in wild areas (Ib), applicable goal in habitat management (IV) and in resources management in protected areas (VI). Eco-tourism is not an applicable managing goal only in strictly natural reservate (Ia).

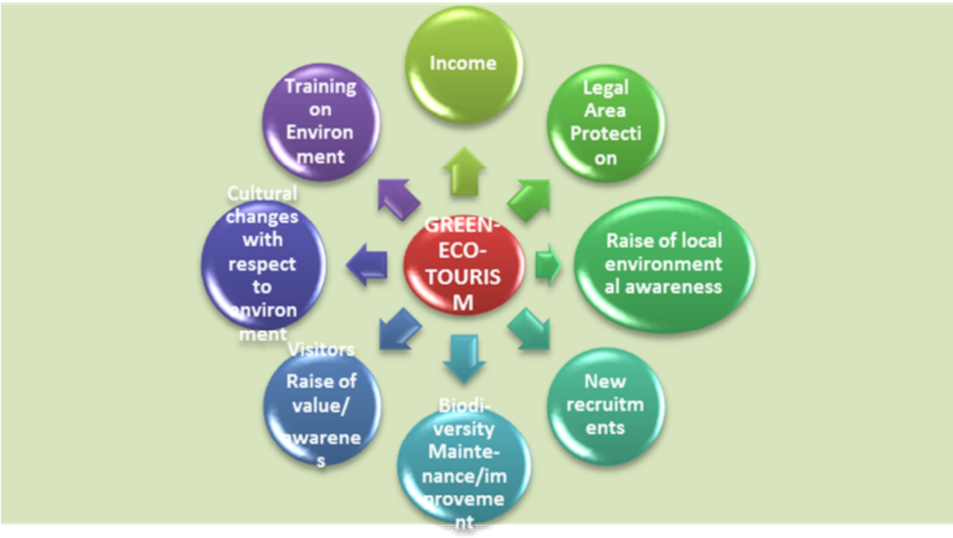

Figure 3. *Green tourism as a Serbian opportunity for development*

Table 3. *Ration between protewcted natural wealth and managing goals(Stojanović, 2006)*

Ciljevi upravljanja	Protected area category						
	Ia	Ib	II	III	IV	V	VI
Scientific research	1	3	2	2	2	2	3
Wild world protection	2	1	2	3	3	-	2
Preservation of special and genetic diversity	1	2	1	1	1	2	1
Services rendered in environment	2	1	1	-	1	2	1
Protection of specific natural and cultural forms	-	-	2	1	3	1	3
Tourism and recreation	-	2	1	1	3	1	3
Education	-	-	1	2	2	2	3
Utilization of natural eco-systems resources	-	3	3	-	2	2	1
Preservation of cultural and traditional characteristics	-	-	-	-	-	1	-

Legend:
- 1 – primary goal;
- 2 – secondary goal;
- 3 – applicable goal in managing the protected area concerned;
- (-) – the goal is not applicable in the category observed.

Protected natural wealth represents the base fore eco-touristic development. To date, 474 items of natural wealth have been protected – 5 national parks; 17 natural parks; 16 areas of extraordinary features; 69 natural reservates; 3 protected habitats ; 325 natural monuments and 39 items with historical and cultural features. According to different kinds of selection, the following items have also been protected: 215 items of flora and 427 of fauna marked as natural rarities. These areas are the base for eco-touristic development . They are spread over the area of 530,714 ha, i.e.odnosno 6.00 % of Serbian territory. Spatial plan of The Republic of Serbia („Official Gazette RS”, No. 88/10) foresaw that abt 10% of the Serbian territory be protected by the year 2015, while abt 12% of the territory be under some sort of protection (Milenković, 2012.).
Adopting Touristic development strategy (2006) through getting the touristic areas clustered, it is possible to develop eco-tourism in the way as shown in Table 4.

Table4. *Touristic clujsters as a base for eco-touristic development in Serbia*

TOURISTIC CLUSTER according to Touristic development strategy (2006)			
1.VOJVODINA	II.BELGRADE	III.SOUTH-EASTERN SERBIA	IV.SOUTH-WESTERN SERBIA
-NP Fruska Gora	The lowest opportunity for development of eco-tourism due to high level of urban areas and disturbed natural environment.	-National Park Đerdap	-Maljen and Suvobor
- Upper Danube banks		-Homolj Mountains	- Zlatibor
- Subotica sands		-Natural Park Resava	- Zlatar
-Deliblatska peščara		- Southern Kucaj	- Natural Park Golija
- Gravity zone ofThe Palicko Lake		- The mountain of Rtanj	- National Park Tara
- Ludas Lake		- Vlasina and Krajiste	- National ParkSara
The moor of Kovilj& Petrovaradin		- Old Mountain	-Ovcar-Kablargorge
- VrsacMountains.			- National ParkKopaonik
- Carska Swamp,			- Pesterplane
- Obedska Swamp			- The Uvac river canyon
- Zasavica			

Each of prospective touristic destinations is featured by diverse natural and cultural wealth thus providing resources for eco-touristic development. Only the Belgrade cluster does not have potentials to develop this kind of tourism , but it is the most dispersive zone for the other cluster by means of:

- visits of Belrade citizens to eco-areas of other Serbian clusters;
- stay of foreign guests in Belgrade may be used for short visits to eco-touristic destinations in a form of an“eco-break”and
- organized passage of the tourists staying in Belgrade through eco-touristic destinations , i.e.“eco-pass”.

Production of healthy food for tourism, high quality silvan resources for food production for tourists, collecting, using and consuming healthy herbs, development of educative and research-oriented eco-phito-pharmaceutical tourism, eco-climate eco-tourism and clean beech forests, search for gold on gold containing rivers (Mlava and Pek), eco-fishing and hunting, specific forms of eco-motels, usage of harness transportation, eco-saphari, sports-recreative, medical and climate conditions and other specific features of an eco-destination increase the complexity of the eco-touristic offer.

With systematic approach, eco-tourism in Serbia may be developed through the following basic steps as follows:

1. To adopt and apply the provisions of the international eco-touristic standard GREEN GLOBE 21,
2. To search and verify all fields of interest for development of green-eco-tourism,
3. To build necessary infrastructure sufficient for eco-touristic areas,
4. To certify the eco-touristic system for a concrete field, in compliance with requirements of the standards ISO 14001 & Green Globe 21 in all elements and processes, and
5. To constantly improve all system processes and elements.

5. CONCLUSION

Ecological component of overal development is more and more present worldwide. That ius, a pure economic business philosophy has become unsustainable. It left its place to the concept of sustainable development which is being applied for the touristic market as well.

Eco-tourism is becoming increasingly significant segment of overal touristic development of many countries, particularly of unsufficiently developed oneswhich posess the treasure of relatively intact natural and cultural environment which is a solid ground for eco-touristic development.

Serbia posesses a good eco-touristic potential which may be valued through eco-touristic development and by having its touristic territory clustered. It may be accomplished with a well designed marketing activities and by a systematic approach starting from governmental levels (which should provide initial conditions and motivation), over an active role of local self-government, formation of the necessary infrastructure, implementation of more intense trainings and raise of population’s ecological awareness, adoption and application of ISO 14001 and Green Globe 21 and with mandatory certification of integral eco-touristic system. The condition of areeas must be constantly monitored (through on-site checks, satelite monitoring, eco-police) and with the system for constant improvement of the environment.

Design and development of eco-tourism require full commitment of all the authorized ones. Only people who are motivated may have the will and the energy to start the business in order to make an additional salaries for eco-tourism has not been promoted on the

Serbian territory yet; there is no supporting infrastructure for it in protected areas. Further, Serbian educational system does not have an adequate skill to apply eco-tourism and organic agricultural production. Those supporting sustainable touristic development perceive eco-tourism as the real touristic industry providing tourists with opportunity to get to know and to feel the destination in the best way. If development of eco-tourism is not systematically approached, it will be just a wish of nature lovers which has not become true.

Responsible development of eco-tourism may conquer poverty and incite even regional development in Serbia by having lovcal values and tradition emphasized.

Eco-touristic development in Serbia might be relatively profitable. The only way for its successful development is a complex and responsible approach to permanent preservation of the environment and natural treasures of Serbia. In this way, they will be preserved for the generations to come.

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SPA-CLIMATE RESORT, HEALTH AND RECREATION TOURISM IN BOSNIA AND HERZEGOVINA WITH EMPHASIZE ON THE SPA RESORT SLATINA NEARBY BANJA LUKA

Academician prof. dr sci Mladen Bodiroža,
Inernational University of Travnik, Travnik, Bosnia and Herzegovina
Dr Stevan Petković, PhD
Inernational University of Travnik, Travnik, Bosnia and Herzegovina

Summary: *Health, spa and recreational tourism in Bosnia and Herzegovina is mentioned in ancient times, although back than it could not be talked about tourism in modern sense. For example ancient Romans mainly used thermal and mineral spring water for refreshment and healing of warriors.*
Bosnia and Herzegovina has 16 spas and climatic health resorts in different degrees of development, equipment and mineral composition of the water. Among the leading centers in this field is certainly „Slatina spa“ near Banjaluka.
Furteher development of health, spa and recreational tourism should certainly be based on the achievements of the modern world, but primarily in the construction of modern spa centers.

Key words: *spa, termal water, health tourism, Slatina Spa*

1. HEALTH AND RECREATION TOURISM

Health has always been the strongest motive of tourism mobility, so that tourism as whole could be considered as well as health tourism in a wider sense. Taking into consideration improvement and promotion of physical and psychical health, every change of common environment followed by some tourism activity form, has had increasing influence to a modern man health.
In contemporary definitions of tourism more than often is emphasized health prevent ional tourism, which is a part of the health tourism. Its ground makes prevention medicine – a branch of medicine dealing with prevention and restraint of disease, and health preservation. Such form of the health tourism is mostly combined with spa recreational activities, which makes a crucial component of an active relaxing.
The health (health, spa-climate, and recreation) tourism is a branch of the tourism business activities where significant position and role has a professional and controlled usage of natural medicinal factors or physical medicine procedures, what makes difference from conventional tourism that primarily gives possibility of meeting new areas, people, cultures, and customs at the same time using climate and other natural factors- water, sun etc. without any control
In the health tourism, a tourism offer gets a new quality and contents – controlled usage of climate and other natural factors, what helps to achieve improvement of health general condition and fitness, alleviation of individual health difficulties or full elimination of them if they are in primary acute phase.

Traditional understanding of the health tourism has been changed, for more than often in this area have been introduced new contents: massage centers, fitness clubs, clubs and canters of health, recreation, relaxation, some other forms of psychotherapy in natural environment and etc.

2. ROLE OF THERMAL SPRINGS – SPA RESORTS IN TOURISM DEVELOPMENT

Bosnia and Herzegovina has thermal water springs spread throughout its territory, what is crucial presumption for development of health, spa-climate, and recreation tourism. Namely, the mentioned types of tourism are complementary and their users mostly use them in package. Most of the springs are situated in environmentally clear or acceptable zones, in geographic regions which offer mild climate, clean area, springs of healthy and drinkable water, possibility of collecting of edible natural fruit and crops (mushrooms, fruit, etc.).

Unfortunately, mostly it is not followed by other preconditions (road infrastructure, developed telecommunication networks, accommodation capacities of high category, catering and supportive services, and all supplementary offers which make a tourism arrangement, as well as such of health type, to be complete.

According to so far undertaken scientific investigation and testing of the thermal springs within these areas, it can be freely said that the thermal spring’s role in further tourism development is unavoidable and strongly significant. The borings undertaken on lower and bigger depths gave the results of temperatures and chemical composition of thermal waters. Their temperature fluctuates within the limits from 20 C^o up to 40 C^o.

Spa tourism as a part of health tourism in wider sense belongs as to the most ancient type of medical treatment, as well to tourism offer. The baths on thermal springs have been known from Roman ancient times. Nowadays, the health tourism form is practiced by people of almost all ages who, with health improvement, want a qualitative holiday and recreation. The main bearers of health tourism in Bosnia and Herzegovina are spa springs. They are the special medical institutions which use mineral, thermal, and thermo mineral waters, peloid and gas for balneology and therapeutic purposes.

By discovering of healing attributes of thermal springs, the bath resorts were given a great significance in medical treatment and recreation of people. By appearance and development of tourism they have been visited and attractive health-tourism centers and a very significant factor of commercial development of the regions where they are situated

Today in Bosnia and Herzegovina have been registered 16 bath resorts as medical institutions, which have accommodation capacity of 3,455 beds, and 200,000 stayings over night, what makes almost one forth out of total stayings over night in Bosnia and Herzegovina.

- Aqvaterm Spa, Olovo - its healing mineral water began to use in 1982, although everybody knew about it much earlier. It is well known oligothermal water.
- Dvorovi Spa, Bijeljina - healing, hot mineral water was discovered in 1957 when they performed in this area, drilling machines for testing of oil.
- Spa Gata, Bihac - located near the mountains Grmec and Pljesevica, at an altitude of 120 meters, surrounded by the rivers Una and Korana.

- Guber Spa, Srebrenica- healing powers of this mineral water has been known from the time of the ancient Romans who named her source Domavija. Turkish soldiers came to Srebrenica to treat leprosy and hence comes present name of the spa.
- Ilidza Spa, Gradacac - the first spa facility here was built in 1882, although its healing properties were known during Roman Empire.
- Ilidza Spa, Sarajevo - got its name from the Turkish word “iladza” which means a cure.
- Kiseljak Spa, Kiseljak - the first written document about the healing mineral water of the spa dates back to the 14th century. It is interesting to mention that in 1870, mineral water from Kiseljak exported to foreign markets under the name “Johannes Brumen”.
- Kulasi Spa, Prnjavor - healing properties of this spa have been also known for centuries, but only a few decades back spa was decorated and today provides services for patients and tourists.
- Laktasi Spa, Laktasi - this spa has a long and rich tradition. It is one of the most famous spas and recreational centers in Bosnia and Herzegovina. It was noted that the ancient Romans used its benefits and built bathrooms for the military and citizens. The foundations of these buildings have been recently discovered and preserved, and near one of the sources in catchments Roman minted coins were found.
- Mljecanica Spa, Banja Luka - healing water of this spa is old, some say, more than 5000 years, and the first research in this area dates back to the late 19th century.
- Reumal Spa, Fojnica - spa is equipped with modern specialized rehabilitation facilities, and also facilities for active recreation and sports activities.
- Sanska Ilidza Spa, Sanski Most - spa is located 12 kilometers upstream along the river Sana from Sanski Most. Name of the river Sana (Latin-sanus-health) is certainly related to this spa and its healing properties.
- Slatina Spa, near Banja Luka- discovered and used by the Romans, a special growth and development was at the time of Austro-Hungarian rule in Bosnia and Herzegovina. It is located 12 kilometers away from the municipal center Laktasi and the same distance from the center of Banja Luka.
- Vilina Vlas Spa, Visegrad - ancient Romans knew about this spa. It was named after the name of one of the few continental delicate ferns – Maidenhair.
- Vrucica Spa, Teslic - the water of spa successfully treats cardiovascular diseases, rheumatism, stomach diseases, diabetes, stimulates and accelerates the process of rehabilitation. Today Vrucica Spa is certainly a leader in Bosnia and Herzegovina by services that provides its users.
- Salt Spa, Tuzla- healing properties of water that flows in the vicinity of this spa have been known for more than 10 centuries, and its official testing and use began in 1908. It is interesting to note that one of the first patients of this spa was the Austria-Hungary emperor Franz Joseph.

3. USAGE OF THERMO-MINERAL WATER AND PELOIDS FOR MEDICAL PURPOSES

Thermal water as a drink is used in medical treatment of chronic inflammation of mucous membranes in digestion tract – stomach and intestines diarhoea. By dispersing into particles of tiny aerosol in nebulisers it is used for chronic inflammations of respiratory

tract – bronchitis. Very good results are achieved in chronic inflammation of nose mucous membranes, sinus canals and esophagus diseases.
Bathing -"banjanje" in sulphureous water gives very good results in diseases caused by locomotory apparatus, and in particularly successful effects were noticed in inflammatory and degenerative rheumatoid diseases. Excellent results are achieved in patients with off joint forms of rheumatism, particularly after injuries of osseous-joint and muscle tissue, where is not rare thing an achievement of full functional capability of patient. It should be mentioned that with thermo-mineral sulphureous water is used mud-peloid soil that is used as mud bath of whole body or mud plastering of affected parts of body.
Besides the mentioned medical treatments of diseases and health conditions, spa resorts offer some other elements as well, first of all recreation and excellent climatic conditions, which also have positive effects concerning patient rehabilitation and health.

4. CLASSIFICATION OF SPA SPRINGS AGAINST BALNEOLOGY CHARACTERISTICS

After medieval ages where usage of natural medicinal spa springs was no so often practiced, in 18 century a strong interest was suddenly shown for such type of medical treatment an rehabilitation, which have been lasted since today, and we could say that, by the end of 20th and in 21st century it has reached its culmination.
The increased interest for such type of medical treatment caused development of **balneology** (*Latin balneum –bathing, bath, and Greek logos-science),* the science dealing with therapeutic effects of mineral water as a natural therapeutic factor.
The natural therapeutic factors have positive effects on health, improvement of quality of life and prevention and medical treatment of various disease types, and convalescence and rehabilitation of patients.
Balneology (*Latin balneum –bathing, bath, and Greek logos-science)* is medical application of spa curative factors, primarily thermal mineral waters for medical purposes.
Mineral waters are those waters which contain more than one gram of dissolved minerals in one liter of water. They have therapeutic characteristics, and because of that they are called medical or balneology waters
Those waters are categorized in compliance with their temperature on:
- Cold or Akrotopegs with temperature lower than 20°C, and
- Thermal mineral waters with temperature higher than 20°C.

According to their origins the mineral waters can be:
- Vaduz , produced by rain, snow and deicing, and
- Juvenile, related to magma stones in the Earth surface

According mineral water temperature they are divided to:
- Hypothermic, with temperature between 20°C and 30°C,
- Homoeothermic , with temperature between 30°C and 40°C, and
- Hypothermic , with temperature of 40°C and more over.

The most present anions in mineral waters are: hydro carbonates (HCO_3), sulfates (SO_4), Chlorine (Cl), and from kations: Sodium (Na), Calcium (Ca) and Magnesium (Mg). The most present gases are: Carbon Dioxide, Sulfur Hydrogen and Radon.

5. COMMENCEMENT OF ORGANIZED EXPLOITATION OF WATER IN THE SPA SLATINA

Exploitation of the Spa in Slatina started in the first decades of XIX century, although it was rather chaotic and unorganized. At the end of Ottoman ruling in Bosnia and Herzegovina, the spa was cultivated, fenced, and usurped by Mehmed Cardzic from Banja Luka, who at the end of XIX century opened in Slatina the first shop, and with it offered the first accommodation in so called „ Turkish Pavilion“, with 16 rooms available.

Austro-Hungarian authorities, immediately upon their arrival in this region, started with serious works concerning the Spa arrangement. So that, at recommendation of the village general practitioner Janoshevski, with Czech origins, already in 1880 started building of clear and mud pool with thermal water, and with set of spring well. Those facilities were completed in 1889, and two decades after that, started building of so called „Peoples Bath“ (Volksbad) with two pools and separate entrances and dressing rooms for men and ladies.

In 1885 was built the road which, leading from the road Klasnice to Prnjavor went though Slatina and though Krcmarice connected this place with Banja Luka. In meantime in Slatina were built two so called „clerk's“ facilities, and in 1897 was built „State“ Hotel with 9 rooms and 30 beds, café, restaurant, and ice room. So that, Slatina at the end of XIX century had good capacities and became famous medical resort often visited by guest from neighboring area, but also from all Austro-Hungarian Empire, even from some other parts of Europe.

6. DEVELOPMENT OF THE SPA SLATINA IN THE KINGDOM OF YUGOSLAVIA

In the Kingdom of Yugoslavia time in Slatina appeared entrepreneurs local traders who before opened their shops here. Among them particularly significant were Luka Kuruzovic and Djordjo Avdalovic, who built private hotels with shops, cafes, and pavilions. They were joined by Trivo Maric, a baker from Banja Luka Mladen Curcija, and Franc Princ who bought Cardzic's facilities and opened own two-floor hotel with pavilions.

By establishment of the Vrbas Banovina in 1929 started new era in this Spa development. The Ban Administration started and financed plan and systematic arrangement of the Spa, so that for the period of only several years were built four new pavilions with 90 beds.

So in 1932 Slatina offered in Banovina’s and private accommodation around 130 rooms with 250 beds. In 1933 was transferred from Banja Luka and employed in the Spa florist Jure Pranjic, who with his workers was looking after green plants and flowers in the park that with the well in the centre became the central spot for building and development of the Spa as whole.

Along the road leading toward Banja Luka were built several kilometers of water supplying system with 6 drinking-fountains in the settlement. In those years Slatina got the Post Office, telegraph, telephone, electrical plant, and its streets public lighting – until the midnight electrical bulbs, and after the midnight lanterns.

Brothers Divjak from Banja Luka introduced on 6th May 1922 permanent transport by luxurious car on distance Banja Luka – Slatina. Fro the Tourist Guide “Slatina ilidza” published in 1938, it is shown that there was good bus transportation from Banja Luka through the Spa Slatina to Klasnice, Bosanska Gradiska, Okucani, or Prnjavor, Derventa, Bosanski Brod, and Jajce and Sarajevo.”

In 1933 the Vrbas Banovina was visited by 34,400 tourists, and Slatina was at the second position, immediate after Jajce, according to the number of its visitors. Already in 1936 Slatina, according to the Banovina-s Tourist Association records, was sorted on the position of the most visited places in the Banovina. In that year among 3.500 visitors was a significant number of tourists abroad. Among them the most numerous were Germans, Austrians, Czechs, Englishmen, and less number of Frenchmen and Greeks.
The most lustrous moments in historical development of the Spa was the period of the Vrbas Banovina ruling when started planned and organized its arranging and construction of facilities. In 1938 was published the Tourist Guide "Slatina Ilidza", and in that period number of tourist were between 6 and 7 thousands per a year.

7. COMPOSITION OF THERMAL MINERAL WATER

The first scientific analyze of the Spa water in Slatina were done in 1988 by Austro-Hungarian professor E. Ludwig, and analyze of mineral water „kiseljak" was done later by F. Katzer. According to the findings of professor Ludwig, temperature of water at the well were from 40.3 ºC to 40.7ºC, in the pools and baths it was from 36 ºC to 39.5 ºC. That water according to the analyses belonged to earth alkali and sulfated waters, and „kiseljak" to acid sulfuric bitter waters of temperature 11 ºC to 22 ºC.
According to Prof. Ludwig analyze in 1 kg of spa water there are:

Potassium Chloride (ACL)	0.0665 gr
Lithium- Chloride (Li, Cl)	in traces
Sodium- Chloride (Na Cl)	0.0614 gr
Sodium-Sulfate (Na_2 SO_4)	0.3115 gr
Calcium-Sulfate (Ca SO_4)	1.0493 gr
Calcium-Bicarbonate (Ca HCO_3)	0.7837 gr
Strontium- Bicarbonate (Sr HCO_3)	0.0077 gr
Magnesium- Bicarbonate (Fe HCO_3)	0.5788 gr
Ferro- Bicarbonate (Fe HCO_3)	0.0073 gr
Manganese Bicarbonate (Mn HCO_3)	in traces.

In April 2007 the Geology Institute of Serbia and the Institute of Nuclear Physics Science Vinca from Belgrade completed an analyze. The analyze showed that water from the Spa Slatina according its physical-chemical characteristics belongs to the group of bicarbonate, sulfate, calcium, magnesium, fluoride, Ferro hypothermic thermal waters.

8. MEDICAL TREATMENT AND THERAPY

This Spa belongs to the category of therapeutic waters with good balneal therapy qualities which makes it convenient for usage by bathing in therapeutic purposes at the diseases as follows:
diseases of locomotor's system – degenerative, inflamed out joint rheumatism; conditions after injuries and operations on locomotor's apparatus; neurological conditions- neuralgias,

polyneuritis; periphery blood vessels diseases; gynecological diseases-inflammatory processes of nonspecific character, some forms of sterility- of inflammatory or endocrine origins.
Besides such balneal-therapy that has positive effect on organism through mineral water and mud, in this Spa are applied all contemporary forms of physical medical treatment: all forms of electrotherapy, thermotherapy, photo therapy, magneto therapy – low frequency pulsing magnet field, ultra sound therapy, laser therapy, individual and group kinesis therapeutic programs, lymph drainage and balneal therapy procedure (thermo mineral water and healing mud – peloid), and hydrotherapy procedures (pool, bath, underwater massage, pearl bathing, mechanic therapy (manual massage), and work functional therapy for segments of locomotor's apparatus.

9. ACCOMMODATION

Today Slatina Spa exists as a part of the Institute for Rehabilitation “Dr Miroslav Zotovic” that manages the spa. From thermal springs located in spa's park, natural fall of water is leading to three indoor pools built in the Austro-Hungarian era. Water temperature is around 42 C^{o}.
As a part of a spa complex, a new facility of peloid bath has been built recently, to provide services of balneology- using medicinal mud and thermal waters for therapeutic purposes.
The new building has a hydrotherapy pool with built-in underwater massage jets. Also thermal water is used in 18 hydrotherapy baths, allowing an individual access a physiotherapist to each patient during therapy. Physicochemical analysis of thermal mineral water is provided regularly.
Spa offers accommodation facilities in several buildings. Restored hotel has an apartment, 8 double rooms, 9 triple and 4 quadruple rooms. The new hotel offers accommodation in three double suites, 29 double rooms, two triples and one four. The capacity of the pavilion consists of 16 double rooms. Each object has its own therapeutic part.
Spa has a modern wellness center where the services of physical therapy, relaxation and body treatment are available to users. This is the first step towards a modern concept of the health and spa tourism.

10. CONTEMPORARY TENDENCIES IN DEVELOPMENT OF HEALTH, SPA-CLIMATE, AND RECREATION TOURISM

Health tourism in the past was considered as edge area between medicine and tourism. Various tourist agencies, health, and other institutions were dealing with it in the sense of an organized staying of tourists in climate and spa places, primarily because of prevention of various disease, rehabilitation, and medical treatment by natural factors.
Basic preconditions for development of such type of tourism and therapy were natural factors – healing thermal, thermal mineral waters, peloid mud, climate conditions (climate therapy), etc. Recreational tourism was appearing as sporadic activity, and have not even not even considered as tourism offer as it is nowadays case.
Nowadays we can for sure talk about development of a special form of tourism related to human health, which includes classical medical treatment by natural factors for health improvement but also some other components (wellness, sport, recreation, healthy diets,

entertainment). All of that required involvement of specialized health institutions which have available quality staff and medical equipment for the most complicated treatments.

By development of those types of tourism, by time were formed three basic groups of such services users who in various manners met their needs. The first includes consumers of traditional health tourism (primarily of spa-climate resorts). The second group includes those who are oriented to wellness treatment tourism, which provides number of services focused on achievement of better results in improvement of physical psychological well-being with application of natural factors combined with other types of services. The third group includes patients with serious health condition who need to improve their health after the previous medical treatments, what can be provided by specialized medical institutions and high qualified medical staff.

Spa tourism for sure belongs to the oldest type of health tourism and it is related to usage of therapeutic spa waters. This type of tourism is practiced mostly by those who are already ill or have certain health difficulties.

Wellness tourism is related to the healthy clients who try to maintain or improve existing health well-being, and it started its development at the end of the previous century. It is mostly an active resting and relaxation from accelerated life pace existing in modern society.

Besides the spas and the other natural healing places, wellness activities could be provided by various tourism centers and facilities which are presumed for health, entertainment, relaxing, and similar activities. Besides some natural ambient (mountains, rivers, spas, sea etc.) for development of wellness tourism can be used facilities in open air or roofed presumed for sport recreation purposes.

International Spa Association defines seven types of different spa wellness capacities:

1. Club Spa – it is primarily fitness, but also wide range of other professionally conducting service on daily basis;
2. Cruise ship Spa – spa center with cruising organized on big boats;
3. Day Spa – spa services on daily basis, among which are some cosmetic services;
4. Destination Spa – spa center that has main role of providing to its clients possibility of choice in creation of healthy life habits. Usually staying in the centers lasts seven or more days.
5. Medical Spa – rendering of complete health and wellness service under supervision of professional staff.
6. Mineral Springs Spa – has in its offer natural mineral, thermal, or other sources, which are used for hydrotherapy treatments, and
7. Resort hotel Spa – spa within the hotel complex or other sort of tourism facility, which render professional spa, fitness and wellness components with spa menu.

11. SPA AND ADDITIONAL CONTENTS AS CENTERS OF DEVELOPMENT OF HEALTH, SPA-CLIMATE, AND RECREATION TOURISM IN BOSNIA AND HERZEGOVINA

In total tourism offer of Bosnia and Herzegovina, health, of health, spa-climate, and recreation tourism represents a significant (we dare say the most significant) segment, first of all because of numerous thermal mineral springs located throughout whole BiH. If we add to it the fact that its medicinal waters have wide range of therapeutic characteristics, then, available potential of those spas is clearer.

However, in spite of significant number of spa resorts, this tourism product is almost still oriented to domestic clients.

If we add to it facts of bad traffic communication (particularly air transport), bad roads (only several kilometers of just built modern roads),not arranged additional facilities (promenades, hiking places, trim paths, sport facilities, and playing grounds, etc.), lack of presentation, and abandoned relatively unpolluted natural resources, and healthy domestic food, lack of high skilled staff in the field of tourism, no completeness of offer in one tourism or health tourism arrangement, and in particular lack of cultural and other activities which should cover „leisure time“ of clients – it is difficult to talk on more significant attraction of tourists, especially those from abroad.

Long time ago the world recognized connection between medicine and tourism as a very prospective commercial branch. All countries from the Balkan's surrounding Bosnia and Herzegovina are involved in new trends in tourism, but Bosnia is not visible enough in the map of health tourism in this region.

Possibilities of development and exploitation of spas for tourism purposes we do not need to underline specially, but organize it and exploit. However it means "just" a huge work, and primarily serious involvement of the State in providing of the conditions for development of this tourism branch.

Bosnia and Herzegovina has 16 spa centers of various degree of development and tourism affirmation, but they are in the most cases presumed to medical treatments and therapies, although, generally, we can say that their capacities are fully used. The biggest problem is that capacities of the most number of spas are using in one season, for they have no appropriate activities in order to work during whole year. "Spa Vrucica" in Teslic is the largest and the most advanced equipped spa tourism complex in Bosnia and Herzegovina with accommodation capacity of 1,000 beds in four hotels, but even here we have the same problem of poor usage of the spa capacities out of season.

12.POSSIBLE MEASURES FOR IMPROVEMENT OF CONDITIONS AND TOURISM OFFER PROMOTION

If we really wish to make the situation better, to change common way of thinking and work methods, and eventually start to exploit in more significant way natural available resources, some things must be changed immediately:

- State must announce health tourism (which is not only in spas and does not mean only exploitation of thermal and thermal mineral waters), as a strategic tourism product. It presumes that it is necessary to make a qualitative plan for development of this commercial branch. It can not be done for a short period and is not cheap, but such attitude will for sure, for long-term, bring prosperity and, eventually, have effect on significant increase of GDP
- Concept of development of health, spa-climate and recreation tourism, existing in some previous periods where dominant usage of thermal and thermal mineral waters was, and healing mud, should be changed. Recently there more and more spa centers built in the world instead of some classical medical sanatoriums. It is completely new type of spa which puts on the first place prevention, namely, health protection, no neglecting those who already suffer from health problems.

➢ Modern spa center presumes a huge quantity of water, bathing throughout whole year, various programs for body care, physical activities. In addition, accommodation facilities of high quality. It is what is wanted in contemporary world's tourism market. That is supported by the record that annually more than a hundred million people visit only European spa centers.
➢ Tourism, as well as any other business, requires highly qualified staff, and health tourism in particular highly qualified doctors specialists and other medical assistance staff. So that, training of qualified human resources and their maintenance has to be an integral part of the development strategy and specific measures.
➢ A guest should be provided by an explicit guarantee that as the facilities as well water used for bathing or medical treatment are absolutely safe and clean. The same should be applied concerning food. Because of that should be continuously (not only in some extreme situations) conduct appropriate control, and have guarantee in writing that should be available to s guest in some visible place.
➢ For preparing meals should be engaged, besides some cook and other staff involved in preparing food, experts like nutritionist who will offer to every guest appropriate food, which could be a part of set of health treatments.
➢ Offers for guests who are not on full board should be enriched at maximum, for it often brings higher profit than profit earned from basic offer. In this activity should be involved practically all – from local population, local community to specialized governmental institutions (tourism organizations, theaters, sport associations, hunters, fishermen...).

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POLLEN MONITORING ON THE TERRITORY OF ČAJETINA MUNICIPALITY

Snežana Aksentijević, PhD
Business Technical College of Vocational Studies, Užice, Serbia
Danka Spasenić
Independent administrative and supervisory associate in the field of public utilities,
Čajetina Municipality, Serbia
Tadija Đurović
[1]Business Technical College of Vocational Studies, Užice, Serbia

Abstract: *The atmospheric pollution and toxic airborne substances represent a serious threat to both the human population and the environment. Pollen from plants is one of the most important natural airborne allergens for humans. This paper presents the results of the airborne pollen monitoring in Zlatibor Mountain. The monitoring of airborne pollen is performed with the "Lanzoni" sampler,s using the standardized Hirst volumetric method, by collecting air samples continuously over the period of seven days.*

Key words**:** *monitoring, pollen, pollution, tourism*

1. INTRODUCTION: POLLEN – A NATURAL AIR POLLUTANT

The basic biological function of pollen is plant fertilization. Pollen grains, suitable for dissemination by air currents, are aerodynamic, thin-walled and powder-like; they are produced and released in huge quantities and therefore, they can easily get into the upper respiratory tract.

They can cause allergic reactions in a significant percentage of human population (20-30 %), thus seriously affecting their life quality. The allergenic properties of pollen result from the chemical compounds in its composition, the structure of grains, as well as from the plant species biology. The allergenic properties of different plant species can vary from weak to strong.

Among about 30 plant species determined in our region, there are 6 species which release pollen with strong allergenic properties (2). They are: alder, hazel, birch, grasses, ambrosia and wormwood.

Nowadays, the identification of pollen from 24 plant species is performed (hazel, alder, yew trees, cypress, elm, poplar, maple, willow, ash, birch, hornbeam, plane tree, walnut, oak, pine, hemp, linden tree, plantain, sorrel, nettles, redroot pigweed, wormwood, ambrosia).

The period during which the samples are continuously collected has been determined by the International Association for Aerobiology (IAA). The climate conditions in our country are such that this period begins around 1st February (the time when hazel and alder start flowering) and lasts until the first days of November (when wormwood and ambrosia stop flowering). The beginning and ending of a pollinating season can vary significantly from year to year, depending on weather conditions.

The pollen concentration for each plant species is determined during a day, week, decade, month, season and a whole year. The airborne pollen is collected using the continuous volumetric method (Hirst, 1952). Upon the completion of qualitative and quantitative analyses of the airborne pollen, the obtained results are expressed in terms of concentration units (the number of pollen grains per m^3 of air). The threshold concentration value for the pollen from trees and pollen from grasses is 30 grains/m^3 of air, whereas for the pollen from weeds, it is 15 grains/m^3 of air.

The measuring of pollen concentrations was done during three flowering seasons:

- *The flowering season of trees,* which starts when hazel and alder begin flowering and lasts from February until the beginning of May;
- *The flowering season of grasses,* which lasts from May until the second decade of July. Besides grasses, pines and linden trees also flower during this period.
- *The flowering season of weeds,* which lasts from the second half of July until November. The most important allergen during the flowering season of weeds is ambrosia.

When the process of flowering, and therefore pollen, reach a certain stage of maturity, pollen is released with the help of the meteorological dispersion mechanism.

Generally, plants release more pollen at higher air temperatures, lower humidity and in windy weather.

In the official conclusions of the meeting on the following topic "Phenology and Human Health: Allergic Disorders", held in Rome in 2003, the World Health Organization (WHO) indicated the necessity of monitoring the pollen suspended in the air. WHO confirms that the airborne pollen has been an important cause of allergic reactions during the last 50 years, and the results obtained by its monitoring make it possible to study, prevent, diagnose and even treat pollen allergies.

For more than 20 years, the concentration of allergenic pollen in the air in Europe has been measured using the devices known as pollen "traps". One measuring point represents a territory with the diameter of 30-50 km, depending on the orography of the terrain.

2. AIR QUALITY MONITORING AND POLLEN RELEASE FORECAST ON THE TERRITORY OF ČAJETINA MUNICIPALITY (ZLATIBOR MOUNTAIN) FOR THE YEAR 2013

In order to ensure the quality and usability of the obtained data, the monitoring of the airborne pollen was performed using the standardized Hirst volumetric method and the "Lanzoni" devices designed for continuous air sampling over a seven-day period.

Air sampling was performed during the period from 4th March until 4th November 2013. 252 samples on a daily basis were collected, processed, prepared for the analysis and analyzed by qualified persons with European certificates.

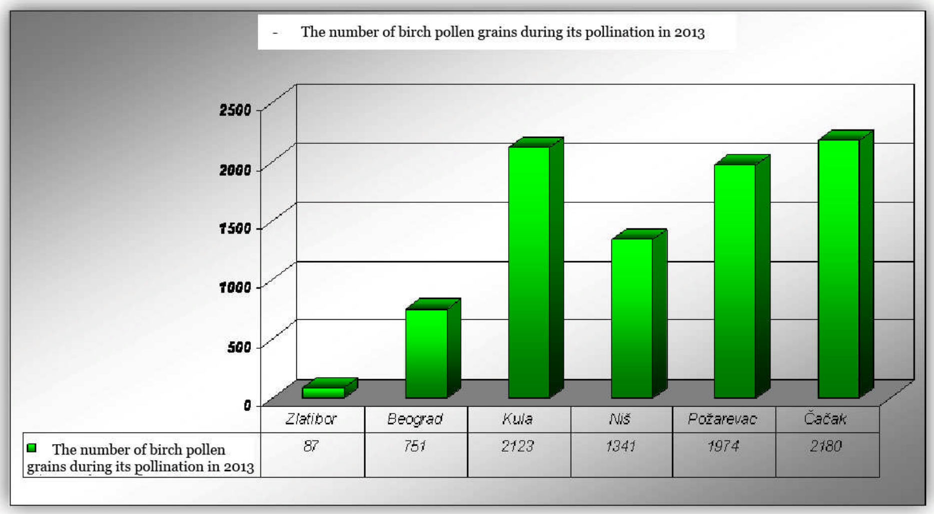
The quantitative analysis of 25 types of pollen was performed (alder, maple, hemp, ambrosia, wormwood, birch, hornbeam, maple-leaved goosefoot/redroot pigweed, hazel, ash, walnut, pine/fir tree/spruce/cedar, plantain, plane tree, grasses, oak, sorrel, willow, yew/cypress, lime tree, nettle, beech, mulberry, poplar and elm), some of which are significant causes of pollen allergies.

3. THE RESULTS OBTAINED BY THE MONITORING OF THE AIRBORNE POLLEN AT THE MEASURING POINT – ZLATIBOR MOUNTAIN

The sampling period covered all three seasons – the flowering season of trees, grasses and weeds.
The flowering season of trees starts with the flowering of hazel and alder. The strongest allergen during the period of tree pollination is birch.
In May, the pollination of grasses, which are strong allergens, also begins.
The flowering season of weeds comes last. Nettles have the longest pollination period; it starts before any other and lasts until the end of the sampling season. The strongest allergen during this period is a type of weed known as ambrosia.

3.1. The period of tree pollination:

During the period from 6th March to 20th May 2013, the concentrations of birch tree pollen at different measuring points were compared, since it is considered a strong allergen, and the following was noticed: there were 751 pollen grains / m^3 in Belgrade, 87 in Zlatibor, 2123 in Kula, 1341 in Niš, 1974 in Požarevac and 2180 in Čačak.



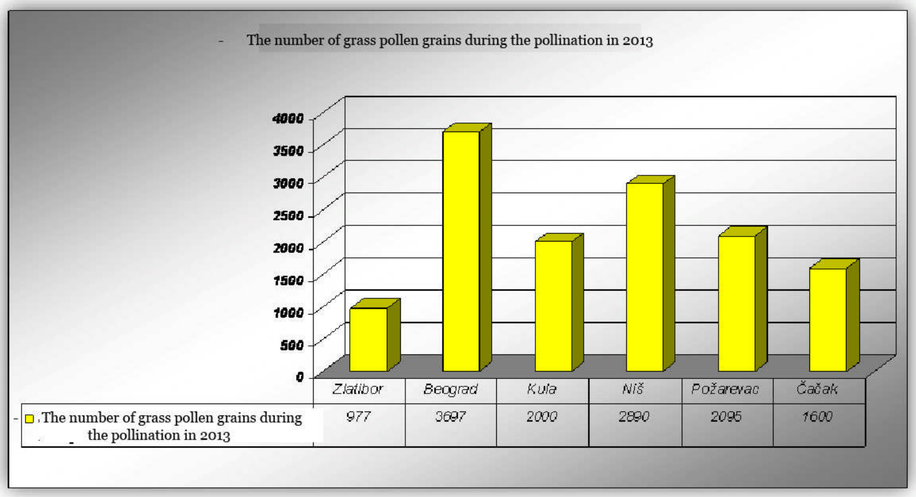
Graph 1. *The display of the number of birch pollen grains during the pollination in 2013*

The graph given above clearly displays the differences between the amounts of birch tree pollen in different cities in Serbia. The pollination period relevant to Zlatibor was chosen. In 2003, high concentrations of birch tree pollen were present in the air due to high temperatures and dry weather in March, as well as due to the nice weather during most of April, except in Zlatibor Mountain, where these concentrations were significantly lower.

Taking this into consideration, the conclusion can be made that these concentrations are significantly lower in Zlatibor Mountain due to its weather conditions, determined by its geographical location.

3.2. The period of grass pollination:

The total amount of grass pollen comprises the pollen from a large number of plant species belonging to the grass family, including cereals. The extremely long seasons of the presence of this type of pollen in the air are understandable due to a very large range and scope of eco-physiological characteristics of their flowering phenophase.
Grass pollen contains allergenic compounds which cause allergic reactions in a lot of susceptible people. Besides long exposure to allergens, the increased number of days with higher daily pollen concentrations also causes the appearance of symptoms and negatively affects the course of allergic reactions. The following graph shows the results of the monitoring which took place from 29th April to 19th September 2013.



Graph 2: *The display of the number of grass pollen grains during the pollination in 2013*

During the whole period of grass pollination, the grass pollen reached the following concentrations: 3697 pollen grains/m^3 of air in Belgrade, 2000 in Kula, 2890 in Niš, 2095 in Požarevac, 1600 in Čačak, and only 977 pollen grains/m^3 of air in Zlatibor Mountain.

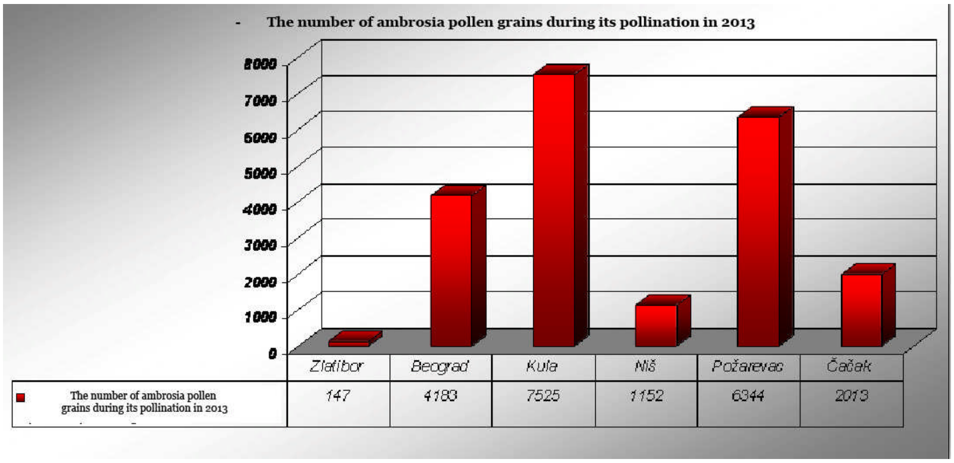
3.3. The period of weed pollination:

Ambrosia is the strongest allergen among weeds. Due to its great power of adaptation, ambrosia grows in various habitats. It can be described as a plant growing in moderately humid habitats, neutrophilic habitats, nitrogen rich habitats, habitats deficient in organic matter, loose soil, well lit and very warm habitats, but it can also endure soil biotopes.
Based on its life-form, ambrosia belongs to therophytes, which means that it survives the unfavourable conditions in the seed form. It flowers from July to October. Its germination

starts as soon as the soil gets warm and lasts until wheat harvest, though on neglected, unplowed stubble land, it can last even until the end of September.
Pollen is released early in the morning. Low temperatures inhibit filament elongation, while humidity prevents the opening of pollen sacks.
The allergenic properties result from the:

- chemical compounds found in the cytoplasm, in the inner layer (the intine) and the outer layer (the exine).
- composition of a pollen grain.

During the analysis of the period from 3rd July to 19th October 2013 for Zlatibor Mountain and the above mentioned cities, significant differences in the ambrosia pollen concentrations were noticed.
At the measuring point Belgrade, the concentration of 4183 pollen grains/m^3 of air was recorded. In Kula, it was 7525, in Niš - 1152, in Požarevac - 6344, in Čačak - 2013, whereas in Zlatibor, the concentration of 147 pollen grains/ m^3 of air was recorded during the same period. This significant difference is shown in Graph 3.



Graph 3. *The display of the number of ambrosia pollen grains during the pollination in 2013*

Table 1 represents the calendar of pollination for all allergenic species which were monitored in Zlatibor Mountain in 2013. The process of pollination begins in March, with hazel and alder, and lasts until the beginning of August, when the conifer pollination starts. Grasses grow most in May, June and July. Weeds reach their peak in August. Nettle, which is not a strong allergen, has the longest pollination period during the period of weed pollination.
Calendar legend – green (low allergenicity species), yellow (medium allergenicity species), red (high allergenicity species).

Table 1: *Air quality monitoring and airborne pollen forecast*
The table shows the risk of the appearance of allergic reactions in the period from 1st July to 7th July 2013

Legend:

	No pollen is registered in the air
🟢	**LOW CONCENTRATION – can cause allergic reactions in extremely susceptible people**
🟡	**MODERATELY HIGH CONCENTRATION – can cause allergic reactions in people prone to allergies**
🟠	**HIGH CONCENTRATION – can cause severe allergic reactions**

		01/07/13	02/07/13	03/07/13	04/07/13	05/07/13	06.07/13	07/07/13
Alnus	Alder							
Acer	Maple							
Ambrosia	Ambrosia			🟢	🟢			🟢
Artemisia	Wormwood							
Betula	Birch							
Carpinus	Hornbeam							
Cannabaceae	Hemp			🟢	🟢	🟢	🟢	
Chenopodiaceae	Goosefoot /redroot pigweed			🟢				
Corylus	Hazel							
Fraxinus	Ash							
Iva	Iva							
Juglans	Walnut							
Moraceae	Mulberry							
Pinaceae	Conifers	🟢	🟢	🟢	🟢		🟢	🟢
Plantago	Plantain			🟢	🟢			
Platanus	Plane tree							
Populus	Poplar							
Poaceae	True grasses	🟠	🟠	🟠	🟡	🟠	🟢	🟠
Quercus	Oak							
Rumex	Sorrels		🟢	🟢	🟢		🟢	🟢
Salix	Willow							
Taxus	Yew/ Cypress							
Tilia	Linden		🟢	🟢	🟢		🟢	
Ulmaceae	Elm							
Urticaceae	Nettles	🟠	🟠	🟠	🟠	🟠	🟠	🟠
Fagus	Beech							

Table 2. *Calendar of pollination for all allergenic plant species monitored in Zlatibor Mountain in 2013*

Common name	Latin name		January	February	March	April	May	June	July	August	September	October	November	December
Hazelnut	Corylus sp.	TRESE												
Alder	Alnus sp.	TRESE												
Yew, Cypress	Taxaceae/ Cupresaceae	TRESE												
Elm	Ulmus sp.	TRESE												
Poplar	Populus sp.	TRESE												
Maple	Acer sp.	TRESE												
Willow	Salix sp.	TRESE												
Ash	Fraxinus sp.	TRESE												
Birch	Betula sp.	TRESE												
Hornbeam	Carpinus sp.	TRESE												
Plane tree	Platanus sp.	TRESE												
Walnut	Juglans sp.	TRESE												
Oak	Quercus sp.	TRESE												
Mulberry	Morus sp.	TRESE												
Pines, Firtreees	Pinaceae sp.	TRESE												
Linden	Tilia sp.	TRESE												
Beech	Fagus sp.	TRESE												
Cocksfoot	Dactylis glomerata	GRASSES												
Meadow foxtail	Alopecurus pratensis	GRASSES												
Timothy grass	Phleum pratense	GRASSES												
Smooth meadow grass	Poa pratensis	GRASSES												
Bread wheat	Triticum aestivum	GRASSES												
Rye	Secalae ceralae	GRASSES												
Hemp	Canabis sp.	WEEDS												
Plantain	Plantago sp.	WEEDS												
Sorrels	Rumex sp.	WEEDS												
Nettles	Urticaceae	WEEDS												
Goosefoot/ Redroot	Chenopod./ Amaranteae	WEEDS												

pigweed	
Wormwoo d	Artemisia
Ambrosia	Ambrosia

Low allergenicity pollen grains
Medium allergenicity pollen grains
High allergenicity pollen grains

4. CONCLUSION

Each plant species has specific aerobiological indicators. However, besides the composition of grains, the retention of pollen and the movement of its grains are also directly related to meteorological conditions. Pollen concentrations in the air are highest in the warm and dry weather, with a weak wind. They are lowest during the wet and cold periods. The pollen release on a daily basis depends on temperature, humidity and solar radiation.

In order to analyze the influence of allergens on human health more precisely, the monitoring should be done over the period of at least 5-10 years. The basic analysis is based on the comparison of daily values of allergenic pollen concentrations to ten-year daily mean data.

The samples collected in urban areas differ from those collected in rural areas. Pollen grains bind numerous pollutants in big cities, thus aggravating the situation for the people allergic to pollen.

All the above given data indicate that Zlatibor Mountain offers favourable living conditions. This information is very important for individuals allergic to pollen when planning trips or holidays, in order to avoid the peak pollinating period, reduce the number of lost working hours, use of medications and therefore, the costs of the country.

The measurement results provide the population, guests or attendees of different congresses with basic information on the values of pollen concentrations at the destination at which they are – the information based on which all ages can spend a lot of time in the open air, for the most part of a year.

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POSITIVE AND NEGATIVE EFFECTS TOURISM ON THE ENVIRONMENT

Ljiljana Trumbulović, PhD
High Business Technical College Uzice, Serbia

Abstract: *Natural space is being gretly damaged, together with basic resources on which tourist development is based That is the reason why the demands for protection of the space are often heard, not only against pollution of human environment, such as industry, urbanization, energetics, traffic, but also from the tourist activity itself. In the work are presented different influences of tourism on human environment.*

Key words: *tourism, human environment, ecological-space consequences*

1. INTRODUCTION

In the first half of the 20th century there was a strong massification of tourism flows, which causes a variety of positive and negative effects on nature, society and the environment. This is why today all countries, and every tourist destination seeks to manage the development of tourism and guide him in the direction of sustainable tourism, ie. minimize its adverse effects.

2 TOURISM AS A GENERATOR OF ENVIRONMENTAL AND SPATIAL CONSEQUENCES

Tourism more than any other activity depends on the quality of the environment, and is all the more important his relationship with the environment. The impacts of tourism on the environment are very complex and do not concern only the environmental components of the environment, but also the socio-cultural and economic factors. Only an analysis of all three components brings a realistic picture of the real impact of tourism in a destination. The observation and prediction of consequences it is necessary to implement actions that will minimize negative impacts, ie, to encourage the development of positive influence.

Tourism, especially since it became a massive and uniform, is a major generator of spatial ecological consequences. In this regard, there are many interactive links between tourism and the environment:

Tourism, the conflict of interest between man and nature (through the market price and profits) is a major consumer of nature

unplanned urbanization and construction of certain areas;

- Violation of autochthonous urban and rural areas,
- the disharmony of the natural base and hipetrofirane hotel and tourism construction,
- the neglect of investment in programs revitalization of natural and material basis, and often favoring new investments

- negative and destructive consequences of traffic while traveling to tourist destinations and to his domicile, the black balance the traffic to the other disadvantages and risks
- excessive construction of residential villas or cottages on quality and other areas near the tourist and other facilities, which further penetrate and occupy the tourist receptive space and creates an incurable id Ruge environmental problems
- illegal construction of various buildings
- increased risk of fire and other inconveniences,
- constantly settlement and construction of various types of inappropriate buildings in the affected coastal area and the second, which does not correspond to the traditional and authentic atmosphere of a region
- Unplanned and excessive build up of social and individual ownership, often on usurped (or how you say it expropriated) property,
- the development of littoral economics (or the economics of coastal areas), there is a collision and frustration in ekoprostoru in favor of industrial, to the detriment turistifikacija and nonstructural development, adversely affect the legality of spatial ecological composition of the area,
- excessive occupation and building space threatens the natural basis of the quality of the space, and creates a risk of scarcity and deprivation space for future generations (of planning with regard to the principle that you should always leave about 30 percent of the available space for future generations),
- Tourism, constantly and increasingly, especially forms of tourism urbanization and colonization, occupying the vital quality placements coastal, insular and marine locations,
- which significantly weakens the tourism potential and image of the environment and its ecological, economic, aesthetic and ethical implications of the natural and humanized to know often be much worse than the urbanization of the industrial and urban agglomeration on the mainland,
- Because of their temporal and spatial concentration of tourism is threatening the ecological effects of the atmosphere, on land and water surfaces (various air pollution, biological pollution of the sea and coast, the degradation of the field by walking or vehicle, permanent and all the faster mobility of tourists, the underwater devastation, destruction of vegetation,
- the problems of sewage, waste remediation, the problems of noise, noise, drunkenness, fighting, drain motor vehicle, endangering the flora and fauna, degradation of landscapes and life agglomeration of various esthetic and movable objects, occupation space cars and vessels,
- the construction of improvised and inadequate facilities for entertainment and recreation,
- building a uniform concrete and similar architecture, the emergence of the tourist ghetto phenomenon memorial vandalism, etc.),
- reducing the environmental sensibilities of tourists and locals that stems from mutual diversity of certain groups, in conjunction with their individual and immediate interests
- tourism is also the cause of a generator and other observable implications and consequences of threatening its development (Trumbulović Lj., 2012), (Blagojević, S., 2000), (Antunac, A., 1991).

2.1 Expansive, aggressive and destructive forms of tourism

In terms of how they act on the change and the deterioration of the environment, natural resources and environment, there are three separate groups of Tourism: expansive, aggressive and destructive.

Expansive forms of tourism

- Expansive forms of tourism are those that by their nature require and occupy large spaces. Such as camping and autokamping, stationary and mobile caravanning, nautical, avioturizam, for weekend tourism, and some other forms.
- Given that these are the most numerous forms of tourism, with high growth rates, they occupy most of the tourist areas, especially the coastal area in the coastal areas. So camping and autokamping occupy large areas, because the minimum surface area for camping per camper must, by the standards, that is between 12 and 25 square meters, a total camp unit that is used to set up the equipment for camping and storage of vehicles between 50 and 120 square meters (depending on the category of the camp). In addition, the camps occupy spaces that are the most valuable coach, but is ecological and aesthetic standpoint njosetljiviji. The same goes for mobile and stationary caravanning.
- Nautical tourism in the sea, rivers and lakes and canals takes considerable coastal area and move on to perform it, especially for construction of ports, marinas, moorings, hangars, nautical centers and other facilities, and thus occupies a free and saved space valuable for tourism.
- Mototurizam is now the dominant form of tourist traffic, but also occupies a large space, pollute the air, soil, creating noise and pollute the environment, as ustanju movement, such as thinner and us sleep. For the construction of roads, car parks, resorts, bypasses, service, service stations and other elements of road infrastructure, take tens of thousands of square kilometers, and is often the best agricultural land, destroying green space and natural landscapes. In addition to this, the newly built roads immediately became shafts of wild and uncontrolled urbanization construction, further ruining the environment. Similar goes for avioturizam and building new airports on the islands and mountain resorts (aircraft, in addition, also very Deplete the Ozone Layer)
- The residential-Secondary (for weekend) tourism is tourism that is related to the construction and use of private homes (secondary residence) for a short or long vacation ("cottages" in the sea, rivers, lakes, the mountain resorts and spa, picnic areas and similar tourist sites) . It is sometimes assumed such proportions that it has any negative effects and characteristics of unplanned urbanization and uncontrolled development. Thus, the wider unplanned and uncontrolled privatization and usurpation of space, and created various forms of speculation and usurpation of land, public and social space, created urban and communal problems, degrades the landscape, and create other problems that impair the quality of the environment.

Aggressive forms of tourism

Aggressive forms of tourist traffic are coming a growing number of tourists in protected natural areas - national parks, nature reserves and protected areas of wilderness, isolated islands and Ada (with us on the Danube) inaccessible and undisturbed landscapes, wild camping in places that are not regulated or designated for camping, sport fishing, permitted and prohibited means to restricted areas and prohibited time, illicit archaeological, and underwater archaeological research and the unauthorized appropriation of biological and archaeological treasures, etc.. When more such aggressive behavior in tourism found in one place, then those on the principle of synergy perform cumulative pressure on the most valuable elements of the space and the environment, as a whole, which is very unfavorable.

Destructive forms of tourism and tourist construction

Destructive forms of tourism are those who completely consume, transform, decompose, rasprirođuju and devalues natural space. All expansive forms of tourism are less destructive, but destructive impact exercise great tourist agglomeration on the coast, islands and mountain resorts.
In all Mediterranean countries caused numerous tourist agglomerations, especially in recent years as a result of intensive mass tourism and construction (for us in Kopaonik and Zlatibor and spas). This has led to the phenomenon of tourism urbanization of coastal areas throughout the Mediterranean, which by its spatial, aesthetic, social, economic and environmental consequences are often worse than urbanicaije urban and industrial agglomeration in non-tourist areas.Because they are artificial ecosystems, large agglomerations, they create chaotic relationships in space, pollution of all kinds, destroying the identity of tourist sites (coastal, mountain, spa) and identical to natural landscapes and an authentic aesthetic value, and so on. Such examples on all shores of the Mediterranean, mountainous and inland tourist centers (Trumbulović Lj., 2012), (Blagojević, S., 2000), (Stojanović, V., 2006).

2.2 Impacts of tourists and tour operators conduct environmental

According to the International Union for Conservation of Nature and Natural Resources, all environmental impacts of tourism on the environment can be classified into two groups:
- Impacts of tourists make on the environment,
- Impacts of tour operators make on the environment

Within these two groups there are a number of ways and types of impacts that are difficult to enumerate all i. Still can enumerate some basic effects, including:
- Effects of tourists on the environment:

The impacts of tourists on the environment will be even greater:
a) if the number of tourists in a particular area,
b) if more remain in the tourist destination,
c) if they developed more aggressive forms of tourist traffic,
d) if the development of tourism and leisure tourists to chance.
- Impacts of the tour on the environment:

The main types of impact of travel on the environment are:
a) Development of space for accommodation of tourists: preparing the ground drainage, drainage, deforestation, construction of roads, ports, airports, lifts, funicular railways, ski slopes, ski jump, parking lots, trails, signage, infrastructure (water supply, utilities, electricity, communication etc..
b) The organization accepts tourists: the construction of receptive restaurants of all kinds, types and categories, construction of facilities, and checkpoints for production and distribution of food, beverages and related facilities, especially if it is uncontrolled construction,
c) The organization of travel, holiday and leisure tourists, which is necessary to build the facilities and grounds for various sports (golf, tennis, ball sports, swimming, view, trim trails, etc.). All these building occupies a large space and disrupts the natural harmony, even when plannin
The most popular tourist destinations along the sea coast and the Alps impacts on nature and people already exceed critical limits. Three quarters of the sand dunes on the Mediterranean coast between Spain and Sicily had already disappeared, largely as a result of urbanization associated with the development of tourism. This trend is further fueled by the constant increase of event tourism, which is an intense traffic, the development of tourism megacentar and general changes in the models of the holiday (increasing number of holidays during the year, short stays and long distance travel).The spirit of adventure all the more evident in modern tourists, as well as greater demand for summer holidays that are full of outdoor activities, cultural and recreational facilities. It was noted that most tourists avoid destination with impaired environment. All impacts of tourism can be divided into:
o Environmental impacts
o Socio - cultural influences
o The economic impact
Each category brings both negative and positive impacts.

Table 1: *The impacts of tourism on the environment*

Type of impact	Positive	Negative
Environmental	- Planning requires solving environmental problems and of spatial planning for tourism - initiates, supports and participates in the organization of space in tourist places, monuments to nature, cultural and historical monuments, etc. - restoration of old buildings, streets, old parts of the city, the castle, walls,	Vandalism of tourists in the place of residence (when tourists refer to the memory parts of the cave jewelry, flowers, endemic and rare species, parts of the sculpture, etc. - pollution of water, air and land due to the construction and operation of tourist objects, - the pollution of the environment as a result of use for tourism (sea coast, beaches, rivers and lakes), - noise pollution and vibration due to

	fortresses, etc. - green area, afforestation area, landscaping, etc. - Construction of river reservoirs, artificial lakes, among other things, due to tourism and recreation - putting parts of nature conservation (national parks, nature parks, natural monuments rugi id) exercises for, among other reasons, because of tourism and recreation - raising awareness of the need for conservation, protection and development of the environment in the local population, the public, tour operators, government and others, and so on.	the noise of tourists in tourist destinations, picnic areas, beaches and ski resorts - the reduction of agricultural land and usable land for tourism - the destruction of flora and fauna in areas residence and visiting tourists (over-harvesting of flowers, herbs, berries and the like). - harassment of animals, safaris, safari tourism, hunting and fishing, experience nature reserves etc.., - uncontrolled hunting and fishing, - inadequate footprint too much concentration of tourist facilities in a small area - soil degradation due to the use (activation soil erosion due to the construction and use of ski trails, walking trails, lifts and other work, and so on.
Socio - cultural	- Improving the social and economic standards - contact with other cultures - the growth of living standards - increasing the level of education of the population	- Change the structure of the population, causing deagrarization - increasing migration - losing cultural authenticity - mixed religions and cultures disappearing traditional ways of life, changing the system values (above)
Economic	- Stabilization of the balance of payments - increasing employment - balanced regional development - the multiplier effect - an increase in disposable income	- Increase in the cost of living - tax increases - impact on differences in the development of certain regions - creating an imbalance between economic sectors - affecting the seasonal fluctuation of workers

2.3 The environmental impacts

In order to develop a system of services for potential tourists, travelers must first develop the necessary infrastructure. In the case of the tourism sector infrastructure includes roads, ports, marinas, airports, electricity, water and sewerage. They will also need some other service facilities such as hotels, restaurants, tourist offices, agencies and others. The development of these systems undoubtedly affect the environment. However, this is only the beginning of the modification Environ ¬ not by tourism. Later, after the construction, the impact on the environment is organized by tourism and visitors with their habits, needs and activities.

Impacts on environmental and natural content area can be viewed by types of tourist destinations and the impact on the individual elements of the environment. Looking at the most popular types of tourist destinations, in which still includes the shore of the ocean and the sea and the mountains, it can be concluded that these landscapes and their resources most affected by tourism.

Impacts on coastal regions

The coastline is zoned resource, where the activity concentrated in certain locations, so that the impacts zoned. The environment of the coastal tourism can be classified into the following categories: (1) oceanic islands; (2) coral reefs; (3) inland waters; (4) the swamps near the coast; (5) sandy beach; (6) coastal dunes.

Coastal areas in Europe suffer from many problems caused by the development to other industries, and tourism, among them are:

- the high level of pollution from oil spills,
- the development of port cities,
- the increase in coastal erosion in What affects the construction of tourist facilities,
- the lack of drinking water,
- the constant increase of the impact of tourism, because the annual coastal regions of Europe visited 100 million tourists, and predictions indicate that this number the 2030th year increase to 230 million (Trumbulović Lj., 2012), (Eban S.G., 2003), (Muller H., 2004).

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The influence of the mountains

For its importance and popularity of the mountain as a tourist destination located elsewhere. Just as tourism causes negative effects in coastal ecosystems, and the mountains influence the transformation of the space. Environment area is sensitive and subject to change. It has a short growing season, low temperature and specific soil types, which are usually thin and does not abound in nutrients. In such conditions, the regeneration of damaged value ranges rather slow.

He construction of trails for skiing and other sports fields and recreation will be achieved positive economic effects, but also remain the consequences of the construction of the Geological Heritage, geodiversity and biodiversity. The construction of tunnels, bridges, overpasses, connecting roads, deforestation and soil degradation can cause landslides and landslides.

Necessary to determine the limits of usability and tourist facilities reproducibility nature of the mountain, in order to avoid the risk of saturation and distortion of the space environment. Solutions to the negative impacts of tourism can be found in the common work of national, regional and local communities, science, tourism operators and tourists, through a partnership that builds collective responsibility towards the sustainability of natural resources and social heritage tourism destination.

Table 2: *Impact of tourism on the environment*

Type of development	Process	Outcome
Preparation paths	Deforestation	
Installing lift	Grade paths which transport equipment, the use of cables to lift	Poremećaj ekosistema, uništavanje biljnog sveta, uznemiravanje divljih životinja i ugrožavanje ptica
Artificial snow	Korišćenje topova za sneg, koji zahtevaju veliku količinu vode	he increase in water use, disproportionate use of energy, noise pollution
Infrastructure Development	Construction of roads to transport skiers infrastructure related to water and energy	Changing the primary land use, air pollution, noise, increase the level of salinity that causes loss of flora
Infrastructure necessary for the development of a destination	Construction of hotels and other tourist facilities, cafes, restaurants, bars	Changing the primary purposes of pollution of air and water

The impact on the city's tourist centers

Big cities are certainly important type of tourist destinations around the world and have yet adequate treatment in academic studies of tourism. They have a range of resources to ensure the satisfaction of tourists travel needs, and therefore attract large numbers of tourists. The growth of tourism in the cities has led to the so-called "tourist urbanization", which contributes to the development of cities because of growing service and tourism activities in them. It certainly changes the environment of cities and affects a range of geographical and sociological transformation. Just a few examples of the transformation of the architectural degradation, air pollution, water pollution, load infrastructure and change habits of the people. Thus, the impact of tourism on the city has a wide range and can be long-lasting effects on the environment of cities and tendencies of their sustainable development (Table 3.).
Tourism perform positive and negative impact on cities. To understand the impact of modern tourism in the cities it is necessary to understanding how tour ¬ zam coexists with other economic activities, but also, and what is its real impact on the life, economy and environment of cities. The study of tourism impacts on cities implies harmonization of environmental, economic, cultural and social impact.

Table 3: *The impacts of tourism on the environment of cities (Trumbulović Lj., 2012)*

Environmental impact of cities	Use of land for tourism development, hydrography changes in urban
The visual impact	Development of tourist districts, the use of architectural styles, the contribution of population growth
Infrastructure	Overload the existing infrastructure roads, railways, parking, security and adaptation of new infrastructure areas intended for tourists
Urban expressions	Change of use of residential areas and their conversion into service districts, introduction of new pedestrian and traffic zones intended for tourists
restoration	Restoration and protection of historic areas and buildings, restoring the facade of the buildings that make up the historical legacy

2.4. Socio-cultural and economic impacts

Tourism is one of the ways to promote understanding between different cultures. The impact of tourism on society and culture, as well as two very close and related concepts can be positive and negative. Tourism changes the collective and individual value systems, behavior of its participants, community structure, lifestyle and quality of life.
To the impacts of tourism on society and culture of understanding, it is more detailed understanding of the relationship of the modern tourism and society of the host country. Today we still do not pay enough attention to the impact of global culture can have on a small country with a tendency for tourism development. On the one hand, there is also adopted the idea that they must respect the different cultures, but on the other hand the idea that the need to maintain the existing culture has not yet been adopted. Commercialization of traditional values is one way and the impact on the socio-cultural values, where the local heritage of changes aimed at bringing tourists. It causes distortion of the tradition, the local dialect, changes in local music, food, arhltekturi. A number of factors depends how tourism will affect the company.
Economic impacts of tourism are usually classified as primary and secondary. Primary or direct influence ¬ ing impacts are those economic impacts are a direct result of tourist spending (for example, buying food from the tourists in the hotel).Secondary influence can be described as either indirect, as it induced. Indirect impacts are those that result from the reaction of the money in the form of local business transactions (for example, the new owner of the hotel investments in equipment and supplies). Size tourist traffic is seen as a significant measure of economic ¬ tion benefit from tourist spending, because it will be a reflection of the circulation of money visitors through the economic system.

3. CONCLUSION

Tourism is, by industry, transportation and energy, one of the major agents of environmental degradation and generation of environmental and spatial effects. Unlike

industry and other economic activities, tourism activity more existentially dependent on preserved natural environment and the environmental quality of the area.
Certain forms of tourism are expansive, aggressive and destructive, and unsustainable water. It is therefore necessary that all stakeholders of tourism-tourists, tour operators, local communities, NGOs, government, public, science-constantly monitor all of the physical, socio-cultural and economic impacts of tourism (positive, negative and cumulative) and take appropriate measures to tourism place in the direction of sustainable tourism.

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EDUCATION IN TOURISM AND CULTURE MANAGEMENT AT FACULTY OF ARTS CONSTANTINE THE PHILOSOPHER UNIVERSITY IN NITRA

Boris Michalík, doc. PhDr. PhD.
Department of Management of Culture and Tourism, Faculty of Arts, Constantine the Philosopher University in Nitra, Nitra, SLOVAKIA, bmichalik@ukf.sk
Michala Dubská, PhDr. PhD.
Department of Management of Culture and Tourism, Faculty of Arts, Constantine the Philosopher University in Nitra, Nitra, SLOVAKIA, mdubska@ukf.sk

Abstract: *The paper presents the experience of the Department of Culture and Tourism Management, Faculty of Arts, Constantine the Philosopher University in Nitra, Slovakia with education of students over 15 years of its existence. The material is elaborated on the basis of a brief theoretical and historical background, supplemented by information on the educational practice within a particular study program and the feedback gained from the labor market.*

Keywords: *education, tourism, competence, knowledge, experience*

1. INTRODUCTION

Tourism in Slovakia has changed significantly since 1989. Although tourism industry was not considered a priority by any of the governing powers, it had made a great progress in three spheres: a conceptual approach (the strategic and the legislative background), management (knowledge and experience increase) and statistics (results) Currently, tourism sector has all the features of a market-oriented segment and its genesis is significantly influenced by events and changes in the last 60 years.

2. PARADIGM OF TOURISM IN SLOVAKIA

Tourism development may have a great importance in the regional economy. Tourism is a source of income, creates values, and it has a significant multiplier effect that can even stimulate the establishing of new organizational structures. Tourism supports the development of technical and social infrastructure, and it promotes the importance of environmental issues. From a local perspective, tourism increases the income of local municipalities, and it is also an important factor in employment. Specific and exact outcomes of regional or local employment in tourism are difficult to obtain, because tourism industry creates employment opportunities in related sectors as well. Furthermore, the phenomenon of seasonality complicates the estimation of the actual results.

Development of domestic tourism before 1989 met different priorities and goals. In the period after World War II, the main task of domestic tourism was to satisfy the recreational needs of the domestic population of Czechoslovakia and to offer possibilities for rehabilitation of physical and mental strength. In socialism, tourism was not considered as economically efficient industry and had some features of non-commercial sector. Therefore, tourism was not one of the priorities included in the planning of the national economy. Despite the fact that tourism as an industry was politically constrained, the government quite strongly promoted domestic tourism. Many state-owned enterprises had their own trade union facilities. Recreation opportunities were available to almost all citizens, because there were many social stimulates and incentives supporting domestic tourism. The government provided free holidays for employees in mines, education and other areas of the national economy and state administration. Well- known are the favorable conditions for trips, recreation and spa stays in socialist cooperative farming. Most of the population used the possibility of free holiday stays which were provided under vouchers. Despite the fact that the government made some efforts to improve the quality of commercial accommodation facilities in the 80s, residents preferred recreational facilities managed under ROH (Robotnícke odborové hnutie, literally "working class trade union movement") or their own cottages and other accommodation facilities.

New social and political system established after 1989 caused significant changes in the tourism sector. 90-ies of the 20th century were characterized by travel boom to the nearest seaside destinations. Priorities and requirements of the participants have changed due to various factors. Domestic centers of summer recreation faced a dramatic decline in the number of regular visitors. Quality of many facilities and services began to deteriorate. Consequences of this process can be seen even in the present day. Some of these resorts, even if they have undergone a process of revitalization, are still looking for their place in the new, competitive and highly differentiated tourism market. The first decade of the new millennium is marked by the development of mass forms of tourism. Aqua parks and wellness facilities are massively being built. Tourism infrastructure, particularly in winter tourism centers, is improving. In recent years, cooperative and destination management has made quite significant progress, resulting in more variable complementarity of tourism services. The government increased its activities in the area of financial and legislative support of tourism industry.

3. EDUCATION AND TOURISM

Before the year 1989, education in the field of tourism was provided at the university level (the cities of Banská Bystrica or Bratislava) and also at the secondary level (in Piešťany). Education at that time emphasized mostly social and ideological functions of tourism rather than its economic importance. Changes in the social system also brought a different perspective on the efficient use of manpower. Increasing number of visitors, building of tourism enterprises and efforts to attract new customers led to a need of skilled workforce with an ability to adapt to new conditions. Flexible and open-minded employees were preferred at the labor market. Many new job positions, that were not included in the previous study programs, have been added: e.g. a project manager, an acquisition manager, a crisis manager or a consultant. Demanding positions related to top management and entrepreneurship in tourism require an extremely wide range of cross-sectional competencies and skills. On the other hand, there is a large disparity between the required knowledge of employees and their low pay conditions. This is a typical and long-lasting problematic phenomenon in tourism services.

4. EDUCATION AT THE DEPARTMENT OF CULTURE AND TOURISM MANAGEMENT

Department of Culture and Tourism Management of the Faculty of Arts, Constantine the Philosopher University in Nitra educates students to become specialists in the management of cultural institutions and tourism enterprises. The emphasis on the specific link between tourism and culture is probably the most important aspect of the educational system, because it is unique in Slovakia. Culture as a complex of values, represents an important part of tourism offer. On the other hand, tourism is part of the local culture and culture in a much broader spatial context.

Cultural institutions such as museums, galleries and castles perform various socially important functions – development and protection of collections, education and presentation function, or a commercial use of the cultural heritage. Tourism industry offers perhaps even wider range of possible careers than cultural sector. From travel agencies, through hotel industry and catering facilities, recreational and spa resorts, transport companies, tourism associations to national, regional and local authorities and organizations. The range of possible activities and occupations in tourism is therefore extremely wide and we can find here a parallel with the multiplier effect. Graduates are also prepared to work for regional development agencies, research centers, marketing and advertisement agencies and project-oriented companies. Currently, even the segment of culture strives to attract a certain number of tourism participants. These efforts are based on active marketing, creative product policy and capable people with modern thinking.

We try to integrate these trends and requirements in the education profile of our graduates. Our goal is to prepare well-educated, strong and adaptable professionals who are needed in the labor market. **Study programs** implemented by the Department comprehensively cover many issues related to culture and tourism. Therefore, they are characterized by a multidisciplinary context and broad thematic focus. The study program is divided into 5 thematic sections: cultural, historical and geographical disciplines; disciplined related to tourism; economic and legal disciplines; foreign languages and optional subjects.

The section of **cultural, historical and geographical disciplines** is focused on acquiring proper knowledge in the fields of geography, history and culture in Slovakia. Within the geographical disciplines, the attention is paid to the geomorphology, administrative regionalization, protected natural sites (national parks, protected landscape areas, caves) and sustainable development. Students acquire an overview of the history of Slovakia, national culture, regionalization in terms of culture and tourism. Study subjects also focus on cultural tourism, specific cultural traditions, cultural geography, folk festivals and cultural events, cultural heritage, culture of ethnic minorities and religious communities. Quite a lot of attention is also paid to philosophy, architecture, visual and performing arts. Student also gain knowledge of the culture, history, geography, socio-economic and political situation in the countries in Europe and the world.

The other section of the study program are **disciplines related to tourism**. Students gain information related to the basics of tourism, tourism services (classification of tourism services, hotel and hospitality, gastronomy, tourist guiding, guest relations services etc.) and regional tourism development (building partnerships in tourism, destination management and marketing). The geography of tourism is focused on an overview of areas that are crucial in the tourism development in Slovakia, e.g. spa cities and resorts, UNESCO monuments, museums, museums in nature, folk architecture reserves, ski resorts or thermal spas and pools.

The section of **economic and legal disciplines** deals with the theoretical knowledge and practical experience in economics, management, marketing, project management and law, with particular emphasis on the area of state administration, local and regional government, culture and tourism.

Language training is focused on developing communication skills, learning specific terminology in the fields of culture, tourism and marketing, raising ability of professional written and oral expression, and business correspondence. As a first foreign language, the student can choose English or German language. The student also must pass basic language state exam and business language state exam. As a second foreign language, students can choose Russian, Arabic, Italian, Spanish or French. The

Department publishes its own textbooks used in foreign language training – we have prepared texts in English, German, Russian and Arabic language. A textbook in Italian will soon be published.

The department offers studies in bachelor, master and doctoral programs, both in internal and external forms of learning. Currently, there are more than 300 students in the internal forms and nearly 300 external students studying at the offices of the Department in three Slovak cities - Nitra, Lučenec and Trstená. We also have students not only from Slovakia, but Hungary, Romania, Serbia, Russia, Poland, Turkey as well, sporadically also from Croatia, Syria and Lebanon. We are also very pleased to have fruitful cooperative relationships with universities in Poznan (Poland), Opole (Poland), Kragujevac (Vrnjacka Banja) and others.

Interdependence between theory and practice is filled through a wide range of our secondary, but very important activities. Students can improve their skills within the ERASMUS program. Most of them choose stays in the cities of Passau (Germany), Bari (Italy), Seville (Spain), Damascus (Syria), Cairo (Egypt), Adiyaman (Turkey) and Bydgoszcz (Poland). They also have the opportunity to work and gain experience in various institutions related to tourism and culture sectors. They actively participate in other projects: tourist guiding, cultural events and projects, International theatre festival Divadelná Nitra, strategic development of tourism and culture (micro-regions of Tribečsko, Biely kameň, Radošinka, cross-border cooperation Slovakia – Poland) or research projects in Slovakia, Hungary, Romania, Serbia or Croatia. Their education profile is also enriched with field trips to Slovakia (usually lasting 1-3 days) or abroad (4-7 days), e.g. to Latvia, United Kingdom, France, Holland, Romania, Moldova, Serbia, Montenegro, Macedonia, Albania and others). Students can gain an official certificate of the tourist guide.

Specific orientation of bachelor´s and master´s degree programs makes it difficult to accept graduates of other programs – usually their knowledge is not compatible or inadequate (they are not aware of basic contexts related to culture and tourism).

5. CONCLUSION

After completing a master´s degree, we monitor the satisfaction of the graduates with the learning process. We regularly analyze received impulses and suggestions in order to update or improve the educational program. Generally, our students gain temporary or permanent working contracts even during the study (usually, they work as a front desk managers, supervisors, lectors in museums and galleries, seasonal delegates, customer care managers, marketing managers, etc.). The rates of employment of our graduates are high, because the structure of the study program is composed according to the demand of the market. Our graduates are employed in a variety of fields – a top manager of a luxury hotel in Dubai, the dispatcher at the airport in London, the airline steward in Spain, director of wellness hotel in Patince, a hotel manager in Tále or Štrbské pleso, general manager of the hotel in Oponice, owners and directors of travel agencies, ministry officials, university and high school teachers, owner of the company which sells and mounts floors, marketing manager of the biggest shopping center in Nitra, but also a worker in a warehouse. Everyone has the same opportunities to study, but not everyone is able to use them properly.

TOURISM AS A BOOST FOR PRODUCTION, EMPLOYMENT AND SUSTAINABLE ECONOMIC DEVELOPMENT IN ZLATIBOR COUNTY

Snežana Bjelić, M.Ec.,
Užice, Republic of Serbia, nancyb@ptt.rs

Abstract: *Over the last two decades, both the economic structure and the structure of business entities in Zlatibor county have been changed to a great extent. On the one hand, in this transitional period, difficulties in business operatons, primarily of the big industrial systems, significantly reduced the employment rate, while, on the other hand, the insufficient number of newly established small and medium-sized enterprises and enterpreneurs with their insufficient absorbtion capacity, caused a significant surplus of the unemployed. Favourable natural conditions, the existing and newly built accomodation capacities, as well as the available experiences in toursim and agriculture, make the appropriate basis for the growth in tourist turnover and agricultural production according to demand of domestic and foreign markets. Based on this, there are many possibilities for new employment in tourism and primary agricultural production.*

Key Words: *sustainable development, rural tourism, ecologically clean environment, local products*

1. INTRODUCTION

The economy of Zlatibor county is export-import oriented with a foreign trade deficit in the last two decades, in spite of the characteristic export of non-ferrous metallurgy products and berries, especially raspberries. With low level of its own and insufficient amount of foreign investments, domestic economy has to focus on utilization of own potentials in industry, agriculture and service sector in order to stimulate production, competitiveness and its export. In this sense, particularly sectors of agriculture and tourism gained in importance, since they have already disposed of favourable natural resources and skilled labour, and are able to give positive impulses for growth of production and employment while cutting the foreign trade deficit, with comparatively lower investments and education of the existing and newly engaged personnel according to the market needs.
Industrial production, agriculture and tourism prevail in the economy of Zlatibor County, which consists of ten municipalities in south-western part of the Republic, as follows: Arilje, Bajina Bašta, Kosjerić, Nova Varoš, Požega, Priboj, Prijepolje, Sjenica, Užice and Čajetina. It is situated at the intersection of three borders: the Republic of Serbia, the Republic of Montenegro and the Republic of Srpska, at the crossroads of important traffic lines which connect the County with the rest of the Republic of Serbia and with the neighbouring countries. Unfortunately, the County is not able to fully take the advantage of its favourable geographic position due to poor state of the existing traffic infrastructure which needs to be upgraded and updated, in order to be exploited for making connections with other markets easier and gaining economic benefits from it.

2. THE ECONOMIC STRUCTURE OF ZLATIBOR COUNTY

2.1. Industrial production

Progressive industrial development which had happened in the period after the Second World War influenced a leading role of industrial production in the economy of the County, even today (Table 1). The industry generates most of national income and has the largest number of workers. The most significant industrial branches today in the County are: non-ferrous metallurgy, metal working industry and textile industry, food processing industry, electric power industry, wood–processing industry, building materials industry, construction industry, etc.

Table 1: *Economically active population that perform occupation by industry in Zlatibor County and the Republic of Serbia, 2011* (www.stat.gov.rs i popis2011.stat.rs/)

Municipality	Total	Agriculture, forestry and fishing	Manufacturing	Electricity and water supply	Construction	Wholesale and retail trade	Transportation and storage	Accommodation and food service activities	Information and communication	ivitiesOther act
Arilje	8.318	3.561	2.405	122	188	631	146	139	33	1.093
Bajina Bašta	10.148	3.846	1.302	527	1.014	832	283	394	38	1.912
Kosjerić	3.693	1.164	837	93	171	401	253	115	24	635
Požega	11.453	3.466	2.779	224	591	1.307	548	269	110	2.159
Užice	28.011	3.215	6.643	964	2.236	3.570	1.521	1.099	379	8.384
Čajetina	5.433	1.470	649	178	266	572	163	831	39	1.265
Nova Varoš	4.934	1.646	888	283	175	415	161	221	29	1.116
Priboj	7.483	1.485	1.727	202	300	830	422	294	52	2.171
Prijepolje	11.676	4.019	1.304	205	1.010	1.267	780	320	97	2.674
Sjenica	6.127	2.115	892	109	274	461	176	117	38	1.945
Total County:	97.276	25.987	19.426	2.907	6.225	10.286	4.453	3.799	839	23.354
Total Republic of Serbia:	2.304.628	340.186	396.392	69.851	125.747	339.371	121.878	67.773	53.281	824.803

For a successful operation of the economy, it is necessary that relation between number of micro, small, medium-sized and large enterprises in the economic structure should be balanced, since their characteristics and performances are complementary (Table 2). Structural disharmony in the economy caused by a decrease in partcipation of a certain category of enterprises, by thier size, reflects significantly its effectiveness and the growth rate. Insufficient number of small enterprises reduces flexibility and adaptability of the economy. On the other side, if there are no large enterprises which promote technological progress and export–capable projects, then cannot be expected significant economic growth in the short and medium terms.

Table 2: *Enterpreneurs and enterprises by size in Zlatibor county in 2009.* (www.rrazlatibor.co.rs)

	Total	Enterpreneurs	Micro	Small	Medium-sized	EMSMS	Large
Zlatibor county	12.733	10.475	1.838	314	86	12.713	20

Relation between number of large enterprises on one side, and small, medium-sized enterprises and enterpreneurs, on the other side is not blanced in the economic structure of the County. Although a large percentage of SMEs and enterpreneurs has been established in the last two decades, this sector still engages fewer workers compared with the large enterprises. That disharmony is a result of the capital industrialization lasting many decades in the course of which large industrial systems were built in the urban areas. It was a period of mass employment, when population had been oriented towards educational profiles requested by large industrial enterprises. That process largely neglected the development of SMEs and enterpreneurs, since it restrained development of agriculture, services and small-scale industry (small factories, workshops, craft workshops). So, today there is a problem of redundancy due to difficulties in restructured large enterprises. Since the SMEs sector has been underdeveloped in the County, we face the outstanding problem in absorption of the redundancy in a short period of time. Relations between the SMEs and large enterprises are at the same time competitive and complementary, and therefore together they give synergistic effects in the economy. The SMEs are very important factor for the efficiency enhancement in all economies. Their effectiveness, flexibility and sensitivity to meet consumers' needs present their competitive advantage and that is why they have the most important contribution in creation of new products and new jobs.
Table 3 explicitly shows the problem of unemployment in the County as well as in the Republic of Serbia. Compared with these figures, unemployment in the County has increased by 38% with 34.515 unemployed in March 2014, according to official data published by National Employment Service, Republic of Serbia.
Based on the principles of sustainable development, Zlatibor county is long-term oriented to use its own natural, industrial and human resources. In this structure of resources, human resources is of particular importance, since it is the only active and mobilizing resource, compared with the others. The human capital and its employment should be the framework for future economic development and increase of competitivness in the existing and new economic branches in Zlatibor county. Investments in knowledge sholud contribute to improvement of strategic position of the economy of the County not only in domestic but also in the international market.

2.2. Agriculture

Highlands, mild climate, clear mountain air (the altitude of 400-1200 m) and clear springs and mountain rivers, make the area of Zlatibor County very favourable for development of agriculture, fruit-processing industry and production of ecologically healthy food. Prevailing hilly landscapes offer excellent agroecological conditions for growing high-quality fruit while lush vegetation of large natural meadows is used for development of live-stock breeding and meat and milk production.

Table 3: *Population by economic activity in Zlatibor County and the Republic of Serbia, September 2011.* (www.stat.gov.rs i www.popis2011.stat.rs)

Municipality	Population total number	Economically active population		
		Perform occupation	Unemployed	Unemployment rate
Arilje	18.792	8.318	999	10,72
Bajina Bašta	26.022	10.148	1.686	14,25
Kosjerić	12.090	3.693	656	15,08
Požega	29.638	11.453	2.146	15,78
Užice	78.040	28.011	6.544	18,94
Čajetina	14.745	5.433	849	13,51
Nova Varoš	16.638	4.934	2.178	30,62
Priboj	27.133	7.483	3.119	29,42
Prijepolje	37.059	11.676	4.466	27,67
Sjenica	26.392	6.127	2.352	27,74
Total Zlatibor County:	286.549	97.276	24.995	20,44
Total Republic of Serbia:	7.186.862	2.304.628	666.592	22,43

The most significant branches within the agriculture of Zlatibor County are:

- Live stock breeding (cattle breeding, sheep breeding)
- Fruit growing (plum, apple, pear, raspberries, strawberries, blackberries, blueberries)
- Vegetable growing farming (potato growing).

The County is very famous for its meat processing and smoked meat production, dairy products (cream, cheese), natural fruit brandies, medicinal herbs and forest fruits (wild strawberries, wild blueberries).

Bearing in mind all available favourable natural conditions, possibilities for primary agricultural production have been insufficiently exploited, especially in branches of fruit growing and live stock breeding. In the sphere of processing in agriculture we have low level of finishing and narrow assortment of products. However, on a basis of the achieved development in agriculture up to now and the available natural resources, the County possesses actual possibilities for further development in the production of:

- Smoked meat (smoked beef and pork, bacon, sausage, smoked mutton),
- Beef and lamb meat,
- Dairy products made of milk from the mountains Zlatibor, Zlatar, Sjenica (Užice cream and cheese, Zlatar cheese, Sjenica cheese, cream vacuumed or in small wooden tubs, peppers in sour cream)
- Hight quality fruits (plum-fresh or dried, autochtonous varieties of apples: „Budimka“ and „Kožara“ brands apples, Jonathan, Jonagold, Golden delicious, Idared and many other varieties, berry fruits: raspberry (90% of its production is exported), blackberry, blueberry,

- Mercantile seed potato,
- Fruit brandies,
- Forest fruits (mushrooms, strawberry, blueberry)
- Medicinal herbs,
- High quality beekeeping products (forest and meadow honey)
- Buckwheat, etc.

Nowadays, for growth of the agricultural production it is necessary to concentrate agricultural lots, modernize mechanization and increase the rate of stimulation. Comparing with some other parts of the Republic with prevailing elderly households, in the County there are still enough young farmers decided to stay and live in villages, to set up modern agricultural households and produce for the market.

The main long-term direction and policy in the field of utilization and environmental protection of the agricultural land in Zlatibor County are the maintenance and upgrading conditions for further development and new employement in agriculture, according to demands on domestic and international market. Organic agriculture could be one of the segements for further development and improvement of its competitiveness.

2.3. **Tourism**

2.3.1 Available potential and main characteristics

By its natural beauties of the hilly mountainous area and the existing accomodation and catering facilities, Zlatibor county is considered as one of the most important and popular tourist destination throughout Serbia. The County has very favourable basic natural preconditions for the development of tourism, such as: favourable geographical position, suitable climate with lot of sunny days in summer and also plenty of snowy days in winter time, excellent skiing terrains, man-made lakes, mountainous rivers with unpolluted water, good for swimming and fishing, large forests abundant in different game for hunting, the real treasury of cultural and historical monuments from the distant and recent past, etc. There are following mountain in the Region: Zlatibor, Tara and Zlatar with exeptional geomedicinal and floral features, thanks to which different types of tourism are developed all year long (mountain tourism, picnic, sports and recreation, hunting, medical treatment of patients, organization of congresses, rural tourism etc.). The Region features beautiful rivers: Drina, Lim, Uvac and Rzav and numerous lakes: Zlatarsko, Radoinjsko lake, Zaovinsko, Ribničko lake and many others.

The center of the County tourist economy is Zlatibor, a real jewel among other mountains in the Republic, with very good climate featured by the air flows coming from Adriatic sea and Panonija lowland. Thanks to its impressive natural environment and climatic conditions, Zlatibor has developed as unique summer and winter tourist destination. It offers optimal conditions for recovering, vacation and recreation, in summer and winter time, through wide range of sports and recreational, hunting, health, aesthetic and congress tourism. On Zlatibor slopes, in a village called Sirogojno, there is a museum in the open air „Staro selo“ (Old village) representing the life in a Zlatibor village during the 19th centuries. In its programmes museum specially pays attention to conservation and revival of old crafts, while, during the season, organizes exhibitions, artists meetings, lectures, literary and

musical encounters, summer schools. Sirogojno is also famous worldwide for rural tourism and for its hand-made cardigans and sweaters made of pure wool by women living in Zlatibor villages.
Mountain Zlatar is situated between the rivers Lim, Uvac, Mileševka and Bistrica. A part of the Uvac river gorge is proclaimed a natural reserve as a domicile for special griffon vulture as a relic species in Europe.
The National park of Mountain Tara, the largest park in Serbia that covers the biggest part of Mt.Tara of 19,175 ha, clad in dense, well preserved forests of fir, spruce, beech and pine trees, is the only place in the world where a rare species - Pančić`s spruce is found in its natural habitat. On the slopes of Tara there is a famous tourist attraction so called "Šargan eight". It is a narrow railway line in the form of number eight which is a part of the old railway line Užice – Sarajevo and presents a unique combination of tunnels and bridges which is a 13 km long railway with an altitude difference of 300 meters between the starting and final terminal. On the hill of Mećavnik, near mountain Mokra Gora, the Drvengrad („Wooden Town") ethnic village was built with the initiative of the famous Serbian filmmaker Emir Kusturica. Authentic log cabins (structures built in traditional architecural so called „old vlachian" style) from the region of mountains Tara and Zlatibor, were transported to the location and used in the construction of the village. Drvengrad has its small wooden church, while in log cabins were housed cake shop, shop selling local traditional crafts, picture gallery, library, restaurant and a cinema.
The Potpećka cave, in the village of Potpeće, 14 km southeast of Užice, is protected as a natural monument. With its monumental entrance of 50m in height it is the largest cave mouth in Serbia. The explored section, adapted for visitors is 555m long. The abundance of cave formations is a rarity in karst caves. It is thought likely that the cave was inhabited by humans as far back as the Neolithic period**.**
The County is abundant in medival churches and monasteries. The most famous monastery from the 13th century is Mileševa in Prijepolje with the famous fresco called White angel.
Table 4 shows that our three most important tourist destinations have a great share in total number of tourists' arrivals and overnight stays in the Republic in 2013.
In a list of most popular tourist destinations in Republic of Serbia in 2013, Zlatibor was ranked on the third position with number of 455.079 overnight stays, while Tara's rank was 7th with 226.935 overnight stays.
Besides relatively good overall results compared to the other tourist destinations in the Republic, available natural conditions and possibilities for development of tourism are insufficiently used in Zlatibor County, while underdeveloped infrastructure and insufficient organization are the most limiting factors.
Generally speaking, development of services, and primarily tourism services, has the fundamental role in process of necessary diversification of economy and its harmonization with significant and available potentials and market trends.
Bearing in mind favourable natural preconditions, capacities and the achieved level of tourism development, as well as the trends on tourist market, further development of tourism in Zlatibor County could be focused on:
- Health and recreational tourism is the main development priority of the County, since this area has huge potential of complementary forms of tourism that contribute to diversity of tourism offer. Special attention should be paid to investments in development and

promotion of Zlatibor, Tara and Zlatar Mts. Medical research has shown that Zlatibor environment supports maintaining health and fitness of healthy people while its mountain air has a mild therapeutic effect that can benefit pulmonary and thyroid gland disorders, as well as helping visitors general convalescence. Zlatibor's Čigota Special Hospital for thyroid gland and methabolism diseases has, in addition to its health programme, a special anti-obesity programme for both adults and children.

Table 4. *Tourists arrivals and overnight stays by destination, 2013.* (Statistical office of the Republic of Serbia)

		All				**Foreign**			
				Indices				Indices	
		XII 2013	I 2013/ XII 2013	XII 2013/ XII 2012	I-XII 2013/ I-XII 2012	XII 2013	I 2013/ XII 2013	XII 2013/ XII 2012	I-XII 2013/ I-XII 2012
Republic of Serbia	Arrivals	152.785	2.192.435	115,8	105,4	69.681	921.768	126,9	113,8
	Nights	421.831	6.567.460	109,3	101,3	155.447	1.988.393	120,1	110,7
Zlatibor	Arrivals	7.796	114.976	147,5	103,6	1.682	21.118	178,9	116,1
	Nights	24.434	455.759	125,6	98,4	4.289	67.415	172,5	109,3
Tara	Arrivals	2.425	57.874	93,0	95,7	176	5.376	59,7	127,7
	Nights	9.024	226.935	85,2	99,2	427	16.544	97,0	115,2
Zlatar	Arrivals	490	6.981	326,7	142,6	77	1.086	452,9	161,4
	Nights	766	16.388	321,8	128,6	88	2.274	314,3	176,7

-Winter tourism is developed on mountains Zlatibor, Tara and Zlatar and it offers skiing terrains with skiing pathes and lifts, but there is still need for more investments in other contents: catering, lodging, rental and purchase of ski equipment.
- Sports and recreational tourism relating to sports clubs and associations which has to be animated to use local capacities for trainings and preparation of sportsman, sports competitions, etc. Summer basketball camps, paragliding, tennis school, skiing and swiming schools are all well organized, thanks to the exeptional conditions and favourable climate on the mountains in the County.
- Special interests and activities tourism in a wide range of content offers to visitors possibilities to be engaged in their hobbies such as: agriculture, picking up wild fruits, cooking, painting, speleology, rafting, camping, cycling, horse riding, hunting, fishing, caving, swimming in the small river bathing beaches, etc. Hunting tourism offers plenty of space for hunters thanks to the natural conditions which are excellent for breeding almost all kinds of game in forest complexes. In further development it will be necessary to improve the quality and abundance of the game, provide skilled staff for these jobs, prevent poaching and promote this kind of tourism through hunting societies both within the country and abroad. It is possible to organize observation of wildlife (like bird

watching) in natural environment and arrange a system of paths (hunting, sightseeing, hiking) to access appropriate locations accompanied by game wardens. Fishing torism carries out all year around and it is important for reduction of tourist season/off-season oscillations. In the County it is specially connected with Drina river. With enriched supply for shopping and renting of adequate equipment, the importance of fishing tourism as an addition to other types of tourism, could be increased.

- Corporate tourism should contribute to increase of business effects since its target group are business people which are animated off-season. In addition, local tourist companies already have been experienced in organization of business events, such as: seminars, high-level meetings, training courses, teambuilding, educational programmes, business fairs, exhibitions and conventions.
- Rural tourism has favourable natural preconditions for its development, specially: ecologicaly health environment and food, ideal altitude, possibilities for picking up medical herbs and wild fruits and many other rural activities.
- Excursion tourism is aimed to school youth mostly during spring and automn months and that is why it is necessary to complete a tourist offer according to demand of this segment of tourists, specially relating sports, entertainment, cultural, historical and ecological education.
- Transit toursim needs to create the adequte specific supply: parking spaces, tourist signalization, information desks, shops with products for motorized tourists etc.

Favourable natural resources are necessary but not sufficient condition for development of tourism. Priority in formulating strategies and projects in tourism today, should be given to maintenance of tourist destination and tourist satisfaction, in cooperation with local communities and in accordance with the principles of sustainable devlopment. As stated in [5] „Condition for proper management in tourism is that sustainability of recouses of which turism depends on, has to be guaranted". Sustainable development requires that tourism has to be incorporated into natural, cultural and human environment, respecting tradition and all stakholders, national and private, at all levels (local, national, regional and international). In the ligth of that, toursim should have positive influence and contribution to local economic development, maintenance of environment and strengthening regional cooperation.

2.3.2 Rural tourism

According to contemporary tendency that tourism nowadays is increasingly turning to selective tourism opposite to mass tourism, rural tourism gains in importance in Zlatibor county, although it is not developed enough with regard to possibilities and market demand. Rural tourism in our hilly and mountainous environment should be more developed in response to the increasing demand of tourists from urban areas, lawlands and abroad for their stay in villages in ecologically preserved surroundings, with the possibility of walking, recreation, playing sports, making trips to visit neighboring natural, cultural and historical sites (caves, waterfalls, churches, monasteries, mounuments, log cabin churches, etc), attending local celebrations and holy days. Instead of classical hotel services and accommodation, tourists increasingly ask for a healthy food and ecologically protected nature in a friendly and traditional atmosphere. Our hosts are cordial and hospitable, and they can offer accomodation in rural households arranged in local traditional style or in a style that provides all comfort expected by the tourist from urban area.

Rural tourism provides the income with minimum investments by villagers, householders, affecting the increase in employment and providing the additional earnings for those who have been already employed, based on seasonal employment. On the other hand, tourist in rural houshold can be introduced with many work activities and a lifestyle in a village, taste the local food and see its preparation the traditional way, through participating in activities of agricultural household (milking cows, collecting plums, haymowing, working in the fields, handicrafts , traditional embroidery, weaving).

Rural tourism has to provide both environmental protection and achievement of commercial objectives. Additionally, this type of tourism is the opportunity for promotion of local products, in terms of getting back to nature and everything originated from nature, searching for authentic experiences, and supporting production and employement. Tourist supply should link agriculture and tourism stronger. As stated in [6] „insufficient promotion of local products represents the crucial barrier for greater presence of local products in the tourism offer" and therefore is necessary to promote: agricultural and food products made of autochthonous plants and animals (cereals, fruits, vegetables, meat and meat products, medicinal herbs and spices, milk and dairy products, brandies, jams, fruit preserves, honey), traditional handcraft products and souvenirs, organic products, wilde fruits, agricultural non-food products. Thus, it should increase the importance of local products in the complete tourist offer, creating the Figure and recognition of the County. Tourism in that way contributes to the growth and development of SMEs in different economic branches (for example, production of typical food products in small packages). It should also support production and selling of traditional products with geografic origin trade marks, like: Užice prosciutto, beef and pork, Užice bacon, Arilje raspberries, Sjenica lamb meat, and of those that are still not registerd but are well known by its quality and taste, like: Zlatar cheese, Sjenica cheese, fruit brandies, honey and others. Additionally, selling of local products will be enlarged by more intensive promotion and sales in hotels, resturants, gift shops and variety stores. Specific tourist events, like: Dried meet products fair in Mačkat, Homemade plum brandy fair in Šljivovica, honey fairs, Cheese and honey festival on Zlatar, Festival of fruit brandies in Užice, artist colonies, Haymowing on Zlatibor, Shephers'days in Kosjerić and others, also contribute to promotion of rural tourism and production and sale of local products manufactured in a traditional way.

In creating a complete tourism supply in segment of rural tourism in the County, the large problem specially for foreign tourists, are a relatively bad state of traffic infrastructure and lack of passable roads to some of the mountainous rural areas. An important advantage for this area would be gained by putting the airport Ponikve into use for tourist trips in local traffic. Certainly, for more successful business operations in this segment of tourism, all relevant institutions should be more engaged in education of rural households for the business running (households' registration, categorization, training on computer skills,...) and ecology, in promoting of rural tourism and providing incentive funds for agricultural households, providing additional tourism contents, tourist signalization, tourist maps, trainings for local tourist guides, and so on.

Considering natural beauty of the hilly-mountainous environment in Zlatibor County, the development of tourism and the increase in a volume of tourist services, according to domestic and foreign markets' demand, have been the real base for new employement in the tourism sector and the economic growth in the County.

3. CONCLUSION

Zlatibor County has favourable natural conditions for development of agriculture and tourism. Based on the demands from domestic and international markets for tourist services and agricultural products, their processing and higher degree of finalization, there is a real economic justification for their further improvement and increasing, in accordance with sustainable development and, on this basis, for new employment and economic development.
Given the insufficient use of favourable natural conditions for tourism development in the County, all relevant institutions should be directed in joint efforts to develop, improve and promote tourism, keeping in mind all positive influences of its development to the economy, society and living standard of local population.
In that way, both the new employment opportunities for young generations and possibilities to partly reduce and solve a redundancy problem arisen in a transition period, will be enlarged.
By renovation of the railrway line Belgrade-Bar running through the County, completion of construction of the Ibar highway and getting the airport Ponikve to work for passenger and freight traffic, the County will get closer to the tourist markets and businessmen, and will increase the economic motivation for domestic and foreign investments, thus supporting the growth of business activities in tourism and agriculture, the volume of their services, production and employment, and consequently, the overall economic activities and production of the County.

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SEISMIC VULNERABILITY OF OBJECTS OF SERBIAN CULTURAL HERITAGE ACCORDING TO SEISMOTECTONICS AND THEIR PROTECTION

Stojnic Nedeljko, PhD.
Institute of Water Management Resorces "Jaroslav Cerni", Belgrade
Kuzovic Dusko, PhD.
Collage of Vocational Studies, Academy of Football, Belgrade

Abstract: *Seismic vulnerability and protection of the cultural heritage on a site implies a better understanding of seismic hazard which the site is exposed. In estimation of seismic hazard of some area it was considered importance of its seismotectonic assembly as a generator of seismic activity. Especially in areas where the probabilistic approach (which is very actual today) due to the unreliability of historical earthquakes data can not give a real seismic depiction. As an example was taken the Kopaonik area, which before the earthquake on 18 May1980, (M = 6.0), was estimated on maximum 7^0 of MCS seismic scale in probabilistic approach. But, after the earthquake occured it was estimated on maximum 9^0 of MSK-64 scale which is quite similar to the MCS. After adequate seismic hazard assessment it is possible to recommended appropriate seismic protection of vulnerable historic buildings*

Keywords: *Cultural heritage objects, Seismotectonics, probabilistic assessment of seismic hazard, seismic protection.*

1. INTRODUCTION

Earthquakes as destructive natural phenomena, which act on the human built environment (structures created by human activity, etc.), as well as the existing natural environment still facing people with the same issue, how to protect against them with as little loss, both human and material. For many years the power of earthquake effects on the surface has been described by seismic intensity. Seismic intensity represents the interaction of seismic action and artificial or natural environment on the surface. Each object on the surface is an instrument whose damage properly testify about the effect of earthquake action that it him at a given location. It is clear that in this way the locations of objects of cultural heritage, as well as other objects may be underestimated in comparison to the real seismic hazard which they are exposed. As an example it was taken the case of the Kopaonik area, that before the earthquake of the 15 May 1980 was estimated on the maximum expected seismic intensity of 7^0 of MCS seismic scale. As an example it was taken the case of the Kopaonik area, which before the earthquake of the 15 May 1980 was estimated on the maximum expected seismic intensity of 7^0 of MCS seismic scale. Therefore the paper discusses seismotectonical approach or deterministic seismic hazard assessment, DSHA. This seismic hazard assessment based on active tectonic structures which are defined by generated seismic energy according to their seismic capacities and maximum value of expected earthquake magnitude which could be realized in the wider area of their extension. This approach results to larger number of seismic scales, with a divided intensity. These scales describe the interaction of seismic action with objects on the surface, going from weakest to strongest earthquakes. The scales are generally divided into 12^0, where the strongest earthquake means the complete destruction of man-made objects as well as changes in the natural environment. Lately, beside estimation of the seismic intensity, the acceleration of the soil particles has been recorded. They are very useful in dynamic analyzes soil as well as objects. To better preserve the cultural heritage buildings which are of extremely great cultural significance for us as a human community in its broadest sense, it is necessary to better examine the seismic hazard in the territory of which the object belongs. According to the type of construction the objects of cultural heritage are very diverse, ranging from wood to brick buildings, then the semi-dressed up dressed stone. Because of the diversity in the type of building, objects of the cultural heritage are more or less prone to damages due to seismic action. Consequently there is a need for adequate protection from the seismic action. Expected seismic action in some location recently is generally estimated by probabilistic method, probabilistic seismic hazard assessment, PSHA (Chowdhury, R.N., 1993). Consequently there is a need for adequate protection of the seismic action. This approach considers the strength and place of earthquakes in the time history. The problem is that the seismic effects generally expected from point sources, even when it comes from seismoactive structures which generate seismic energy. This procedure can easily lead to inadequate assessment of seismic hazard in a given location.

2. ASSESSMENT OF SEISMIC HAZARD BASED ON PROBABILISTIC AND SEISMOTECTONIC CHARACTERISTICS OF THE TERRAIN

As stated, there are two different approaches in estimation of seismic hazard, probabilistic and deterministic once. The advantage of the probabilistic approach is that much better can estimate the occurrence of earthquakes of lower intensity than the maximum one for a certain period of time. In addition, this approach is very reliably determines the probability of occurrence of future earthquakes. However, in the case of the strongest earthquake in PSHA can not give a reliable answer. One way to estimate the maximum possible magnitude is to add 0.5 degrees on the highest magnitude which actually occurred. In the other case, they take magnitude difference between the strongest actually occurred earthquake and next one to it. This difference is added to the strongest earthquakes actually occurred, and thus it is determined the maximum possible expected magnitude. In mathematical sense this magnitude represents the asymptote for any return period earthquake, Tr. This method of determining the maximum expected magnitude (Chowdhury, R.N., 1993), is characteristic for the so-called probabilistic method known as Probabilistic seismic hazard assessment, PSHA. Asymptotically way of limiting magnitude, is necessary because the known Gutenberg Richer relations that correlated the number of earthquakes and their magnitude, there is no limit to the size of magnitude, and it can be very unrealistic estimated. The method is very popular, and the main database on the basis of that you can draw conclusions about future seismic activity in a given area are the earthquakes which have occurred in the historical past, and that relate to the area. However, in assessing the seismic hazard, the most important task is to determine the maximum possible magnitude, expected in a given area. Smaller magnitudes which can be predicted pretty well by the PSHA (Chowdhury, R.N., 1993) are not of such great importance. Deterministic seismic hazard assessment (DSHA) (Chowdhury, R.N., 1993) is the approach in assessment of seismic hazard which involves a detailed analysis of active tectonic structures and determining their seismic capacity based on existing data of actual earthquakes related for the certain area. Seismic capacity is expressed by a magnitude more than the given magnitude is a function of the length of the active structure, that is, the size of its total area. Seismic capacity is expressed with values of magnitude, and mathematically represents the relationship between the magnitude and length (L) of the active structure (1), ie the size of the structure total surface (S), (2).

$$M_{\max} = F(L) \qquad \textbf{(1)}$$

$$M_{\max} = F(S) \qquad \textbf{(2)}$$

For the territory of Serbia, there are two relationships, that are used to determine the seismic capacity of the active structure, (Sikošek, B., 1982).

$$M = (\ln L + 1.74) / 0.84 \qquad \textbf{(3)}$$

$$M = (\ln L + 1.45) / 0.84 \qquad \textbf{(4)}$$

Relation (3) is related to the southern and central part of the territory of Serbia, while relation (4) refers to its northern parts. To determine the relations which are relating to the seismic capacity of active structures, it is necessary to determine the state of stress in the crust at the regional level. It is determined on the basis of historical seismicity of the region. Based on this way defined seismic hazard, it is possible to estimate it in those areas for which we have a very little historical data. In favor of this consideration is a very instructive example that related to the assessment of seismic hazard in Kopaonik region. The strongest earthquake expected in the area of Kopaonik, before the earthquake of the 18 May 1980 was 7^0 of MCS scale, (Group of autors., 1987). Temporary seismic map of the former SFRY, figure 1. Data used for making the seismic map for the territory of Serbia dating from 1456 years. However, only from the Svilajnac earthquake (ML = 6.6, 1893) (Shebalin, N. V., 1998), begins to regularly monitoring and recording seismic activity in Serbia. Despite a long period of monitoring seismic events, there was no data that classified a part of the territory between the Brus and Raska, shading circle in seismically hazardous zone. Later, after the earthquake of the 18 may1980, with the magnitude of (Mw = 5.9), the image of seismicity in the wider area of Brus and Raska, had been completely changed.

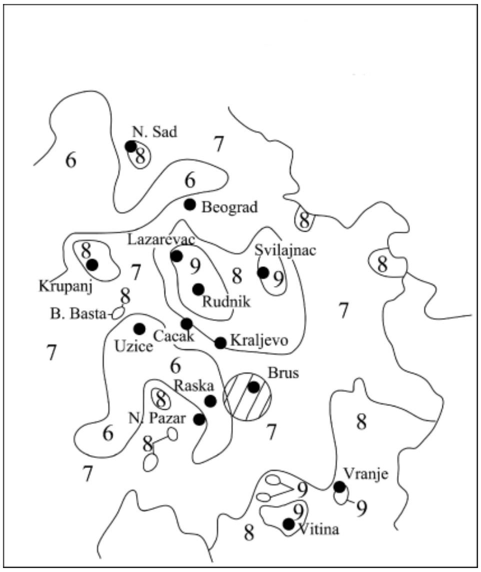

Figure 1. *A temporary seismic map of the former SFRY in 1978 (Group of autors., 1987) part of the territory of Serbia with the shaded circular area between Raska and Bruce*

For return period of 200 years in the seismological map of the 1987, (Group of autors., 1987) the Kopaonik area between Bruce and Raska has been estimated at 80 and 90 according to the scale MSK-64 which is very close to the MCS scale, Figure 2.

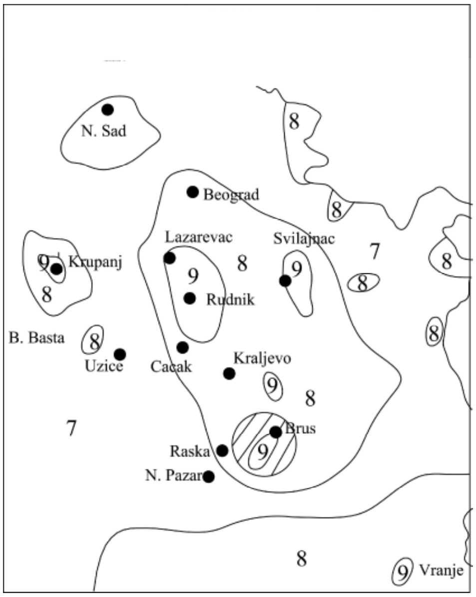

Figure 2. *Seismic map for return period of 200 year (1987) (Group of autors., 1978) part of territory of Serbia with shaded circular area between Raska and Bruce.*

Considering the deterministic assessment of seismic hazard in the Kopaonik area, it was considered neotectonic assembly of the territory of Serbia, figure 3. It is noted that in the separate area between Raska and Bruce pass two neotectonic faults 1 and 2, (Marović, M., 2002) , Figure 3.
Both faults belong to the second tectonic stress field, [8], with the energy kapacitotom which is calculated by the formula, M = (lnL + 1.74) /0.84. Length of the fault is represented by label L. Calculated according to this formula, the seismic capacity structurs 1 and 2, is M = 6.3 and M= 6.1, respectively. In this case, if the seismic hazard previously had been assessed according to the seismic capacity of maximally active faults, seismic hazard for a given area would have been a more realistic.

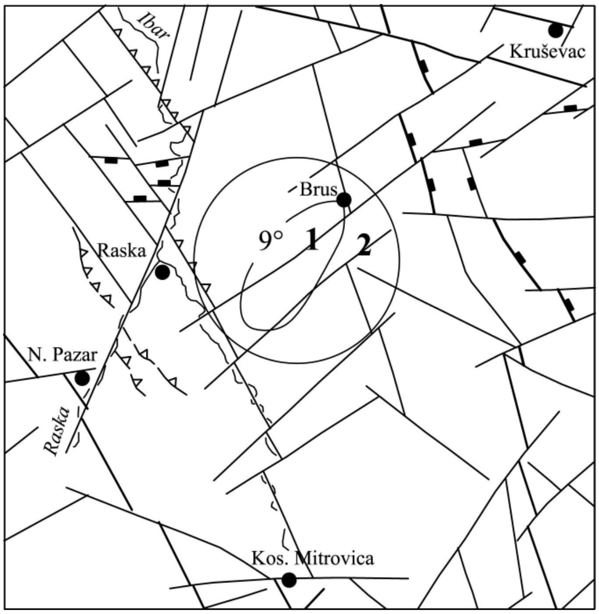

Figure 3. *Part of the tectonic map of Serbia (Marović, M., 2002) with a shaded circular surface area between Raska and Bruce as well as active faults 1 and 2.*

3. VULNERABILITY OF THE OBJECTS OF CULTURAL HERITAGE

Objects of cultural heritage in our country in the construction sense, belong to the building constructed of wood, a combination of wood and bricks, brick masonry buildings and structures of hewn blocks stone.
These objects are usually without aseismic constructive elements, (Feilden, B., 1987), (www.heritage.gov.rs). According to seismic scales MKS-64 and EMS-98, these objects belong to types B, C and D. The type B includes ordinary brick buildings, large block construction, half-timber structures, structures of hewn blocks of stone. The type C includes Reinforced buildings, well-built wooden structures. In EMS-98 to type D belongs

only timber structures (Feilden, B., 1987). Damages which are expected according to the scales have approximately the same divisions, and they are classified into 5 levels, going from minor cracks in the plaster up to complete kolapsa, Table 1.

Table 1. *Classification of damage to buildings according to MSK-64*

Grade	**Short description**	**Detail description**
1	Slight damage	Fine cracks in plaster; fall of small pieces of plaster.
2	Moderate damage	Small cracks in walls; fall of fairly large pieces of plaster; pantiles slip off; cracks in chimneys; parts of chimneys fall down.
3	Heavy damage	Large and deep cracks in walls; fall of chimneys.
4	Destruction	Gaps in walls; parts of buildings may collapse; separate parts of the buildings lose their cohesion; inner walls and filled-in walls of the frame collapse.
5	Total damage	Total collapse of buildings.

Based on the above determination in the seismic scales, it is possible to predict potencial damages to the objects of cultural heritage, table 2.
For objects of cultural heritage, the main task is to preserve them with the least damage. This indicates their requrement for seismic protection which will allow eventual damages maintain in level 1 and 2, Table 2. From this arise the importance of seismotectonics in defining of potential of seismic activities at the site. As for the seismic protection of buildings of cultural significance, besides structural rainforcement increasingly applied, seismic base isolation where the facility represents a discontinuous connection with its fundament (Rodwell, D., 2007). In that way it is achieved reducing of transmission of seismic energy from the ground to the building.

Table 2. *The expected intensity of the earthquake on the territory of the Republic of Serbia with adverse effects on certain types of buildings.*

Macroseismic Intensity Scale						
	MSK-64			EMS-98		
Seismic intensity degree	**Grade of building (structures) damage**	**Quantity**	**Type of structure**	**Grade of building (structures) damage**	**Quantity**	**Type of structure**
IV	no	no		no	no	
V	1	a few	A	1	a few	B
				1	a few	A
VI	1	a few	B	1	a few	C
	2	a few	A	2	a few	A, B
	1	many	A	1	meny	A, B
VII	1	many	C	1	a few	D
	2	many	B	2	a few	C
	3	many	A	3	a few	B
	4	a few	A	2	many	B
				4	a few	A
				3	many	A
	4	many	A	5	a few	A
				4	many	A

3. CONCLUSION

Because of its importance, the objects of cultural heritage, should be more preserved during the earthquake occurrence in the places where they are located.

In order to achieve this, it is primarily important to asses the seismic hazard which the objects of cultural heritage are exposed to, as better as possible. In this case, the seismotectonics as a discipline could solve those problems which characterized with lack of historical seismic data.

It is necessary, in accordance with the estimated seismic hazard and significance of the object of cultural significance recommend appropriate measures of their seismic protection.

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ROLE OF EFFECTIVE COMMUNICATION IN THE TOURISM ORGANIZATIONS

Anđela Mikić, PhD
Belgrade Business School – Higher Education Institution for Applied Studies, Belgrade
Dragoslav Jokić, PhD
Business-Technical College of Vocational Studies, Užice

Abstract: *Successful tourism organizations understand that achieving success in today's workplace is closely tied to the ability of employees and managers to communicate effectively with each other and with people outside the organization. Communication is the process of sending and receiving messages. However, communication is effective only when the message is understood and when it stimulates action or encourages the receiver to think in new ways. In the tourism organizations it includes the internal and external structure through which messages pass and the way information is presented, as well as the actual content of the messages themselves.*

Key words: *Tourism organizations, effective communication, forms of communication, communication challenges*

1. INTRODUCTION

Tourism is a composite of activities, services, and industries that delivers a travel experience. Components of the tourism industry include transportation, accommodations, eating and drinking establishments, shops, entertainment, activity facilities, and other hospitality services available for individuals or groups traveling away from home. Tourism encompasses a broad range of businesses and governmental services.
Whether an tourism organization is large, small, or virtual, sharing information among its parts and with the outside world is the glue that binds the organization together. In fact, communication is the lifeblood of an organization, and so of the tourism organizations as well. Communication is the process of sending and receiving messages. It includes the internal and external structure through which messages pass and the way information is presented, as well as the actual content of the messages themselves.
Ability to communicate effectively increases productivity, both of persons and organization's. With good communication skills, one can anticipate problems, make decisions, coordinate work flow, supervise others, develop relationships and promote products and services. One can shape the impressions he/she and his/her company make on colleagues, employees, supervisors, investors, and clients in addition to perceiving and responding to the needs of these stakeholders (the various groups to interact with). Without effective communication, people misunderstand each other and misinterpret information. Ideas misfire or fail to gain attention, and people and companies flounder. In fact, studies show that on average, 14 percent of each 40-hour work week in the tourism organizations is wasted because of poor communication between staff and management. (Greenberg, J.,2002)

2. THE PROCESS OF COMMUNICATION IN THE TOURISM ORGANIZATIONS

Communication doesn't occur haphazardly in the tourism organizations. Nor does it happen all at once. It is more than a single act. Communication is a dynamic, transactional (two-way) process that can be broken into six phases. (Rouse, M.J., 2002)

1. The sender has an idea. One conceive an idea and wants to share it.
2. The sender encodes the idea. When one puts its idea into a message that its receiver will understand, one is encoding it. One decides on the message's form (word, facial expression, gesture), length, organization, tone, and style - all of which depend on its idea, audience, and personal style or mood.
3. The sender transmits the message. To physically transmit its message to receiver, one select a communication channel (verbal or nonverbal, spoken or written) and a medium (telephone, letter, memo, e-mail, report, face-to-face exchange). This choice depends on message, audience's location, need for speed and the formality required.
4. Receiver gets the message. For communication to occur, receiver must get the message. If one sends a letter, receiver has to read it before understand it. It one is giving a speech, listeners have to be able to hear him/her, and they have to be paying attention.
5. The receiver decodes the message. Receiver must decode (absorb and understand the message). The decoded message must then be stored in the receiver's mind. If all goes well, the receiver interprets message correctly, assigning the same meaning to one's words as one intended and responding in the desired way.
6. The receiver sends feedback. After decoding the message, the receiver responds in some way and signals that response to the sender. This feedback enables the sender to evaluate the effectiveness of his/her message. If audience doesn't understand what the sender means, one can tell by the response and refine its message.

The communication process is repeated until both parties have finished expressing themselves. Moreover, effective business communicators don't cram too much information into one message. Instead, they limit the content of message to a specific subject and use this back-and-forth exchange to provide additional information or details in subsequent messages.

3. THE FORMS OF COMMUNICATION IN THE TOURISM ORGANIZATIONS

In the tourism organizations communication occurs in many forms. One can pick up the phone and have a conversation with its supervisor or leave her a voice-mail message if she's unavailable. One can choose, instead, to write her a memo and send it by e-mail. In turn, she can respond to his/her message in the form of her choice. A supervisor may decide to forward a message to other employees or managers, and they may communicate it to clients and other outsiders. The process is fluid; the form in which a message communicated changes constantly. Communication can be internal or external, formal or informal, spoken or written. In fact, it can even be a simple smile.

3.1. Nonverbal Communication

The most basic form of communication is nonverbal communication: all the cues, gestures, facial expressions, spatial relationships, and attitudes toward time that enable people to communicate without words. Anthropologists theorize that long before human beings used words to talk things over, our ancestors communicated with one another by using their bodies. They gritted their teeth to show anger; they smiled a touched one another to indicate affection. Although we have come a long way since, those primitive times, we still use nonverbal cues to express superiority, dependent dislike, respect, love, and other feelings.

Nonverbal communication differs from verbal communication in fundamental ways. For one thing, it's less structured, so it's more difficult to study. One can't pick up a book on nonverbal language and master the vocabulary of gestures, expressions, and inflections that are common in our culture. Even experts don't really know how people learn nonverbal behavior. No one teaches a baby to cry or sir yet these forms of self-expression are almost universal. Other types of nonverbal communication, such as the meaning of colors and certain gestures, vary from culture to culture. **(**Bovee, C.L., 2003)

Nonverbal communication also differs from verbal communication in term of intent and spontaneity. We generally plan our words. However, when we communicate nonverbally, we sometimes do so unconsciously. We don't mean to raise an eyebrow or to blush. Those actions come naturally. Without our consent, our emotions are written over our face.

3.2. Verbal Communication

Although we can express many things nonverbally, there are limits to what we can communicate without the help of language. If we want to discuss past events, ideas, or abstractions, we need symbols that stand for our thoughts. Our communication consists of words arranged in meaningful patterns. To create a thought with these words, we arrange them according to the rules of grammar, putting the various parts of speech in the proper sequence. We then transmit the message in spoken or written form, anticipating that someone will hear or read what we have to say.

Given a choice, people would rather talk to each other than write to each other. Talking takes less time and needs no composing, key boarding, rewriting, duplicating, or distributing. Even more important, oral communication provides the opportunity for feedback. When people communicate orally, they can ask questions and test their understanding of the message; they can share ideas and work together to solve problems.

Nonetheless, oral communication has its drawbacks. We have far less opportunity to revise our spoken words than to revise our written words. We can't cross out what we just said and start all over. Furthermore, at times written forms, such as letters, memos, reports, and proposals, are more appropriate and effective: when the information we are conveying is very complex, when a permanent record is needed for future reference, when the audience is large and geographically dispersed, and when immediate interaction with the audience is either unimportant or undesirable. (Pasternack, B.A., 1998)

People spend more time receiving information than transmitting it. Listening and reading are every bit as important as speaking and writing. But most of people aren't very good listeners. A major reason is that we are distracted by a number of challenges in the workplace.

3.3. Internal Communication

Internal communication refers to the exchange of information and ideas within the tourism organization**.** As an employee, one are in a position to observe things that its supervisors and co-workers cannot see: a client's first reaction to a product display, a supplier's brief hesitation before agreeing to a delivery date, an odd whirring noise in a piece of equipment, or a slowdown in the flow of clients. Managers and co-workers need little gems of information in order to do their jobs. If they don't pass that information along', nobody will - because nobody else knows.

In most businesses, much information can be exchanged internally by phone, e-mail, fax, interoffice memo, or company intranet. Internal communication helps employees do their jobs, develop a clear sense of the organization's mission, and identify and react quickly to potential problems. To maintain healthy flow of information within the organization, effective communicators use both formal and informal channels. (Ott, S.J.,1989)

The formal communication network information may travel down, up, and across an organization's formal hierarchy

Downward flow. Organizational decisions are usually made at the top and then flow down to the people who will carry them out. Most of what filters downward is geared toward helping employees do their jobs. From top to bottom, each person must understand each message, apply it, and pass it along.

Upward flow. To solve problems and make intelligent decisions, managers must learn what's going on in the organization. Because they can't be everywhere at once, executives depend on lower-level employees to furnish them with accurate, timely reports on problems, emerging trends, opportunities for improvement, grievances, and performance.

Horizontal flow. Communication also flows from one department to another, either laterally or diagonally. This horizontal communication helps employees share information and coordinate tasks, and it is especially useful for solving complex and difficult problems.

3.4. External Communication

Just as internal communication carries information up, down, and across the tourism organization, external communication carries it into and out of the organization. Companies constantly exchange messages with clients, vendors, distributors, competitors, investors, journalists, and community representatives. Sometimes this external communication is carefully orchestrated - especially during a crisis. At other times it occurs informally as part of routine business operations.

Whether by letter, website, phone, fax, Internet, or videotape, good communication is the first step in creating a favorable impression. Carefully constructed letters, reports, memos, oral presentations, and websites convey an important message to outsiders about the quality of organization. Messages such as statements to the press, letters to investors, advertisements, price increase announcements, and litigation updates, require special care because of their delicate nature. Therefore, such documents are often drafted by a marketing or public relations team - a group of individuals whose sole job is creating and managing the flow of formal messages to outsiders.

The public relations team is also responsible for helping management plan for and respond to crises - which can range from environmental accidents or sabotage situations to strikes, massive product failure, major litigation, or even an abrupt change in management. To minimize the impact of any crisis, expert communicators advise managers to communicate honestly, open and often. If handled improperly, a crisis can destroy a company's reputation, drain its financial strength, erode employee morale, and result in negative publicity. (Loocker, K.O., 2001)

Although companies usually communicate with outsiders in a formal manner, informal contacts with outsiders are important for learning about customer needs. As a members of an organization, we are an important informal conduits for communicating with the outside world. In the course of your daily activities, we unconscious absorb bits and pieces of information that add to the collective knowledge of your company. Moreover, every time one speaks for or about your company, one send a message. Many outsiders may form their impression of organization on the basis of the subtle, unconscious clues one transmits through tone of voice, facial expression, and general appearance

Top managers rely heavily on informal contacts with outsiders to gather information that might be useful to their companies. Much of their networking involves interaction with fellow executives. However, plenty of high-level managers recognize the value of keeping in touch with "the real world" by creating opportunities to talk with and get feedback from customers and frontline employees. Receiving feedback is a key phase of the communication process

4. COMMUNICATION CHALLENGES IN THE TOURISM ORGANIZATIONS

Good communication skills have always been important in the workplace of the tourism organizations. They are even more vital today, when the changing workplace has brought these communication challenges: advances in technology, globalization, an increasing culturally diverse workforce, and the adoption of team-based organizational structures, which influences the tourism organizations.

Advances in technology is one of the challenges. The Internet, e-mail, voice mail, faxes, pagers, and other wireless devices have revolutionized the way people communicate. Such technological advances not only bring new and better tools to the workplace but also increase the speed, frequency, and reach of communication. People from opposite ends of the world can work together seamlessly, 24 hours a day. Moreover, advances in technology make it possible for more and more people to work away from the office - in cars, airports, hotels, and at home.

This increased use of new technology requires employees to communicate more effectively and efficiently. Furthermore, intranets (private corporate networks based on Internet technology), and extranets (the extension of private networks to certain outsiders such as suppliers) facilitate communication among employees, managers, customers, suppliers, and investors. The challenges of communicating effectively with people inside and outside the organization are magnified as more business install such networks and as they increasingly engage in electronic commerce (e-commerce), the buying and selling of goods and services over the Internet.

Each form of electronic communication has its limitations, and individuals must learn when it's appropriate to use each form. One have to think not only about what you he/she is going to say and how to say it, but also about which technological tools used to do so. (Mckenna, C.,1998.)

Team-based organizations is another challenge. The command-and-control style of traditional management structures is ineffective in today's fast-paced, e-commerce environment. Successful companies no longer limit decisions to a few managers at the top of a formal hierarchy. Instead, organizations use teams and collaborative work groups to make the fast decisions required to succeed in a global and competitive marketplace. Although working in teams has many advantages, it also offers many challenges, as team members often come from different departments, perform different functions, and come from diverse cultural backgrounds. To function in a team-based organization, one must understand how groups interact, reach decisions, work collaboratively, and resolve conflict. Moreover, one must be able to listen to and understand others, give balanced feedback, explore ideas, keep everyone involved, and credit others' work. Doing so requires a basic understanding of the communication process in organizational settings.

5. EFFECTIVE COMMUNICATION IN THE TOURISM ORGANIZATIONS

Effective communication is critical to organization and can help it in many ways, which is especially obvious in the tourism organizations. In fact, communication plays a role in product development, customer relations, employee management - virtually every facet of a business' operations. Employees are a key audience because they often serve as the conduit to other audiences. If employees are informed and engaged, communications with other constituencies are likely to be strong as well. Effective communications help to establish clear expectations for employees and, perhaps surprisingly, for customers as well. For employees, clear expectations will convey how their performance will impact the company and give them an indication of what they need to do to achieve positive feedback. For customers, clear communication can help manage their expectations about service issues or even about how best to interact with the organization.

Effective communication builds strong relationships. Trust and loyalty are key factors in any relationship and both are boosted by communication that is focused on meeting individual needs, conveying important information and providing feedback - positive and constructive. Strong relationships with external audiences also build strong solid communication about products, services and company culture and values.

Open channels of communication can lead to new ideas and innovation in a number of areas. Employees that understand what's important to their companies can focus on making improvements and spotting opportunities for innovation that can help further success. When employees know their ideas will be sought after, that company leaders will have

open minds and be responsive to their feedback, they're more likely to contribute their ideas. Clients also can be a source of great ideas to help improve products and services.
The more employees know about the company, its culture, its products and services, and its response to any negative issues, the better job they can do of serving as ambassadors to the community, their friends, relatives and other business connections. Employees who feel they have a strong, positive relationship with their employers and trust the information they receive from their employers will be more likely to share that information with others. Employees can be a highly valued and trusted source of information about a company and its products and services.
Effective organizational communication will lead to strong teamwork and the ability for employees at all levels of the organization to work together to achieve company goals. In addition, effective organizational communication will provide employees the knowledge, structure and positive work environment they need to feel comfortable dealing with conflict and resolving issues effectively.

6. CHARACTERISTICS OF EFFECTIVE BUSINESS MESSAGES

Effective business messages have a number of common characteristics, they (Stanton, N. 1996.):

- *Provide practical information*. Business messages usually describe how to do something, explain why a procedure was changed, highlight the cause of a problem or possible solution, discuss the status of a project, or explain why a new piece equipment should be purchased.
- *Give facts rather than impressions*. Business messages use concrete language and specific details. Information must be clear, convincing, accurate, and ethical. One must present hard evidence (not just opinion) and present all sides of an argument before one commit to a conclusion.
- *Clarify and condense information*. Business messages frequently use tables, charts, photos, or diagrams to clarify or condense information, to explain a process, or to emphasize important information.
- *State precise responsibilities*. Business messages are directed to a specific audience. Therefore, one must clearly state what is expected of, or what one can do for, that particular audience.
- *Persuade others and offer recommendations*. Business messages frequently persuade employers, customers, or clients to purchase a product or service or adopt a plan of action. To be effective, persuasive messages must show readers just how a product, service, or idea will benefit them specifically.

7. CONCLUSION

Successful tourism organizations today understand that achieving success in today's work-place is closely tied to the ability of employees and managers to communicate effectively with each other and with people outside the organization. Communication is effective only

when the message is understood and when it stimulates action or encourages the receiver to think in new ways.
Open channels of communication can lead to new ideas and innovation in a number of areas. Employees that understand what's important to their companies can focus on making improvements and spotting opportunities for innovation that can help further success. When employees know their ideas will be sought after, that company leaders will have open minds and be responsive to their feedback, they're more likely to contribute their ideas.
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ETHICAL VIRTUES IN THE TOURISM BUSINESS

Anđela Mikić, PhD
Belgrade Business School – Higher Education
Institution for Applied Studies, Belgrade, Serbia
Dragoslav Jokić, PhD
Business-Technical College of Vocational Studies, Užice, Serbia

Abstract: *Virtue ethics is important form of business ethics. Business ethics examines ethical principles and moral or ethical problems that arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations. It is usual to see virtue ethics applied to the world of the tourism business. Ethical virtues are not just a matter of personal growth; they can apply to the tourism business practices as well. The top ethical virtues of a business are those practices and policies that speak to the positive way in which the tourism business operates. Understanding what these virtues are is a core component to continued growth and overall the tourism organizations success.*

Keywords: *Tourism business, business ethics, ethical virtues, business excellence*

1.INTRODUCTION

Almost in all times and in all human societies people accepted some values. They called them *virtues*, because they wanted to emphasize them among the other's characteristics. The virtues (from Latin *virtus* – virtue, strength) could be looked at as an excellence of a character or soul as well as the concrete ways of actions that come from good and that lead to good a person that posses the virtues and also the other's subjects and objects of his/hers actions. In other words, the virtues are clusters of regularly grouped spiritual or emotional circumstances and inclinations, actually the clusters of regularly grouped emotions and thoughts, as well as the ways of reacting in the given situations.

Which virtues are needed so that a person could build good relations with the others? *The golden rules* were told by Confucius: „Don't do to the others what you don't want to be done to you." This postulate was repeated from Tale and other Greek philosophers and Jesus confirmed it, telling that it is a basis of human relations.

Maybe we won't always get a positive answer if we treat others as we would like to be treated, but we will have a chance to attend virtues as: goodness, justice, fidelity, honesty, kindness, compassion, forgiveness, caution, self-control.

2. KINDS OF THE VIRTUES IN THE TOURISM BUSINESS

The ethical virtues in the tourism business are connected with the ability of right actions in different situations in business. It is a wide conception for the defined standards that should be fulfilled so that the tourism business could be seen as a business of good quality.

The ethic in the tourism business includes many virtues (to describe them we use Latin and Greek terms):
- caritas (mercy),
- veritas (truthfulness),
- sofia (wisdom),
- credibilis (reliability),
- agape (work passion),
- optimus (optimism),
- andrea (courage),
- infinitus (endlessness),
- filia (philanthropy),
- rationalis (rationality),
- eros (attractiveness).

The business ethics, as well as the conscience of it are built through every day work and it is seen not only in satisfying some criteria of ethic and morality, but also in a concrete success that come as a result from such a conscience. The so-called realists will emphasize that it is not possible to lead a company or a state basically on the criteria of: mercy, truthfulness, philanthropy and so on. With no regard to such stories of the so-called realists, the business reality is such one that mercy, truthfulness and further on create an integral and necessary part of our reality. An attitude that in business we should not base our actions on the mentioned virtues may be truthful for weak organizations. But powerful organizations, with no regard to generosity, very often, behave just on appearance mercifully from the rational motives.

3. CARITAS (MERCY)

Caritas or mercy in the tourism business context means an ability of compassion with psychologically or physically „inferior“ subjects, as well as, giving help to them so that they could return to natural state, regardless they be business partners or contestants.

Mercy is an ability to help the others who are in trouble, simply because they need it. Looking from the view of business ethics mercy means avoidance of merciless struggle and help to defeated. For example, if a business subject experienced ill – success an opportunity of rehabilitation should be given to him so that he/she could work successfully again.

In short period of time, the act of mercy may seem like an act against economical interests, but in long terms it is worth while. Mercy is justifiable, because it influence healthy contest, which is the root of successful and ethical business. In longer period of time the system wholly advances and together with it all the included participants.

In business sense mercy does not mean giving alms, because it may be humiliation and does not go with business. Mercy means to give chance to everyone to work, to be successful, to raise to someone we are in accord with and also to the other with whom we do not agree.

It is known that businessmen look at business life systematically. A job, a branch or a nation that is weak, ill or defeated may become the best partner. On longer period, sometimes, it is smart to buy from the „dying“ and so give them a chance to live and be a spender, also because of the dictate of ethic. (De George, R.T., 2009)

4. VERITAS (TRUTHFULNESS)

Veritas, truthfulness is an important notion in the tourism business. This virtue is a guarantee that the business relations with all the people, that we come in contact with, are based on honesty and sincerity.

Truthfulness shows that hope in sincerely propitious result of the business has sense only if a person or a company is sincere and honest and if he/she does not cause the failure in the contact with the partners, clients, buyers or engaged by his/hers dishonest and unethical attitude.

The truthfulness is visible in the transparence and readiness for the dialogue, which gets its weight during the time. This saying is known: „A good news is heard very far, but bad news even farer.“ The admittance of the mistakes and the transparent doings away with, the buyers know to appreciate. So the sincerity will always be recognized and rewarded. It will be concreted through the reputation of the company, fidelity to the tourism – mark of the services or even through the increase of the value of the stockholds of the firm.

5.SOFIA (WISDOM)

Sofia, wisdom in the business context is an ability to recognize the real condition in the tourism business and that how it should be. To recognize a good business occasion is not only a product of a good education, but also of wisdom.

Wisdom is above every economical theory – wisdom is not a theory, it is based on a concrete aspects. It is not learned from the books. It is the virtue that one acquires through whole life, as also other ethical virtues.

At the same time, if wisdom would be the only characteristic of a businessman or a business, economy would develop slowly. The wisdom is a wisdom only in combination with conscience of a need of doing and the situation of the unknown. That conscience requires another complement characteristic of a business, and than is a courage.

6. CREDIBILIS (RELIABILITY)

Credibilis, reliability, in the tourism business context, is a virtue that is connected with the attribute of some business subject or an object so that we get a feeling of safety and trust when we think about them. The words reliability and trust are closely connected and it is very hard to describe one without another. Usually we say: „You may trust him/her“, which means that we can have confidence that he/she will do what should be done, that will keep the promise, or that will fulfill his/hers obligation. Except a person, that could be applied to an organization as well as its services.

Reliability exists between a totally unforeseen result and the one which is favorable and so it enables the safe way from one side to another. The reliability is not of 100%, assurance because business is something unpredictable, but if we have a positive experience from the previous business, we are more and more sure that the next will also be successful. When we start a next job, we have to believe in the sincerity of our new partner if we want to work at all. As he/she justifies our confidence by his/hers correct and ethical attitude, his/hers reliability gets greater and greater.

From this which has been said we can see that reliability is a result of a good experience while distrust a result of a negative one. The reliability is like interest that is added to the capital of the justified trust.

The trust is crucial in a business, because it may compose or discompose a team, and the business can't exist without a team work. Before, a team work was something that was needed only in the work on special projects, but today it is a necessary norm. In earlier times the candidate was questioned about his/hers own successes in a business, but today they are asked whether they are team players. They are asked about theirs experience and achievements in team work. The business needs a team play so that it could survive and the reliability of the members is necessary for the survival of a team.

7. AGAPE (WORK PASSION)

In the tourism business context, *agape,* work passion is a virtue by which we bring into work our intellectual and emotional potential more above the necessary level and devote ourselves entirely to it. This notion means working with satisfaction, building ourselves in all the jobs we do. It is love to work itself.

Ecstasy or love to work depends on the level of identification between subject and object of the work. If we wish to attain love or work passion it is important to enable the identification. The identification between the personal positive feelings and the working task develops if it is enabled to a subject of the work to express his/hers personal values through work. In other words, it means a personalization of the work. There are several basic preconditions for the creation of the ecstasy to work in ourselves and in others. They are: democracy, tolerance, freedom, sincerity, the possibility of choice, the adequate reward, etc.

We will summon one examples of the work passion. The North American air company *South-Western Airline* achieved the increase in the stock holds from 400 millions to over 4 milliards dollars in the first decade of the XXI century. By the words of its establisher and the manager it was done by: „work passion and delight of the people who connected their personal identification with the profit and success of the company *South- Western."* (Krkač, K., 2007.)

The work passion requires to connect the aspects of our personality with the excellence and the delight of the job. The work passion is followed by the work connected with science, art, culture and sport, but as we see in the many examples – the passion to work can be a part of the ethic of the tourism business.

8. OPTIMUS (OPTIMISM)

Optimus, optimism in the tourism business context is a precondition of the deciding in the situations of the certainty and uncertainty, and such it precedes *andrea* – the ability of deciding and acting in such situations. The optimism is a positive attitude which in business context in every situation, whether it be certain or uncertain, sees the possibility of the success.

The pesimism, as an opposite to optimism may appear as a product of the unexpected and undesirable circumstances. The pesimism cretaes frustration which influences negatively on all which are included in the business.

So optimism as a state of construction should be kept, because only by positive thought and an attitude of construction, we can create a fertile soil and base of a good business.

9.ANDREA (COURAGE)

Andrea, courage in the tourism business context is an ability of deciding and acting in the situations of the parallel certainty and uncertainty. The Roman historian Cornelius Tacit has written the folowing words: „The wish for the assurance is in a direct opposition with each great and elevated act."

The businessman can not act on the base of courage deprived of the wisdom, except on a short period of time. If that would be the case, then the enterprisers would be the gamblers.

The business courage is based on the wisdom, that could recognize the element of the risk – the field of the ignorance. The courage includes the conscious ignorance. The enterpriser consciously take risks, come into unknown and unpredictable fields, because it is the point of the enterprise business.

10. INFINITUS (ENDLESSNESS)

Infinitus, endlessness is in the tourism business context a virtue, by which we show that we are aware of the whole situation in every moment, but also of the possibility to surpass the boundaries. It means the consequential and the exact doing and finishing all the tasks without exception and building the future ones on the base. The work must be finished in the the appropriate time, the contract must be kept, the business partners must be in contact for all the time, the touristic agency must be open in the exact time, etc.

Also, besides the personal habits in the business, all important and apparently unimportant points should be known. They are: the prices, time-limits and the statistical data. We must not be limited by our attitudes nor our situations. Our heart should be always open, we should be ready for the new challenges and know how to accept them.

11. FILIA (PHILANTROPHY)

Filia, philantrophy in the tourism business context is respect or solidarity with the other subjects as in the business, also out of it, taking goodness into consideration. It is an adequate relation to people close to us. The close one, in business context, may be defined as every person (in physical or lawful sense) with which the company come in contact with. That could be applied to those who are engaged. The example of *filia* inside the company can be also: the common companies and the feeling of togetherness on the different gatterings like on: picnics, jubilees, festivities, etc.

We will quote an example connected with the collectivism of the Japaneses. *Filia*, like an universal virtue finds its form also in the Far East. The Japanese are known by their great tendency to community and collective and it is expressed through the identification of the individuals with the collective goal of the of the group they belong to. The collectivism includes the cooperation and solidarity, and the sentimental need for the warm feeling of *ittaikana* („ the feeling of unity“) with the colleagues in the group, which the Japanese every day express to each other. (Bebek, B.,2000)

The collectivism care for the feeling of togetherness, the intensive interaction and the friendship. Those who share the common appurtenance, for example in the corporation, are more often friends to confirm the mutual solidarity. The Japanese often go to „sake“ with their colleagues from the same company. On the journeys they prefer group tours.

The philanthropy is also demonstrated in the situation when bigger companies take the smaller ones under their shelter and help them by their reputation and name to work better, but normally in that way they take profit.

12. RATIONALIS (RATIONALITY)

Rationalis, rationality is in the tourism business context the virtue which is connected with our common sense, so that we can distinguish our truly good from bad and that we find the way to achieve the good. The rationality leads our thought, our consciousness and other virtues that we have in possession, showing them the rules and the right measure.

The Roman emperor and the philosopher Marcus Aurelius says this: „The wise man says ’If you want to get to know a peaceful pleasure, don’t do too much at the same time. You should rather keep calm, limit your actions to what is important, what your common sense tells you to do, as a social being. The pleasure comes from the insight that you do a few things and that you do them well. “ The most of our words and acts is unneeded and we will save both time and our trying if we leave them out. One should always asks oneself: ‘Is this one of the surplus things?’ And not only that the useless acts, but also the impressions of that kind should be limited and as a consequence there will not be unneeded deeds.“ (Blanchard, K., 1988)

A good example of the rationality as a virtue is the work of the Japanese companies during the transfer of the producing acts from the home company into the foreign departments where nothing is changed in the whole system which is in concord with the Japanese characteristic of the maximal rationalization. Beside that the colour and the fahion of the working clothes is the same, as it is in Japan. The social standard of the engaged, including the restaurant for the workers and the programs for the recreation, that is insured by the company are transfered in the unchaged manner.

13. EROS (ATTRACTIVENESS)

Eros, attractiveness in the tourism business context is the sensual liking of the subjects and the objects in business (the visual, the hearing, the aromatic, tactile, etc.) as well as the tendency to unite the different extremes into one. The business subjects by themselves and in position to the others, with the dictate of functionality, have a duty of the esthetic nature, a duty to be esthetically acceptable or attractive. The designing or the projecting of the products and services has to satisfy the functional, ergonomic, qualitative and the other characteristics that result in its use. The directors or the representatives of the tourism organizations, the managers for the public relations and the business administrators of the companies have a duty to present themselves and their firm in esthetically attractive context.

The attractiveness as a virtue includes also the other virtues: the temperance, the dynamics and the diligence (Atkinson, A.S., 2002):

- **Temperance (temperantia)** is a virtue of distinguishing „the golden middle“ or avoidance of the extreme solutions. The point is to achieve the right measure. In the business context it means to achieve optimum.
- **Dynamics (energeia)** is a virtue by which we direct ourselves to accomplishing the tasks. At first it has influence on and leads us to a better realization.
- **Diligence (diligentia)** is a virtue by which we control the economizing of investment of the producing factor of work – it insures us success.

14. CONCLUSION

Virtue ethics is currently one of three major approaches in normative ethics. It may, initially, be identified as the one that emphasizes the virtues, or moral character, in contrast to the approach which emphasizes duties or rules (deontology) or that which emphasizes the consequences of actions (consequentialism). Suppose it is obvious that someone in need should be helped. A utilitarian will point to the fact that the consequences of doing so will maximize well-being, a deontologist to the fact that, in doing so the agent will be acting in accordance with a moral rule such as “Do unto others as you would be done by” and a virtue ethicist to the fact that helping the person would be charitable or benevolent.

The ethical virtues in the tourism business are connected with the ability of right actions in different situations in business. It is a wide conception for the defined standards that should be fulfilled so that the tourism business could be seen as a business of good quality. The ethic in the tourism business includes many virtues: caritas (mercy), veritas (truthfulness), sofia (wisdom), credibilis (reliability), agape (work passion), optimus (optimism), andrea (courage), infinitus (endlessness), filia (philanthropy), rationalis (rationality) and eros (attractiveness).

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THE NEED OF INSURANCE IN ORGANIZATION OF TOURIST TRAVELING

Dragica Kojadinović,
Wiener Städtische insurance Uzice, Serbia
Marija Jezdovic,
High business Technical College Uzice, Serbia

Abstract: *Insurance is an economic activity that eliminates or mitigates the consequences of some random, unpredictable events that threaten man or his property. Developed insurance and reinsurance market is considered one of the main indicators of economic development of a country. From the perspective of national economy, insurance promotes economic development and represents primary lever of economic development of a country. Travel insurance provides complete and reliable protection against sudden illness or accident while one is on a trip abroad. Man can, through careful procedures and caution, avoid many of the dangers and damages. Protective function of insurance is of importance both as for the insured as is for the community as a whole.*

Keywords: *insurance, economic development, protection of man and property.*

1. INTRODUCTION

Insurance is a business with a long tradition, which for centuries was the support for economic development. England and the Mediterranean countries from the middle Ages owe its development to insurance. Maritime ventures, thanks to which new were discovered and spread the influence of Europe, are undertaken when the owners of ships and cargo ensured protection of navigational risk.

In modern times as well as in middle ages, economic development without insurance support is unimaginable. In the European Union every year collected premium amounts counts several thousand billions of euros, and in billions of euros are shown investment of insurers in the economy of the member states.

Insurers are the most important investors in the developed countries. Growth of small and medium-sized enterprises are encouraged by purchasing shares of the insurer. They provide favorable loans, invest in property, and buy government bonds and other securities.

In insurance and activities that are related to it there are tens of thousands of employees, and each year there are a multi-million insurance contracts being concluded. In recent times, it contributes significantly to the social security of citizens cause of the reform of the mandatory health and pension insurance which further reduces benefits on this basis and funds are more and more being provided by private insurances.

The aim of this study is to clarify the role of insurance in social development with particular emphasis on travel insurance, of which often depends the fate of the tourists who found himself in trouble and especially - abroad.

2. INSURANCEASAN IMPORTANTBUSINESS

Insurance activity in Serbia is defined in the Insurance Act, which was passed in 2004 and which was expected to contribute to the faster development of the insurance market. Shortly after its adoption, licenses for a large number of domestic insurance companies was revoked and opened up the way for foreign investment. These investments are welcomed, but the development of companies with domestic capital should not be ignored. All this testifies that in Serbia, even after implemented reforms of the insurance insufficient amount of importance is given. The state is therefore forced to find additional funds for the rehabilitation of floods, fire and other natural and caused disasters.

Insurance companies have licenses taken away, and that previously was no attempts of measures adoption for its recovery, which is the legal obligation of authority conducting the supervision of their establishment and operation. Professional community was stunned by the fact that this supervision is entrusted to the central bank, as this in other countries, including in the EU member States, is not the case.

It is known that the supervision is entrusted to a special independent authorities that employ top professionals. There is no doubt that the legislator did not adequately protect the national interest in this area. This is indicated by a number of law rules. Insurance Act has, for example, predicted obligation of specialization of insurance authorities, which is for a country in economic hardship huge burden. Such way of realignment of so-called mixed insurance companies (in Serbia operated just these companies) had a great price and that is why even the EU regulations allowed that they do not specialize companies that inn the time of the adoption of these regulations were operating as mixed. Thus the more developed countries prevented market distortions and reduce in cost, and for a Serbian legislator that was not the issue.

For insurance companies in Serbia, they're forbidden to carry on reinsurance of businesses, although it is known that such prohibition does not exist anywhere. This eroded the capacity of the domestic reinsurance, and it is known that rich countries pay special attention to reduce the outflow of funds of insurance through reinsurance. Initial capital for the establishment of a company is in an amount that effectively prevents the establishment of companies with domestic capital and is appropriate for the developed economies. The law almost disrupts the establishment of non-profit mutual insurance companies, because the conditions for their establishment are even more difficult than for the establishment of joint stock profit companies.

In developed countries a non-profit companies are welcomed because through them insurance protection is provided in cases where it is impossible to provide by joint-stock companies, or it is possible, but under unfavorable conditions.

By today in Serbia, which for decades had a non-profit insurance, not single company has been established for mutual insurance! In other developed economies, it is not unknown to, among other things, insurance risk in agriculture is provided through a network of mutual insurance companies in cooperation with the state. By these means, farmers are provided with favorable premium crop protection from natural disasters and other risks.

It's not a small problem for Serbian insurance of failing to provide greater importance to vocation. On leadership positions are often placed individuals who have not previously engaged in insurance or did not have enough experience in this field.

Practice that managers are man from politics, not vocation dates back from earlier times when the only politically suitable personnel could be directors of the insurance organizations.
It is about time to form an authority that would be composed of recognized experts in the field of insurance, which would be involved in the adoption of the strategy of development of insurance in accordance with EU standards adapted to the needs and capabilities of Serbia. That would be a good way to launch our, to its foundations shaken, economy.
Individual life inevitably goes on, and a good number of individuals must or want to travel and such experience passes more easily with the help of adequate travel insurance.

3. TRAVEL INSURANCE

The touristic industry is a rapidly growing business in the modern and particularly in the developed world. In addition, business people according to their own needs travel abroad, and so do many individuals visiting relatives, friends, etc... They all feel safer if they are protected by travel insurance policy.
Travel insurance provides complete and reliable protection of the insured traveler on temporarily travel and stay abroad in the event of sudden illness or accident. Thus, the complete care of the traveler takes on the insurer.
Some of the insurance markets have developed after recognition of insurance as an industry that can contribute to overall economic development. The Serbian market is bank-centric and insurance is peripheral, and the potential is great.
In Serbia there are many registered insurers (Dunav insurance, Wiener Städtische, Takovo insurance, Triglav Insurance, Grawe insurance, etc...). In recent years total insurance premiums in the life and non-life insurance are growing in Serbia as a whole, which suggests that awareness for insurance needs grows.
Over half share of life insurance in total premium, indicates on the specificity of this insurance in market. It is believed that the composite company is good if it has a higher percentage of life than non-life insurance portfolio, and the same goes for the market.

What insured traveler can realize with travel insurance?

It is a known fact that for the inhabitants of the Serbian, medical expenses, travel and legal assistance abroad is very high, so that by the purchase of travel insurance policies ensures that in the event of sickness or accident the insurance company pays these expenses instead of the insured passenger.

Why is insurance necessary during travel and stay abroad?

• In order to provide fast, efficient and professional protection for the insured traveler and his closest in adverse situations.
• In case of illness or accident, care of the insured traveler assume professionals who implement and supervise his treatment and organize the return to their country of residence.
• The cost of medical assistance abroad are extremely high. Purchasing policy of travel insurance traveler provides that in the event of illness or accident incurred expenses pays

the insurance company instead. Insurance policy lasts as long as passengers visa and insures him while traveling and living abroad.
• In the event that the traveler's request is denied, he is entitled to a 100% refund of the insurance premium.
• Travel insurance policy allows the passenger during his trip to fully relax because he had already insured complete and reliable protection.

What services and costs are covered by travel insurance policy?

Level of coverage	Primary insurance company	VIP coverage
A) PRIMARY INSURANCE COMPANY		
Outpatient medical treatment	Real costs covered*	Real costs covered*
Drugsanddressingsprescribedby a licensedmd	Real costs covered*	Real costs covered*
Medical aids and walking aids that are a necessary part of the treatment for broken limbs and injuries, prescribed by a licensed md	Real costs covered*	Real costs covered*
X-rays diagnosis	Real costs covered*	Real costs covered*
Hospitalization	Real costs covered*	Real costs covered*
Operationandoperation costs	Real costs covered*	Real costs covered*
Dental treatment	YES - up to 150 €	YES - up to 150 €
Evacuation, transport to the nearest doctor or hospital	Real costs covered*	Real costs covered*
Evacuation, transport and accommodation in a specialized hospital	Real costs covered*	Real costs covered*
Repatriation, transport from a foreign country into the country of residence or hospital in the country of residence	YES–up to 7.000 €	YES–up to 7.000 €
Repatriation, transportation of mortal remains to the country of residence	YES–up to 5.000 €	YES–up to 5.000 €
Search and rescue	/	YES–up to 7.000 €
Medical advices	Real costs covered*	Real costs covered*
Recommendation oflocalmedical specialists	Real costs covered*	Real costs covered*
Emergency supplies of medicine	/	Real costs covered*
Medical escort during the evacuation or repatriation	Real costs covered*	Real costs covered*
B) ADDITIONAL INSURANCE COVERAGE VIP		
Accompanying minor to 15 years of	/	Covered travel expenses of

age		an adult companion *
Send and receive urgent messages	/	Real costs covered*
Repatriation of other insured participants in the accident	/	Real costs covered*
Transportation of significant person	/	Cover the cost of round-trip economy class *
Using an interpreter in case of emergency	/	Covered expenses to cost of eight-hour translation *
Emergency supplies of medicine	/	Real costs covered*
Search and rescue	/	YES – up to 7.000 €

*****Real costs covered - pursuant to the General Conditions for the health insurance of person during travel and stay abroad,
YES - covered up to the sum insured specified in the table
/ - Is not covered

What is needed to insured traveler do in case of illness or accident?

In the event that the insured passenger needs assistance due to sudden illness or accident, following must be done:
• Immediately call alarm center, whose operators are available 24 hours a day, 365 days a year, and in the native language of traveler.
• Insured shall provide the following information:

Policy number
Name and surname, current address and phone number
The nature of the injury or illness and help that traveler needs Briefly describe the circumstances

• In the event that the insured traveler is unable to call the alarm center before the doctor examination or go to a hospital, he will show to the doctor or paramedical staff an insurance policy so they could report insured event to alarm center.
• The cost of hospital care insurer shall directly pay.
• In the case of ambulance treatment, the insured is required to bear the costs up to 100 euros, and contrast to the full amount of the insurer will reimburse directly to a medical institution.
• After returning to the country of origin Insurer will refund the amount paid in dinars by selling rate of the National Bank of Serbia to the Insurer.

4. CONCLUSION

The market is constant, when there is no investment there's no evolve in living standards, then the competition is the only way to change market position. There is still room for growth in the insurance business, and hope as well that environment will provide positive signals that would stimulate the development of the insurer.

How much do insurers contribute to economic development, and how are they recognized by state as someone who can contribute? That's where importance is a much greater than knowledge. That is not the case in other markets. Some markets have developed only after recognition of insurance as an industry that can contribute to overall economic development. The Serbian market is bank-centric and insurance is completely peripheral, and potential is great. Banks and insurance are very different. In insurance it all makes sense in the long run, and in the banking sector, it is not the same. What is in the banking sector long term, in insurance is brief, for example the average length of term deposits that people saves in the banks is less than a year. This period is too short for insurers, the terms are ten years and more when it comes to life insurance. The potential of the insurance industry are cycles that can mean only one thing: the investment.

Citizen awareness is underdeveloped. Insurers invest extraordinary effort to overcome such an issue. Problem is in disproportionate. The target group for the life insurance is a population of 14 to 60 years of age. On the other hand there are the insurers with its own vendors and agents who need to educate a large set of heterogeneous at retirement age, place of living... Resources of insurance company are limited in order to reach every individual.

Help of the media and the state is needed, which could contribute to acceleration of the process. If we wait for optimal conditions for optimal development, it will take much more time. When in Serbia the average salary becomes a thousand euros, it could be expected significant growth in life insurance. While it does not happen, measures that gives results must be undertaken which will yield results in the current situation. Tax incentives can compensate for these shortcomings.

Travel insurance represents as opportunity for tourists and other travelers to feel more comfortable while traveling. This type of insurance should be constantly improved and thus facilitate to increase the quality of life of individuals and society as a whole.

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SMALL AND MEDIUM ENTERPRISES (SMEs) IN FUNCTION OF RURAL DEVELOPMENT IN SERBIA

Mr Dalibor Panić
Ministry of Finance, Tax administration, Užice, SERBIA
Nenad Milutinović, MSc
Business and Technical College of Vocational Studies, Uzice, SERBIA

Abstract: *Compatibility of the fundamental characteristics of small and medium enterprises with actual global market trends and their intensive engagement in the context of sustainable rural development in combination with exploitation of comparative advantages of rural areas should initialize a dynamic process of redesigning the rural regions physiognomy in Serbia and stop their demographic, economic and cultural devastation. The objective of this paper is to point out the essential development determinants of this sector, as well as the preconditions that should be fulfilled in order to create an affirmative business ambience. In this context, a special attention is paid to the significance of entrepreneurship implementation into the business process and to the institutions whose support decisively affect the position, treatment and perspectives of small and medium enterprises (SMEs) and entrepreneurship.*

Keywords: *Small and medium enterprises (SMEs), rural development, entrepreneurship, institution*;

1. INTRODUCTION

Actual trends of the world economy gave the chance to SMEs to become leaders of global economic development. Turbulence and dynamism, as main characteristics of modern markets, promoted innovation, flexibility and adaptability - the factors immanent to small and medium enterprises - into fundamental attributes which create comparative advantages and enable a high level of competitiveness. Market trends are characterized by conspicuous heterogeneity of demand side regarding the quantity of needs and diapason of requests, on one side, and heterogeneity of supply side that is determinated with a large number of participants – offerers of very differentiated services, on the other side. Global market is composed as a wide area with variety of forms and different levels of very intensive competitiveness. The complexity of competitiveness' structure implicates the necessity of synchronized action of different structures from different life spheres. Demands for new and specific goods and services, which more and more gravitate towards eco-organic-authentic combination, are absolutely compatible with what makes the essence of rural areas offer and gives them the possibility for active participation at the market. Special importance in that process belongs to small and medium enterprises which - if they want to materialize their comparative advantages - must meet a certain preconditions, primarily understanding of the entrepreneurship concept in fundament and its substantial implementation into the differentiated areas of business. Also, entrepreneurship can achieve its full capacity only if the affirmative and stimulative business ambience is created, where „an idea is the substruction of the success and everything starts from it.“ (Đuričić. M. M., 2013) In that context, the primary role belongs to the institutions that are creating such work ambient, as well as to their structure and the level of their adjustment to the SMEs' real needs and demands.

2. SMEs SECTOR AS A REAL DEVELOPMENT POTENTIAL OF RURAL AREAS

One of the most important characteristic related to the concept of entreprises categorisation is theoretical discrepancy. Therefore, the legal qualifications are often used in the process of defining the small, medium and large enterprises.

Many theoreticians agree that the key premise of the „small bussines" is intensive conection between entrepreneurship as a bussines philosophy and the private property. Also, there is concurrence about the factors that primarily determine the size of economic entities and disagreement about the dimensions of those factors.

Enterprises size criteria are generally divided into:

- quantitive - assets value, number of employees, turnover of goods and services, volume of available capacities, achieved effects per year – profit, volume of import, volume of export..; and

-qualitative - market share, enterprise's position at the market, owner's independence in decision making process...

Actual classification of legal entities in Serbia is conducted according to the Law on accounting adopted in 2013 („Official Gazette of RS" number 62/13)[32].

Contemporary exterior business factors imposed the necessity of full or partial modifications in organizational structure of business participants. Market is dinamic and turbulent area, extremely unstable, therefore an area where the SMEs have a natural advantage over cumbersome, rigid, hierarchically organized economic systems. Possibility of using economy of scale, possibility of influence on the price of goods and services,

[32] According to the Law on accounting, the legal entities are devided into ***micro, small, medium and large***, depending on average number of employees, business revenue and average value of the business property verified on the day of designing the regular annual financial report for actual business year.

a) the legal entities not exceeding the following criteria are considered to be *micro legal entities*:

1) average number of employees is 10;

2) business revenue is 700.000 EUR;

3) average value of assets (calculated as the aritmetic avarage value at the beginning and at the end of business year) is 350.000 EUR;

b) the legal entities exceeding the previous, but not exceeding the following criteria are considered to be *small legal entities*:

1) average number of employees is 50;

2) business revenue is 8.800.000 EUR;

3) average value of assets (calculated as the aritmetic avarage value at the beginning and at the end of business year) is 4.400.000 EUR;

c) the legal entities exceeding the previous, but not exceeding the following criteria are considered to be *medium legal entities*:

1) average number of employees is 250;

2) business revenue is 35.000.000 EUR;

3) average value of assets (calculated as the aritmetic avarage value at the beginning and at the end of business year) is 17.500.000 EUR;

d) the legal entities exceeding all the previous criteria are considered to be *large legal entities*:

possibility of dictating the terms to the partners, financial possibility for investement and development, influence on banks which prefer safe placements (Vidas Bubanja, M., 2003) - altogether perceived as advantages of large enterprises - are relativized with potentials immanent to SMEs sectors, such as:

-flexible organizational structure;
-greater adaptability on differentiated markets impulses;
-shorter time interval between “receiving information - processing - reaction”;
-more efficient use of the available resources potential;
-faster immplementation of know-how;
-faster and easier introduction of quality standards system and technological innovations, etc.

Understanding the importance of economic and social stability of rural areas in the process of balanced national development, many countries have started to implement the concept of integral rural development in practice, whereby the small and medium enterprises are emphasized as the segment with high priority because of their propulsive character. The key meaning of this concept is contained not only in the economic but also in the demographic, social, cultural, infrastructural, ecological and any other revitalization of rural areas. So, small and medium enterprises can become a significant factor of rural economy and instrument of Serbian rural areas development and, also, can have a great influence on changing the trends that are more or less extremely unfavourab le according to all parameters.

The concept of rural economics represents integral and teritorially encircled village economy, composed of a set of numerous and interrelated activities. Except agriculture, there are a lot of other activities of great importance such as: processing industry, trade, tourism, handicraft, small economy, forestry, spatial planning, professional services, housing, ecology and others. (Vujičić, M., 2003)

Structurally inferior rural areas have to be permanently in focus. Competent ministries, institutions and organizations, as well as the society in whole, must be continuously and truly dedicated to the activation and articulation of all their potentials indispensable in forming the “supporting network” where the SMEs sector should be an important element. Imperative in actual situation in Serbia is to intense participation of agricultural sector in the economy, if there is will to accelerate the processes of transition and reforms which are unaccepptably late. Extremely long time interval of conducting these processes already produced too many destructive effects, not only in economic zone.

Through more intensive participation of SMEs sector in Serbian rural economy, the preconditions for achieving the whole set of objectives would be created. The realization of these objectives would initiate the multiplication of possitive effects on wide range of factors that make the essential qualitative components of the rural areas life structure. Some of those aims are:

-directing the income toward rural areas;
-diversification of rural economy;
-intensive investment in rural infrastructure;
-improving the dramatic age and educational structure;
-blocking of migratory movements toward urban areas;
-productivity improving;
-encouraging of „entrepreneur spirit“ and breaking lethargy;

-local markets development for agricultural and non-agricultural activities – synchronization of production and sales activities...;
For effectuation of SMEs sector in the rural economy of Serbia in its full social and economical capacity, it is necessary to fulfill certain preconditions, primarily the affirmation of entrepreneurship and creating the affirmative business ambience.

3. ENTREPRENEURSHIP AS A KEY RESOURCE FOR DEVELOPMENT OF SMALL AND MEDIUM ENTERPRISES

Entrepreneurship is “de facto” the economic resource and one of the fundamental factors of small and medium-sized enterprises development. Implementation of this concept in modern economies induced the transformation processes that have affected the social transformations.
The complexity of the entrepreneurship concept resulted in absence of one widely excepted, unique definition or model of entrepreneurship. For J. A. Timmons entrepreneurship is “know-how in finding, activating and controlling the resources needed for the realization of business ideas in practice, and the willingness to take risks". (Timmons, J.A., 1999)
W. Bygrave, world-renowned professor of entrepreneurship, explains the personal traits of successful entrepreneur through the «10 D» concept (Bygrave, W., 2003):
-Dream – entrepreneur has a vision of the future and ability to make his dreams come true;
-Decisiveness - he makes decisions quickly, without procrastination;
-Doer - when he reach the decision on action plan, he implement it as soon as possible;
-Determination - absolute determination in the implementation of ideas. Do not give up in spite of obstacles;
-Dedication - he is completely dedicated to his work;
-Devotion - he loves what he does;
-Details - he needs to control all the critical details;
-Destiny - he wants to decide on his own destiny;
-Dollars - money is not the basic motive for work, but the measure of success and
-Distribute - he is willing to delegate a part of ownership.
In its character, contemporary economies of developed countries are entrepreneurial. The research showed one important characteristic of the “small business” enterprises: they both appear and disappear in large number. According to Nicholas C. Siropolis, the most often causes of small enterprises failure are: incompetence - psychical, moral or intellectual incapability in managing the company (44%), lack of managerial experience (17%), unbalanced experience of managers (16%), lack of professional experience (15%), negligence (1%), fraud or accident (1 %), and unknown (6%). (Dostić, M., 2003) So, incompetence and inexperience are dominant causes of the companies’ failure. Many enter the business unprepared, often frivolously, without realistic assessment of their own entrepreneurial potentials and available resources that significantly affect the market positioning. Beside these subjective factors, there is an objective one: these companies are very sensitive to negative variations in the business ambient structure.
The implications of entrepreneurship on economic growth have influenced the governments of many countries to incorporate the entrepreneurship development strategy in their national strategies, bearing in mind that the entrepreneurship is resource and

natural initiator of small and medium sized enterprises development, which are the fundamental generator of the economic prosperity. Small business development is directly proportional to development of entrepreneurship - this specific dualism requires high coherence of theoretical and practical approach, their permeation and a common origination. Application of entrepreneurship concept in small and medium enterprises which are participating in rural economy is inevitable. The complexity of total implementation is additionally intensified by specificities of this field.

Table 1: *SWOT analysis of development potentials of SMEs and entrepreneurship in rural areas*

STRENGHTS	WEAKNESSES
- natural resources (soil, climate, water); - the existence of the success model - subsistence of successful local companies; - a wide range of authentic products manufacturers; - traditional hospitality and dedication to the customer; - raising interest of rural population in entrepreneurial education; - possibility of using the effect of work complementarity;	- poor infrastructure; - low level of entrepreneurial and professional knowledge; - insufficient promotion of entrepreneurship within the education system; - low level of investments; - poor demographic structure (old and low-productive population); - low level of enterprise competitiveness; - high unemployment rate and low personal income; - obsolete facilities and poor marketing; - small domestic market; - poor synchronization of the activities of relevant institutions; - organizational weaknesses of SMEs;
OPPORTUNITIES	**THREATS**
- Serbia's commitment to the development of SMEs and entrepreneurship in rural areas; - better diversification of activities; - status of a candidate country for EU membership; - implementation of sustainable development principles; - openness of world markets (only for competitive companies, for others this is an additional threat); - growing demand for traditional products and the products with geographic origin; - higher degree of diversification of activities in rural areas, etc.;	- increasingly intensive international competition; - dynamic changes in customer preferences for goods and services; - insufficient and inadequate government support; - inadequate education system and unfledged system of lifelong education, -slow implementation of European quality standards; - lack of workforce for specialized activities; - insufficiently affirmative business ambient for entrepreneurship development; - poor coordination of the activities of the relevant institutions at national and local level;

The success of small and medium enterprises in rural economy is decisively dependent upon the characteristics of entrepreneurs and their ability of adaption to the market demands. Successful entrepreneur in small company should be expected:

• to have a know-how level that will enable him to discover, manage and control the resources;
• to permanently educate himself and expand his knowledge, because contemporary business ambient doesn't tolerate the application of only a "static knowledge" that does not follow the dynamic of surroundings;
• to understand that the progress of the business requires constant freshening of both external and internal factors which decisively influence the business. The growth of efficiency at the same rate as the growth of competition's efficiency means stagnation, while keeping it at the same level means stagnation. In this way, the notion of business success is primarily associated with the market positioning of the company and competitive position and not to the achievement of internally projected result;
• to strategically act, design and plan the future of the company;
• to be analytic, to follow the contemporary demand trends, to have an adequate business support information systems at his disposal;
• to have the ability to anticipate the future trends;
• to follow and adopt national and international regulations and standards;
• to be characterized by innovativeness and creativity;
• to be a motivator;
• to take reasonable risk and
• to force a teamwork.

Small and medium enterprises and entrepreneurship "as a process aimed at creating wealth" (Đuričić. M. M., 2012) certainly have a prominent place in the rural development of Serbia. A global expansion character of the SME sector has already been emphasized. The dynamics of its further implementation in rural economy will be conditioned by the degree of elimination or amortization of the negative factors effect, such as lack of education of interested households in the field of entrepreneurship, problems with the implementation of quality standards and promotion, lack of institutional coordination of organizations at the municipal, city and national level, insufficient and inadequate infrastructure, weak inter-sectoral connections etc…

4. INSTITUTIONS IN FUNCTION OF CREATING THE AFFIRMATIVE BUSINESS AMBIENT FOR SMALL AND MEDIUM ENTERPRISES DEVELOPMENT

All the countries where small and medium enterprises development is at the top of the list of priorities have developed a network of support institutions. In theory, three most common institutional forms are: 1) agency for SMEs as an independent institution, 2) agency within a ministry and 3) a separate ministry for SMEs. Except for these umbrella institutions, support network includes public and private institutions, profit and non-profit organizations, banks, large companies, universities, research institutes, donors, consulting firms, various associations, unions and many others.

The existence of a number of institutions from different social spheres to support SMEs implies designing the specific conglomerate where each new subject additionally affects further ramification, establishing in this way a multilayer institutional infrastructure[33].

[33] By signing the Thessaloniki declaration in June 2013, Serbia accepted the principles of Lisbon process and accessed the implementation of the EU Charter on small enterprises which is based on: 1) education and training in the field of entrepreneurship (application of general business knowledge and design of training programs for small enterprises managers); 2) Cheaper and faster foundation of the enterprises (reducing the foundation costs and simplifying the procedures); 3) Better legislation and regulation (improvement and unification); 4) Acquiring the business skills (establishing of training institutions and complementary training programs); 5) Melioration of on-line approach (initiating of electronic communication between public institutions and SME sector); 6) Better utilization of the Single Market advantages (reforms should enable the forming of essentially single European market); 7) Tax and financial policy (adjustment of tax systems to the SME sector, and practical application of those forms of taxation which have proved to be the most favorable for the small business development. Moreover, it is necessary to enhance the small enterprises' access to funding and to initiate an intensive cooperation with the banking sector); 8) Strengthening the technological capacities (promotion of spreading the new technologies toward small companies); 9) Successful e-business models and superior small business support (development of business and information support systems); 10) Develop stronger and more efficient representing of small enterprises interest at EU and national level (permanent inspection of respecting the interest of small enterprises) (Wainio J., 2005);
Within the present institutional infrastructure to support the SME sector in Serbia, the following institutions are especially important:
•*Ministry of Economy* – conducting the activities related to: preparation and coordination of implementing the small and medium enterprises and entrepreneurship development policy in the Republic of Serbia; analytical activities of monitoring the conditions in the SME sector; monitoring and analyzing of SME business and business environment, and conceiving the proposals of new legislation for the needs of legal framework and business environment improvement; preparation of proposals of development documents, programs and measures in the SME development field, as well as monitoring of their implementation and evaluation; proposing the measures for facilitating the access to the financial funds for SMEs, support to business commencement, improvement of business services for SMEs, development of clusters, business incubators and entrepreneurial education improvement; cooperation with agency in charge for activities of conducting the SME development policy, etc.
Sector for entrepreneurship and competition development is formed within the Ministry. In this Sector, the activities are conducted within the following smaller organizational units:
1) Department for SME development with its organizational units:
- Division for direct support to SMEs measures and
- Group for financing the SMEs and promoting the entrepreneurship.
2) Group for SME's legal framework and business environment improvement (www.pks.gov.rs/Povelja EU o MSPP);
•*Ministry of Regional Development and Local Self-Government* - conducting the activities of public administration related to: regional development; analysis of available resources and potentials for local, regional and national development; methodology for measuring the development level of local self-governments and regions; coordinating and directing the activities which encourage regional development; stimulating a balanced regional development and reducing regional disparities; improving the business ambient at local and regional level; providing help to local self-government units in implementation of local economic development projects; exhortation and coordination of cooperation between local self-government units, non-governmental organizations, economic entities and state bodies of interest for the local self-government development; providing material and other conditions for development and promotion of local self-governments and regions, and other duties specified by law. (www.narr.gov.rs)
•*National Agency for Regional Development* – provides various forms of direct and indirect assistance to economic entities, from practical support for founding the enterprise to financial support programs. Some of the activities are: consulting, mentoring, program for support of SMEs' competitiveness development, program for support of fast-growing SMEs, program for support of beginners in business, program for support of

Table 2 shows some of the indicators of SME sector development level in Serbia in 2011 and 2012.

Table 2: *Indicators of SME sector development level in Serbia in 2011 and 2012*

	SME		**Large companies**		**Non-financial sector**		**Participation of SME in %**	
	2011	**2012**	**2011**	**2012**	**2011**	**2012**	**2011**	**2012**
Number of enterprises	391.304	317.162	498	506	319.802	317.668	99,8	99,8
Number of employees	786.873	782.026	418.404	420.019	1.205.277	1.202.045	65,3	65,1
Turnover (billion RSD)	5.200.832	5.689.666	2.738.749	3.011.466	7.939.582	8.701.131	65,5	65,4
GDP (billion RSD)	878.245	977.088	712.483	774.252	1.590.729	1.751.340	55,2	55,8
Export (billion RSD)	400.015	498.886	424.975	477.500	824.990	976.386	48,5	51,1
Import (billion RSD)	765.047	973.376	606.815	644.240	1.371.862	1.617.616	55,8	60,2
Goods balance (billion RSD)	-365.032	-474.491	-181.840	-166.740	-546.872	-641.231	66,7	74,0
Investments (billion RSD)	216.101		259.241		475.342		45,5	

Source: *Report on small and medium-sized enterprises and entrepreneurship in 2012, Ministry of Economy, Ministry of Regional Development and Local Self-Government, National Agency for Regional Development, Belgrade, December 2013.*

317.162 economic entities (99.8% of all the companies) with 782.026 employees operated within the entrepreneurial sector in Serbia in 2012. Total turnover of 5.689,7 billion RSD and gross domestic product of 977, 1 billion RSD were achieved. In comparison to 2011, employment was decreased by 0.6%, turnover increased by 1.5% while GDP noted an increase of 3.2%. The rates are determined by operating of medium-sized enterprises. Small and medium enterprises have increased their impact to foreign trade of non-financial sector - their total share in export and import has been increased by 2, 6 and 4, 4 structural

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innovative clusters, program to support the small enterprises in equipment acquisition, program for support of female entrepreneurship, etc. (www.privreda.gov.rs)

• *Regional Development Agencies Network* – since 2005, the gradual transformation of regional agencies for SME development to regional development agencies has been conducted. Currently, there are 17 active centers of this kind located in 17 cities throughout Serbia. National Agency for Regional Development accredits the agencies for conducting the activities of development and improvement of regional development for the two-year period with the possibility of renewal. (www.privreda.gov.rs) points respectively. In structure of SMEs, micro enterprises are the most numerous (305.321) while small and medium enterprises dominate in all the observed indicators (53.8% of employees, 60.7% of turnover, 61.6% of GDP, 77% of export, 74.55 of import). (Đuričić. M. M., 2013)

Intensive integration of SME sector in rural economy sphere represents one of the key elements in Serbian village revitalization process. Thanks to the local character and local initiative - as important determinants of this economy sector - the local community keeps the revenues. Practical experiences of many developed countries with decades of experience in conducting the sustainable rural development concept showed that rural economy has a strong local touch but that the process itself cannot be efficiently conceived and operatively implemented without active support of the state and its institutions in differentiated spheres which are especially important for small and medium enterprises development, such as:

• animation of the local population - potential participants in entrepreneurial process must be introduced with all the economic and non-economic benefits of the small and medium enterprises development for local community and every individual - participant in the process;

• education of the local population – concerning the understanding and implementation of the entrepreneurial concept (organization of the seminars and professional courses);

• support agencies creating - primarily in the field of marketing, innovation, technology transfer, human resources management, business and strategic planning, management, organizational structure design, investments, business communication and other;

• active participation in the procedure of easier obtaining of start-up capital for new SME.

Beside the institutional support and creating the affirmative business ambient, all the participants in entrepreneurial process must be active and dedicated which means continuous professional development in the field of entrepreneurial management, specialization, quality standards implementation, innovation and creativity, dynamic business communication, flexibility, openness to new technologies (in particular to those from the IT sector) etc.

5. CONCLUSION

Current position of Serbian village is additionaly complicated by the collective cognitive context where it is positioned. The volume of stereotypes and depriciation of the society towards village and everything it represents is absolutely unacceptable. That kind of negative percepiton must be changed, and institutions and organizations from different spheres and levels - from state to local level - must be involved in that process. Activities have to be synchronized, with clear physiognomy, and bassed on strategic orientation and concrete actions directed toward creating of such rural ambience that would encompass all the postulates of sustainable development. Redesigning the identity of rural areas is one of the essential preconditions for balanced national development of Serbia. Transformation must be essential and sustainable, structured and considered in context of overall satisfaction of the rural community.

Effective implementation of the entrepreneurship concept in rural areas in Serbia is very important for constructing the sustainable development. Entrepreneurship have a special significance as a life philosophy with reflections not only to business perception, but on general perception of the surroundings. Level of sustainable rural development adaption has direct influence on intensity of SMEs sector participation in differentiated segments of rural economy. It is impossible to make efficient diversification of rural economy without active SMEs sector involvement. Without such diversification, it would be very difficult to create a possibility for new employments, obtain the additional income sources and improve the life quality in rural areas, which are the main preconditions for stopping the migratory movement of population toward urban areas and for the revival of devastated rural regions.

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COMPARISON OF SUSTAINABLE TOURISM DEVELOPMENT BETWEEN MOUNTAIN TOURIST DESTINATIONS ZLATIBOR AND TARA

Irena Manojlović, MSc
Department of Turismology, Faculty of Geography, University of Belgrade, SERBIA,
irena.manojlovic@hotmail.com
Marko Bojić, BSc
Department of Turismology, Faculty of Geography, University of Belgrade, SERBIA,
marko_bojic@live.com

Abstract: *Tourism development can have both positive and negative impacts on destinations. Sustainable tourism development attempts to find a balance between these impacts to create an improved quality of life for the host community and the destination. The objective of sustainable tourism development is to implement all areas of sustainable development (ecology, economy, social issues, cultural issues) in tourism. The Zlatibor County is one of the most popular tourist destinations in Serbia. The two most popular destinations in this region are Zlatibor and Tara. Big difference between these two destinations make the level of the protection of the nature which is closely related to the sustainable tourism. Zlatibor, as a destination faces one of the most increasing urbanization and transformation of natural environment in Serbia, while Tara as a protected area, on the level of Natural Park, provides a model of sustainable development, focuses on protecting diversity of flora and fauna, as well as improving the living standards of local people.*

Keywords: *Sustainable tourism development, Zlatibor, Tara*

1. INTRODUCTION

As a result of the negative trends in the last 20 years in practice has appeared model of tourism exploitation that pursues quick profits, wrong exploitation of natural and anthropogenic values. Negative trends in tourism can be overcome by responsible tourism planning and implementation of concepts and principles of sustainability.
Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.
Thus, sustainable tourism should:

8. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural resources and biodiversity.
9. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

10.Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them ("Official Gazette of RS", no. 135/04).

The increasing variety of areas planned for the protection, combined with the need for their adequate management, has imposed a demand for their classification.

1. The Environment Protection Act of the Republic of Serbia (Dragović, R., 2009).

defines the categories of protected areas. Under this act, a national park is in the first category of protection. A national park is an area comprising of a large number of diverse ecosystems of national importance, the prominent feature of the landscape and a cultural heritage in which man lives in harmony with nature. It is intended to preserve the existing natural values and resources, maintaining the landscape intact, promote geological and biological diversity, as well as meeting the scientific, educational, spiritual, aesthetic, cultural, tourism, health and recreational needs, and support other activities in accordance with the principles of nature conservation and sustainable development (Ivanović, M., 2007).

The aim of this paper is to highlight the importance of sustainable tourism development planning and to make a comparison of the same among the most developed tourist destinations of Zlatibor County.

2. MOUNTAINS ZLATIBOR AND TARA AS POTENTIALS FOR SUSTAINABLE TOURISM DEVELOPMENT

Zlatibor district is the largest district in Serbia and it covers hilly-mountainous regions in the western part of the country where it spreads between Ovčar-Kablar gorge and the Drina river, from Maljen and Povlen mountains in the north, up to mountain ranges of Montenegro in the south (Nikolić, S., 2006).

Zlatibor is located in South-west Serbia, covering the area of 1015 km squares and it is part of the Zlatibor region which makes 11% of the territory of the Republic of Serbia. It covers greater parts of the widespread plateau of Starovlaška. It extends in an arc, towards north-west and south-east from the source of the river Kamišna towards Murtenica at a 55km width. Administratively and spatially Zlatibor is mostly part of the Municipality of Čajetina, and a smaller part belongs to the Municipality of Nova Varoš (University Singidunum, 2007).

Tara is a mountain in western Serbia. Tara was proclaimed to be National Park by National Assembly of the Republic of Serbia on 13 July 1981. Tara National Park covers the area of

22,000 hectares on the highest part of Tara mountain. Bordered by Drina River, it covers the area between cities Višegrad and Bajina Bašta. Administratively the territory of the national park belongs to the municipality Bajina Bašta (Nikolić, S., 2006).
Zlatibor Region is among the regions of Serbia with the most developed tourism, i.e. with the highest potential for tourism development. Its participation in the total tourist circulation in Serbia is about 15%.

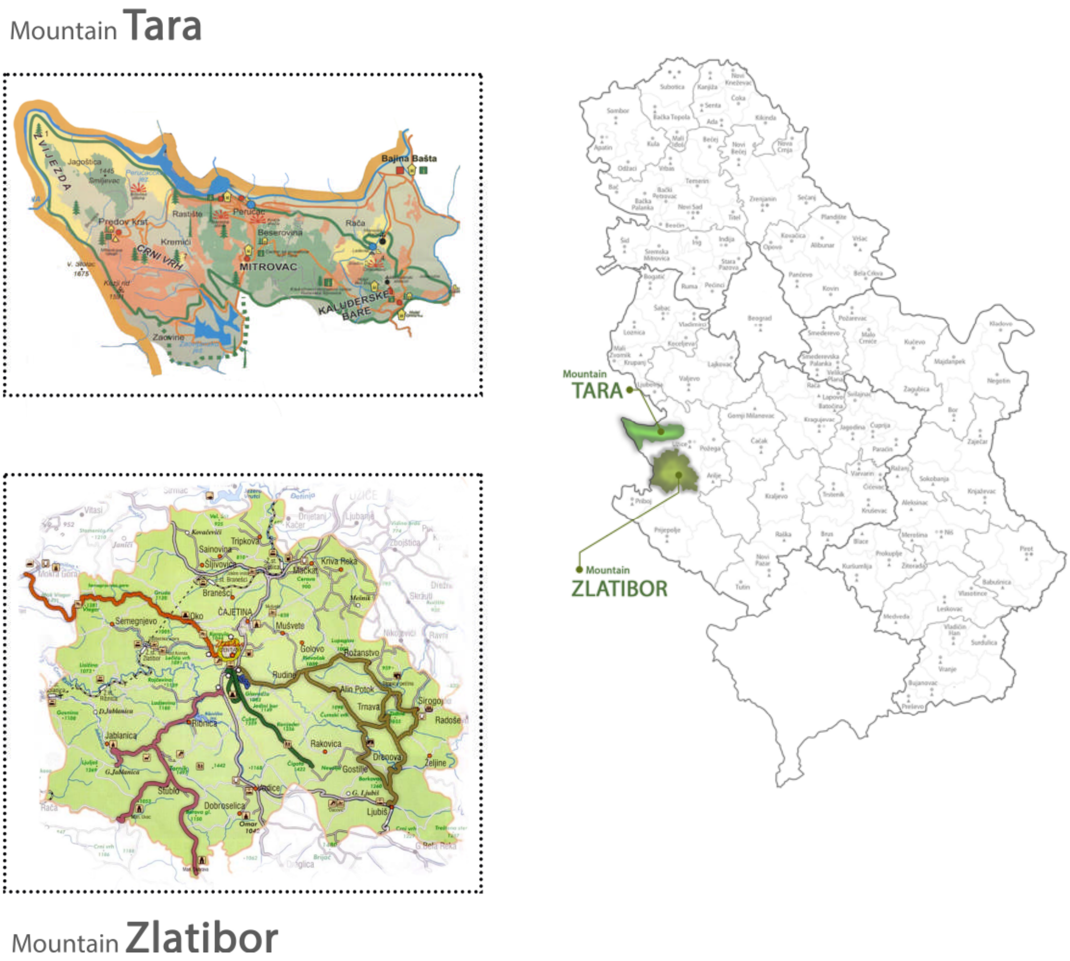

Figure 1. *Geographical position of Mountains Zlatibor and Tara in Serbia*

The growth and development of tourism are affected by several factors, the most significant of which are: a good geographical position, a pleasant climate with the sufficient number of sunny days in summer, and a lot of snowy days in winter, fantastic skiing facilities, artificial lakes and mountain rivers, thermo-mineral springs, large forest areas and numerous cultural and historic sights. The potentials for the development of various types of tourism in the region are fantastic (mountain tourism, excursion tourism, sport and recreational tourism, health tourism, congress tourism, transit tourism, rural and hunting tourism). On the territory of this region, the leading tourist destinations are: mountains Zlatibor (Tornik with the height of 1.496 m above sea level), Tara (1.544 m), Zlatar (1.625 m) and Javor (1.519 m). Great natural potentials are the rivers (Drina, Lim, Uvac and Rzav) as well as numerous lakes (Perućac, Zlatarsko Lake, Radoinsko Lake, Vruci, Ribničko Lake and others) (Ecodev, 2012).

In the village Sirogojno, 26 km away from the tourist centre Zlatibor, there is the only open air museum in Serbia "Staro Selo". Works on construction of this museum started in 1979. On a 5 hectare location beside St. Peter and Paul's church, old log houses were brought from all parts of Zlatibor to be here presented and preserved. Today, the Sirogojno Museum is a member of the Related Museums of Europe Association and performs its activities in accordance with ICOM Declaration and basic postulates of European scancenology (Tomićević, J., 2006).

Stopića cave is protected as a Natural monument of the first category over an area of 62.8 ha and is located on the left bank of the river Prištavica, at an altitude of 711 m, near the village Stopić, between the villages Rožanstvo, Sirogojno and Trnava, on the eastern slopes of Zlatibor. The first speleological research was done by J. Cvijić 1909 and 1913. Explored part of the cave is 1.600 m and is full of very rich cave ornaments. Stopića cave consists of three important morphological elements: The main channel, Channels with travertine terraces and openings to the surface in the roof of a cave - daylight hole. A small part of the Hall of Light, Dark hall and Hall with a travertine terraces is decorated for visitors. This part of the cave is illuminated. Lights hall is also the entrance to the cave. It is 18 m high, 40 m wide and the main access road is 75 m long. From Lights hall crossing a wooden bridge there is a Dark hall, which is 100 m long, and it is the highest form of the underground cave. From here over a new wooden bridge there is the Hall of travertine terraces. Travertine terraces created layers of dissolved limestone are very attractive, because they form of a wall from which water is constantly overflowing. Right from travertine terraces the underground waterfall about 10m high is observed and it is called the Source of Life. Stopića cave belongs to the type of river caves with allogeneic watercourse ("Official Gazette of RS", no. 135/04).

2. Gostilje waterfall is certainly one of the most attractive hydrologic values of Zlatibor. It is situated in the village Gostilje, about 25 km away from Zlatibor centre. Before the mouth of the river Katušnica the water of Gostilje river pours down the 20 m high limestone cliff, forming thus a unique waterfall. Downstream the brook forms some smaller waterfalls and cascades until it joins the river Katušnica (http://www.turizamuzica.org.rs).

3. What Zlatibor is famous for and what majority of guests enjoy most are walks around Zlatibor. A walk as a cyclic movement is one of rare physical activities that can be performed by everybody. Also, each child, each person who recreates, as well as each top sportsman can experience benefit of walking. Numerous lanes and paths across the fields and through the woods are convenient for walks of all intensities. In the very tourist centre it is possible to make cruise walks, families with babies and little children in children carriages. The most famous arranged walking path is without any doubt the one leading from the centre to the Monument and it is a favourite one for most of the guests. "Kamalj" is a path for easy walking intended for recreative walking. The path can be walked over for about 25 minutes and it is 1.600 m long in both directions (there and back). The path

"Monument" is a typical path with an ascend and a top that must be reached and from where the view of the whole Zlatibor and its surroundings spreads. Total path's length in both directions is 3 km with height difference of 90 m. Path "Jedini bor" (The only pine tree) is the path of health and can be walked over in about an hour if you walk quickly. Its length in both directions is 7,3 km. The path is intended for persons in good physical condition and for sportists. The path "Čigota" is a real mountain undertaking where from the top of Čigota the sight stretches to the mountains Maljen, Povlen, Ovčar and Kablar. The path is intended for experienced mountaineers, sportsmen, and persons in good physical condition. The path can be walked through in about 3 hours. Its length in both directions is 11,2 km (http://www.rrazlatibor.co.rs).
Various natural values in Tara National Park, namely specific geomorphological units, good climate and unique vegetation, are a basis for the development of appropriate tourism activities. Tara National Park is wonderfully suited for the development of almost all forms of recreational activities and tourism. The national park is a traditional summer and winter resort. Natural beauty, climate and cultural heritage cater for all kinds of tourism, as well as for sport, recreation, hunting, fishing and hiking. Tourism in Tara has not been welldeveloped yet. Partly, this is a consequence of the poor traffic infrastructure and a lack of awareness of the importance of tourism for the further development of the region (Ivanović, M., 2007).

4. However, opportunities for tourism in the Tara National Park are great and varied. They are based on excellent natural conditions for ecotourism, variety of tourist facilities, good transport links and accessibility to attractive and rare tourist attractions and sites: canyons, viewpoints, lakes, special reserves and cultural monuments. Such natural and physical conditions in the area of Tara provide an excellent basis for tourism development, primarily for the purposes of recreation and leisure, as well as active forms of sports and recreational tourism: excursions, hiking, hunting, fishing and rural tourism ("Official Gazette of RS", no. 36/2009 and 88/2010).

5. The National Park Tara, together with Zaovine and Nature Park "Šargan-Mokra Gora", represents the centre of the future biosphere reserve Drina (http://www.serbia.travel). Mokra Gora is a valley in western Serbia, which nestles between the mountains of Tara and Zlatibor. Connected to it is the Šargan Pass, which to the north comprises a natural link with Zborište, Tara's highest peak, and to the south connects with Zlatibor. The Šargan – Mokra Gora nature park is 10,813 hectares in size.

The beauty of this region is in its turbulent landscape, with its deeply-carved, steep valleys and the gorges of the rivers Beli Rzav, Crni Rzav and Kamiška Reka, above which tower numerous peaks and passes. Of special interest are the Hajdučka and Crvena caves, and in particular the Skakavac waterfall. There are also a great many mineral water springs, the best-known of which is the Bele Vode spring.

Together with Šargan, Mokra Gora was in the distant past situated on an important road route, which can be seen in the remains of an old Roman cobbled road and graves from the Roman era. Today the areas of Šargan and Mokra Gora are best known for the Šarganska Eight, a narrow-gauge railway, famous for the impressive engineering that enables it to climb rapidly over a short distance. Alongside the track there are a number of exhibits – old locomotives and wagons which are preserved as examples of the engineering of yesteryear – making this a unique open-air museum.

Another great attraction is the Drvengrad ("Wooden Town") ethnic village built on the hill of Mećavnik on the initiative of the famous Serbian filmmaker Emir Kusturica. Authentic log cabins from the region were transported to the location and used in the construction of the village. The oldest of these cabins dates back 90 years. Once brought to the site they were placed on high stone bases, with cellars specially built with hillside terrain in mind. In terms of its urban form and structure Drvengrad is somewhere between a village and a town or ethnic village. The town is clearly defined around a rectangular plaza, whose main axis is defined by the entrance gate and the location of a small wooden church at the other end. The outline of the square, which is paved with wooden cobbles and cut wooden blocks, is defined by log cabins, each of which houses an element of the urban: a cake shop, a shop selling local traditional crafts, a picture gallery, a library, a restaurant and a cinema (Tomićević, J., 2006)..

6. The Potpeć cave is situated in the Potpeć village 14 m away from Užice, in the northern valley of Dreznička Gradina. The giant portal in the form of a horseshoe, 50 m high (from the bed of the flow to the confluence), 12 m wide at the bottom, and 22 m at the top, is the highest cave entrance in Serbia. It is carved into a lime clif. In the Potpeć cave two main floors of the cave channels can be distinguished: the older one - the Upper cave and the younger one - the Lower cave. The Potpeć cave is protected as a natural monument ("Official Gazette of RS", no. 100/10).

The preservation of the traditional interconnectedness of nature and man is important for the protection, maintenance and development of this region (Tomićević, J., 2006).

The development of tourism can be one of the catalysts of the economic development of mountain tourist destinations Tara and Zlatbor, bearing in the mind available natural resources and opportunities for its evaluation. Above mentioned tourist centres represent a real chance for development of different types os sustainable tourism, such as eco-tourism, mountain tourism, rural tourism, health tourism, scientific and educational tourism and others.

3. ANALYSIS OF TOURIST TURNOVER AND ITS INFLUENCE ON THE ENVIRONMENT

Tourist turnover is one of the most important parameters when it comes to valoration of the level of influence of tourism development on the environment and ceratin tourist destination. Both, Zlatibor and Tara mountains belong to the same type of tourist destinations, which requires the highest possible level of protection of natural environment. That is already done with Tara mountain as it was proclared as National park.

The below table shows data of the number of arrivals and number of nights spent in tourist destinations Zlatibor and Tara for the period between year 1993 and 2013. A continuous increase can be observed, year by year, in both categories, with the exception of 1999, when the big decline was registered due to the war and NATO bombing in Federal Republic of Yugoslavia (period March – July, 1999). The maximum number of arrivals at Zlatibor mountain was recorded 2011, when the mountain was visited by 11.6302 tourists and 47.5300 overnight stazs were registered, while at Tara mountain the maximum number of arrivals was recored in 2012 – 60460 tourist, and maximum rates in storage capacity of destination (hotels, villas, private pansions) was registered last year (2013) – 229.955.

These figures represent the historical maximum number of visitors to both destinations. In the year 2013. Zlatibor achieved the participation of 30% of the total number of tourists and overnight stays in mountainous areas in Serbia, while that data for Tara is 15%. In the showed period of twenty years could be noticed the growth of number of tourist at a rate of 4,8% at Zlatibor and 12,9% at Tara. This highlights a very important place of these two destinations in tourist map of Serbia, especially of Western Serbia. The number of tourist that annually receives Zlatibor indicates the importance of this tourist destination in the national context (Dabic, R, 2010). The data in the table were sorted by RZS (Republički zavod za statistiku Srbije/Republic institute for statistics of Serbia) by registration of tourist arrivals in all types of accommodation at Tara and Zlatibor mountains.

Table 1. *Number of tourist arrivals and nights spent in Tara and Zlatibor mountain destinations, in the last 20 years*

Year	ZLATIBOR		TARA	
	tourist arrivals	number of nights	tourist arrivals	number of nights
1994.	60.020	372.895	17.743	94.896
1995.	76.033	458.498	13.651	65.235
1996.	70.980	426.726	26.101	112.851
1997.	71.232	429.098	31.365	126.213
1998.	81.575	435.982	73.456	362.526
1999.	51.349	305.396	29.234	126.421
2000.	73.616	444.609	45.053	176.257
2001.	78.320	455.418	45.444	206.976
2002.	73.122	387.649	46.003	194.770
2003.	71.000	331.000	43.000	198.000
2004.	83.000	344.000	46.000	166.000
2005.	81.000	346.000	51.000	193.000
2006.	88.000	377.000	48.000	158.000
2007.	102.000	434.000	56.866	193.856
2008.	103.854	436.474	56.041	182.701
2009.	93.093	388.977	50.097	165.386
2010.	104.821	404.324	51.007	160.760
2011.	116.302	475.300	55.482	198.314
2012.	110.934	463.365	60.460	228.700
2013.	114.976	455.759	57.874	229.955

Source: http://webrzs.stat.gov.rs

The problem which can occur in this situation relays the fact that number of visitors of National Park Tara is highly questionable. It should be noted that National Park Tara is one statistical unit and Bajina Bašta town, which lies at the foot of the mountain, another, when it comes to tourism statistical researches. Thus, they should be considered collectively. Also, it should be borne in mind that there is a big part of tourists accommodated in private boarding houses which do not provide statistical data to local municipal governments and

Republic statistical office of Serbia, and that many hikers and daily visitors from another destinations (mainly Zlatibor and Mokra Gora regional park) come to visit Tara and are not registered at all. The similar problem could be found in terms of Zlatibor.
Potentially bigger number of tourists, including daily visitors, at Tara mountain can reflect negatively on natural environment, so in the nearest future local government should solve the problem of registration of tourists in collaboration with accommodation owners in the area of the national Park and in Bajina Bašta town.
Comparison of the arrivals and number of nights spent between Tara and Zlatibor provides conclusion that during the whole period, both parameters are double bigger at Zlatibor than at Tara mountain, and that is mainly due to total number of beds which is significantly higher at Zlatibor than at Tara. Number of nights at Tara mountain is pro rata bigger than at Zlatibor, because of different approach to destination management and concept of tourism development at Tara as National Park at one hand provides scientific and educational approach (education of children in nature included) which requires longer stays and more nights spent at the certain destination.
There is a large number of transit tourists considering the position of the main roads to Montenegro and Bosnia and Herzegovina, and in recent years have been intensively developing excursion tourism. This form of tourism got more importance with the growth of tourism demand for Tara as new excursion tourist destination (Šarganska eight, Mećavnik), but Zlatibor also has so many unused possibilities (caves, lakes, river Uvac, wooden churches and monasteries, attractive landscapes…) (University Singidunum, Faculty of tourism and hospitality management, Belgrade, 2007).

4. THE RESURCH RESULTS

Development trends of sustainable tourism and nature conservation in mountains Zlatibor and Tara are insufficient. Only in the National park Tara can be developed different forms of tourism that do not affect the environment. In the other parts of the study region sustainable tourism is at the beginning of its development. Although Stopića cave, Potpeć cave and Nature park "Šargan-Mokra Gora" are preserved, they need more efforts and investments to present a real competition.
In the next part several more facts about growth of the mass tourism at Zlatibor mountain will be presented. They are crucial for the future planning of development of tourist destination The Municipality of Čajetina, home to Zlatibor Mountain – one of the key destinations for mountain tourism in Serbia – accounts for 59.35 % of the tourist turnover in the target area, 53% within Zlatibor County and 6.3% of Serbia's total tourist turnover. The Growth index 2008/2003 is 140 and – using chain indices as indicators – slight variations in turnover were present during 2005 and 2006; 2007 saw growth of 1278 index points compared to 2006, which was almost at the same level achieved in 2008. The structure of tourists includes 13% foreign tourists, which is above the average of 9% for mountain tourist centres in Serbia, but significantly below the national average of 28%. Zlatibor had the highest number of overnight stays of all mountain tourist centres in 2008. The only tourist destinations boasting more overnight stays than Zlatibor in 2008 were the City of Belgrade and Vrnjacka Banja. When it comes to the number of overnight stays by foreign tourists, Zlatibor took third place national in 2008 (beaten only by the urban

destinations of Belgrade and Novi Sad). The average visit duration is four days, which is in line with the average visit duration at mountain tourist centres in Serbia (Dabic, R., 2010).
Growth of tourism and arrivals of tourists goes with the growth of transport which causes more polution and submission of harmful patrticles from the vehicles in the air. That can be a problem for presentation of Zlatibor as the air spa, as it became a well known for its valuabe characteristics of the air. Railway is a type of transport which doesn't pollute the air. One of the most important railway lines in Serbia runs through Zlatibor mountain. That is a railway connection between Belgrade and Bar (Montenegro) which connects Serbia and Central Europe with Southern part of the Adriatic sea. There are several railway statons at Zlatibor mountain, which in the future can be used more for tourist arrivals than they are now used. It is neccesary to do a modernization of railway and to make better connections of stations with tourist locations on Zlatibor.
Continuus growth of the ovenight stays at one hand shows the growth of the demand (expansion of market) for this destination among domestic and foreign torurists and that causes the expansion of accommodation facilities. Recently some locations of mountain Zlatibor became over urbanized and that causes the degardation of the natural mounatin landscape. The most significant one is locality called Partiznaske Vode (Zlatibor centre) which recieves the majority of tourists (according to some researches, more than 90%). With instalation of the double chairlift at Tornik (the highest peak of Zlatibor) which is 10 km far from Partizanske Vode locality, at some degree made a ballance of tourist visits within mountain, but it also brought more tourists in the winter time when the ski centre is open, as well as during weekends and holidays. It became necessary to proclaim the appropriate level of protection at Zlatibror mountain or integrate some areas of it with neighboring Nature Park "Šargan - Mokra gora". Untill now only one object at Zlatibor is under the protection of the law. That is a speleological object at it's western slopes – Stopića cave.
7. Following this example, more landscape objects on Zlatibor should be under the protection of the law and tourist arrivals should be strictly controlled (UNEP and UNWTO, 2005).
On the other hand Tara as a National Park provides different type of protection of natural environment.
Based on the current knowledge, it is possible to point out the conflicts which exist in the area of national park, as a result of different purposes of use and protection of it, and for which there is a need to harmonize the way to use:
- The conflict between agriculture and protected areas, insufficient respect of the protection regime within the national park by agricultural producers on the one hand, and the unresolved issue of "compensation" to farmers because of certain restrictions which originates in protection regime, on the other hand.
- The conflict between unplanned construction of weekend houses and cottages and other facilities and regimes and modes of use of protected areas (Perućac lake, Kaluđerske bare, Mitrovac and other locations in national park).
- The conflict between agriculture and water supply, which includes the use and organization of planning areas for agriculture and other activities, in terms of restricted opportunities due to respecting all restrictions in areas of sources of drinking water.

- The conflict between tourism and protected areas may happen due to building of infrastructure which is necessary for the development of tourism. It may include building of the roads and corridors through the protected forest areas of national park. Regarding this conflict, it is necessary to prescribe specific mode of construction, in order not to put the existing natural values under the danger.
- It is also possible to expect a conflict of interest between certain economic activities of the local population (forestry, quarrying, etc.) and demands arising from protection of nature, natural, cultural and historical sights.

Within the National Park Tara, three zones of different level of protection were established in order to solve the above mentioned conflicts.

- Zone of the 1st level of protection - includes protection of objects of nature, protected waterways and resources, cultural and historical heritage and the values that will be the subject of scientific research and other activities that do not cause violation of primary values; the zone of the 1st level of protection establishes the prohibition of the use of natural resources and exclude all other forms of use of space and activities other than scientific research and some controlled education.
- Zone of the 2nd level of protection - means immediate protection zone around the first zone, general protection of habitats of rare and endangered plant and animal species, protection of landscape and cultural heritage, protection of degraded areas, as well as areas where part of the research, educational and other activities are performed; the second level of protection is determined by limited and strictly controlled use of natural resources while activities in the space can be made to the extent that allows the improvement of the condition and presentation of natural park, without negative consequences to its primary values.

8. Zone of the 3rd level of protection – includes areas planned for forestry, agriculture, active development of mountain tourism, recreation and sports, supra - and infra - structural construction and other operations and activities; in the zone of the 3rd level of protection, selective and limited use of natural resources and controlled interventions and activities in the area are determined if they are consistent with the functions of protected natural resources or linked to inherited traditional ways of conducting economic activities and housing, including tourism development (“Official Gazette of RS”, no. 100/10).

5. CONCLUSION

Tourism has become in contemporary conditions a threat to the protected environment, but also for other natural resorces. The organisation of tourism in protected areas is an important task because such activity is very different compared to other destinations. The development of tourism is much more than other activities determined by the quality of the environment, because the level of preservation and attractivness of the environment directly affects the opportunities for its development in a given area.

Protected areas are essential for maintaining healthy environment. Those areas provide higher quality of life and opportunity for recreational activities (Tomicevic, J., 2006). Protected areas are primarily viewed in biological or ecological terms, but some scholars emphasised the economic importance of land managed for conservation objectives. However, protected areas are important at many levels, from local and national to global

levels, and they carry out numerous functions beneficial to humans, and even essential to human welfare. Advantages and motives of people staying in protected areas are: enjoying in the simplicity of life in a protected area, awareness of the beauty of protected area; feeling better and making a connection to the natural environment; sharing of these experiences with other people, getting to know the plants and animals that extinct from urban areas; activating the muscles after long walks, spending the time in an environment that allows the deepening of life issues and dilemmas (CBD, Montreal, 2008).
National Parks provide the desired physical and mental peace, relaxation and aesthetic experience, which inspire a man to "return to nature" (Nikolic, S., 2008).The importance of Mountain Tara for the development of tourism has increased in particular after the mountain was declared a national park and after the construction of accommodation facilities (Mosurovic, M., 2002).
Natural rarities of Tara National Park with many attractive features are of paramount importance for tourism, which represent an opportunity for development of various forms of tourism that should aim to preserve the ecological determinant in the area. The economic benefits from tourism impose the necessity for establishing a better relationship between the visitors and the protected area. Tourism is one of the most favorable economic activities in NP Tara, and the protection of environmental resources is the only guarantee for the realization of tourist activities (Tomicevic, J., 2012).
Zlatibor is renowned as a popular tourist destination throught Serbia. This is thanks mainly to its impressive natural environment and appeal for recreational activities. Accordingly, a variety of attractions and tourism offers have emerged, such as health-related offers, rural tourism, sports activities, various public events etc. (Dabic, R., 2010).
Tourist turnover for the last twenty years shows favorable trends. Every citizen is free to initiate the preservation and protection of nature and their environment, to be socially engaged and pooled into appropriate forms of activity. With the regulations adopted by a government institution there is a possibility to promote sustainable development, and after that, sustainable tourism.

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INFRASTRUCTURE-BASIC ELEMENT MATERIAL BASIS OF TOURISM

Slavoljub Vujović, PhD
Business and Technical College of Vocational Studies, Uzice, SERBIA
slavoljub.vujovic@vpts,edu.rs
Rajko Macura, PhD
College of Banja Luka, Banja Luka, Bosna&Hercegovina; rajko.macura@mvo-svjetionik.org

***Abstract**. The importance and role of infrastructure as the basic element of the material basis of tourism, tourism development and the development of society in general, confirms the familiarity of man to the space, in order to establish the most favorable position in their own living space, socio-economic and temporal relations. Even in ancient times ancient civilizations (Mayans, Incas, Phoenicians, Hellenes) its stability in space and time was characterized by the construction of infrastructure (building a network of settlements, construction of roads, etc..), A persistence of certain civilizations,between other things, that just witnessed infrastructural values, road and water network of the Greek and Roman empires, irrigation systems of Mesopotamia and Egypt, then, ethnographic and cultural heritage of Vinca, Arandjelovac Viminacijuma or not so long ago infrastructural traces of the Austro-Hungarian monarchy, etc..*
The authors are trying to point out that the basic infrastructure is an integrative element of the material basis of tourism, and thus, the basic element and prerequisite without which the development of tourism.

Keywords: tourism, material foundation and infrastructure.

1. THE ROLE AND IMPORTANCE OF INFRASTRUCTURE IN LIGHT OF THE BASIC ELEMENTS OF THE MATERIAL BASIS OF TOURISM

Modern age and landscaped area with a network of towns and formed urban agglomerations confirm the importance and meaning of building infrastructure systems: roads, hydro-engineering, energy and telecommunications facilities linked and integrated into spatial systems. Of the phenomenon to date tourism in its development relied on the infrastructure, especially in different ways and roads, and other systems and elements of the infra and superstructure.
The main role of infrastructure in the development of tourist destinations and its economic productivity based on the fact that it is a basic assumption and conditions of the virtually all activities and processes in the area (Vujovic, 2008).
Development of transportation contributed to the dynamic mass movement of people and the development of tourism, especially in the construction of modern roads.
Construction of erodroma today has become very important for the development of tourism. "They have a multi-purpose tool. Built outside cities, occupy a very large area with respect to the requirements of a large building (runaway runways, platforms, airport building). In addition to them the need to build additional facilities: hangars, terminals (bus and train). In addition to these facilities airports must have the capabilities to provide

additional services. Therefore, building, restaurants, hotels, agencies, banks, shops. In a word airports receive complex functions in the life of modern people "(Štetić, 1999).
The importance and role of infrastructure as part of the material basis for the development of tourism is confirmed by the fact that the first mass movement precisely related to the occurrence of Railways (1814-1825). Even then (1830) appears the word tourist, first to France, also at this time appear to be the first accommodation and make the first rules of their lease (Štetić, too).
In defining infrastructure is one of the aggravating circumstances is a separate "inseparable" and that the infrastructure and suprastrukure within the spatial structure or a material basis for their own heterogeneous content.
There are a number of theoretical approaches and definitions. In the shortest terms of infrastructure includes energy and informational conditions of existence of the superstructure and the material basis for the development and functioning of the other activities. Superstructures most often includes facilities for various human activities. If the word "structure" means: the composition, method of construction, assembly, and the word "infra" below, below, then infrastructure includes all systems (water supply, sewerage, electricity systems, telecommunication systems and other technical installations) installed underground. If the word "supra" means above, over, on the upper surface, the upper part, then the superstructure includes all facilities, networks and systems built on the soil surface nepohodne for the functioning of society in general.
Today in the world there are different theoretical approaches to the interpretation of the category infrastructure.
"In that sense, very often the network infrastructure include a library, a fire station and other different social structures. In practice, cities in the USA can observe a wide range of infrastructure that is in the process of activating sites may occur that are of concern to public services: sewerage system, treatment plant wastewater, water supply, reservoir area, garbage collection, public buildings, building social standards (orphanages, prisons, ...), public schools, public clinics and hospitals, bridges, corridors, viaducts, roads, streets, sidewalks, walking trails, equipment, traffic control, public transportation, parks, recreation centers, wharves, docks, ports, etc. . In this regard, some authors use the infrastructure in general include materialized terms of development bearing in mind the technical systems and networks of social facilities (Žegarac, 1998).
As the most appropriate definition of infrastructure, Žegarac,says- "infrastructure includes materialized conditions of existence and development of basic human activities in an organized space." Mentioned by all elements of the infrastructure grouped into two levels, and so the infrastructure is divided into: technical and social infrastructure, chisel stating klsifikaciju infrastructure systems, depending on the elements lies in that performs a division: the origin of the natural and technical; by function serviced by the commercial and noncommercial; the scope of the regional and settlement; the significance of the main and auxiliary; discipline in the water, energy, transportation, systems of soil and climate.
However, all these elements share previously, may be put under a big question mark with reasonable reson. The etymology of the term "infrastructure" and the term "superstructure" indicates that the infrastructure - all technical and functional systems that pass through the soil - land and superstructure all facilities and systems constructed or existing surface serving human needs. In this paper, such as the basic division of the structural elements in

the area, serving the tourism and tourists and to mankind in general, mention share the infrastructure and superstructure elements.

Prior to this share as more needed and inevitable division is the division that emphasizes genealogy (and the infrastructure and superstructure) elements. Oceans, seas, rivers (eg. Danube), natural lakes, snow (specific natural element of great importance for the development of tourism in some areas), mountains, etc.., are a natural infrastructure component.

Transport and transport both people and goods oceans, seas and rivers is unmeasurable importance for humanity, especially even if we know them The man did not build (did not waste time and money).

An essential giveaway infrastructure would be a giveaway in terms of ownership in terms of who financed the construction of the same, while the division of the same in terms of exploitation, utilization and use it's almost impossible to do.

From the perspective of ownership in terms of who provided funds for the construction of infrastructure can be divided into: *public and private.*

Both may, but need not always be in the development of tourism which leads to a very delicate question: What is it strictly a tourist infrastructure, what is the only public infrastructure, and how tourism infrastructure and tourist just how public or general infrastructure in tourism.

Speaking about the infrastructure of highlend tourist region that serves tourist activities and facilities (Dabić, 1996) share the same: external and internal. "External infrastructure is part of the common ground and the regional infrastructure system, whose branches or transit route favors the tourist region, connect with neighboring countries, and includes rarely the main and often the regional level roads and railways, power lines (electricity and gas) and telecommunication lines (telephone, radio and television), whose construction and maintenance responsibility of state and regional organizations. Internal infrastructure includes local distribution network of roads, power and water supply telecommunication lines, as well as competency of internal water supply, sewerage, heating, elimination of waste and the other. "From the point of destination, just the internal infrastructure is fundamental and integral part of the tourist offer of the destination, is given to holders of tourism development in predominantly financed the construction of the same (later burdened cost bear-ings), can be defined as**tourism infrastructure** (Vujović, 2012). It is important to mention that after the construction and putting into operation, usually keeping the same by public companies but also collected funds (directly or indirectly) from various users of the infrastructure, which are much higher than the current investments that should perform a public company (or who already perform maintenance), while investment demand higher maintenance costs, and it appears the state to provide funds.

From previously exposed to infrastructure of tourism and tourism infrastructure, defined as a foundation, the foundation and basis for the development of tourism, including: transport networks (roads, railways, airports, canals, etc.), water installations, electrical installations, facilities intended for public needs (lighting, parks, plazas, walkways, parking lots, health centers, hospitals, dispensaries, schools, kindergartens, etc..).

Experiences to share infrastructure in terms of ownership in the world, are different, but the most common share on: *private and public.* In the United Kingdom and most Anglo-Saxon countries the infrastructure is privately owned, while in western European and

Scandinavian countries, predominantly state-owned. Funds for the construction of public infrastructure can provide the state and the private sector can. "Sometimes an investor of a project to build infrastructure and gives the public sector and sometimes the infrastructure remains under the jurisdiction of the private sector. In some European countries with stronger influence of public interest investor rule established infrastructure delivery free of charge to public services to exploit "(Žegarac, 1998). The city's main roads, railways, utility infrastructure systems, and the like, the public infrastructure, sometimes many infeasteukturne objects investors build some projects and the subsequent surrender of the public sector and become public infrastructure. In some countries (eg. Norway) is an important aspect of maintenance, depending on who held, (npr. public road) may be national, regional or local. Further, the private road is any road that is closed to public traffic, regardless who financed the construction, and who maintains the transition from one status to another is easy. It is interesting to note that everywhere in the world vulnerable systems as systems for water purification in the jurisdiction of the state, and such, water systems can be under the jurisdiction of both the private and state sectors (Žegarac, too). Maintenance of all underground infrastructure systems is expensive, especially in the winter is a major problem, while a permanent solution (the model center Flen in the French Alps) possible only expensive synchronizing all or most of the cables in underground galleries.

1.1. Roads-essential element of infrastructure

Previously we noted that infrastructure as a fundamental element or cornerstone of the material basis of tourism seems more infrastructure subsystems (transportation, power systems, energy, telecommunications). Traffic functional, the traffic structure, the development of tourism has genealogical and irreplaceable importance. Already we have previously pointed out that without the space and movement of people in space there is no tourism, which just provide roads, sometimes much more simple now much more sophisticated and heterogeneous. "Improvements in transportation means general population mobility is increased to unprecedented scale, which is of great importance for the development of tourism. Tourism is the most clearly defined spatial relations, ie., places where moving tourists from the direction and places in which they come. Knowledge of these trends is of great importance for the orientation and massing of movement, planning and construction of roads needed for a tourist movement and residence so the tourist movements occur as a form of massively circulation population. In this respect, tourism trends emerge as more powerful factor, which stimulates development of means of transport and the expansion of the transport network. On the other hand, traffic is also a factor and element of tourist movements. This tells the remarkable connection between transport and tourism, their tight interconnectedness (Štetić, 2001: 20)".
Previous quote again confirms the role of transport and roads to create the material basis of tourism and tourism in general. The role of roads is to increase the mobility of the population, organizing and building material basis and development of space tourism destinations, increasing the quality of life of the population, and so on. When it comes to tourist destinations, particularly potential, the key issue is the traffic planning in terms of successful and efficient connection of different destinations, functions and facilities in the

area, as well as the definition of the relation between local traffic destinations and major regional, national and international traffic, then the relation between individual and public transport. Congestion of traffic network junctions, caused by intensive individual motorization, poor planning in terms of bad weather forecast tourist traffic, are common in many developing destinations and leading to a decline in the quality of traffic. The need for planning of transport infrastructure, it follows among others the high intensity of investment, compliance of supply and demand for certain services, etc..

As the main phases of transportation planning in ptencijalnim tourist destinations are the following:

- analysis of existing traffic structures, if any,
- assessment of tourism development in the future,
- analysis and evaluation of possible solutions and
- acceptance and implementation of the optimal solution.

Traffic planning in a particular tourist destination determines the required capacity can meet the anticipated future needs of tourists in transit.

In terms of spatial and transport planning includes planning the transport system, which comprises a network of roads in the area. Within the planning of roads in potential tourist destinations should also pay attention to the individual transport that recent decades show a strong increase.

Investigation of the impact of traffic on the engagement area and pressure on the environment, there are claims that if we calculate all surfaces intended some form of movement and stillness associated with passenger cars, such as parking space, streets, footpaths, dividing and protecting tape required traffic area per person is around 25-40m square which is approximately equal to the sum of the norms for housing and green space.

One of the most important preconditions for decorating a tourist destination is its good transport links with the environment, then a favorable position towards the motives and content deals in the area and transport links with them, then, natural advantages destinations (anthropogenic tangible basis), and other prerequisites (here the emphasis is on the roads). There are places with exceptional value, which visit is a memorable experience (Tara), in which the material value of the minimum (plain wooden pontoons for floating wooden huts which are not mandatory), while the natural values of the main motivating factors for enjoyment. Such places that have outstanding natural values and healthy elements (water, air, climate) may only transport infrastructure condition. Contrary to the example of Tara is the Leaning Tower of Pisa, in a material anthropogenic value of the content of historical, cultural and ethnographic component. After renovations started the 1990 year, one of the architectural symbols of Italy and the monument known around the world re-opened to the public with slight modifications. To tourists from all over the world to visit this imposing building (entrance costs fifteen euros) is required traffic, primarily airfare.

Infrastructure at the destination or internal infrastructure includes local distribution network of roads, power and water supply telecommunications connections, and complete internal water supply, sewerage, heating, elimination of waste (garbage), garages, parking lots, etc..

The main form of transport infrastructure is a road infrastructure that allows access to all areas of interest destinations for tourism.

Transport processes in tourism can be defined as accepting and transporting tourists from one place to another or by generating the outbound destination. Of all the forms of transportation (individual transport, bus, train, ship, plane) today on global level, **air traffic** is of a major importance, especially charter flights. **Airports** with airport facilities are a very important part of the infrastructure and material basis of tourism. And a set of airline industry, airport construction depends on the state, due to its heavy investment in technical and scientific and technological research and large investments in the actual construction. Private capital is constantly taking care of quick profitability of investments, the rapid turnover of capital, while the social investment that is not the case. For example, modern jet airplane is largely a product of military research and development, then, advances in medicine, the results of larger social effort. Moreover, in all the economies in its functioning and development depends on the state of investment in airports, roads, postal service and the most basic and the most varied forms of urban infrastructure. "In the world today there are over 1200 airlines company for regular traffic, except that 300 of them maintain international lines. Their size is different from the "Druk Air of Bhutan", which carries 10000 passengers a year to Arlines American and United Airlines, which carried over 80 million passengers every year (Štetić, too). "
From the point of destination of the local roads are the ones that the beginning and ending at the destination, the transit would be the one which is the beginning and finish outside destination (passing through thedestination), and roads so initial-final, the ones that have the destination or end or beginning. Roads have a big impact on the overall development of destinations, increased accessibility directly stimulates demographic processes, schedule and allocate some space in the area and their dedicatedly functionality.
Railways as part of the transportation infrastructure certainly is important in creating the material basis of tourism potential tourist destinations and development of tourism in general, especially in the early days of the development of modern tourism. Railway infrastructure, especially the gear, the narrow rails railways played a significant role in creating the material basis of tourist destinations in the high mountain areas.
In Switzerland country the right gear narrow railsrailways played an important role in the transport linking the high mountain and later ski resorts, while the standard gauge railway used to approach the mountain foothills. For example, subway between Paris and London has multiple significance (tourist, economic, traffic). Today, in many areas of the railway serves as an attraction (Šargan in western Serbia), and modern railway, today, have a maximum speed and comfort.
Other forms of transport (sea, river), except piers, are spatially related to a tourist destination. What will be the material basis of a destination depends on many factors and elements that determine the shape of tourism and time and material basis. For example, there are great differences in the material bases of the sea destinacion and the destinacion in a mountain area.

1.2. Water Supply Systems: an integrative element of infrastructure

Plumbing (as an element of infrastructure or infrastructure subsystem) in the new tourist destinations include the planning, design, construction and maintenance of facilities and systems serving lines supplying water destinations. "Complex objects and lines that are connected to the system to obtain water from various natural sources, its purification and distribution to the consumer is called the common term water supply" (Žegarac 1998: 70).

Plumbing shall be constructed in accordance with the norms prescribed standards, water use must meet sanitary requirements, and can be taken from rivers, lakes, groundwater wells, natural springs, and rainwater through purification systems and distribution distributed to consumers. Often, because of the configuration area, it is necessary to build a pumping station for pumping water. Water supply of high tourist centers based on local water intakes from capped springs, rivers, lakes or artificial hydro reservoirs with gravity guidance to consumers (if possible) or by using the pump from the intake to the gravitational system. The capacity of water planning and determine the needs of the consumers (50 liters per day for camping and employees; et least of 150 gallons per day per tourist bed (Dabić, 1996).

Water utilities are often organized as separate systems, if you travel to the center serves a local small villages, while the isolated tourist destinations grade special plumbing. In the construction of water supply systems in tourist destinations is particularly important state already built and plan future traffic, and total other infrastructure for efficient incorporation of economic and safety reasons.

Water demand are the ones that should provide water in the area, and they depend on the number of tourists, geographic location and climate, destination, status of other activities in the area, and the quality (less is spent water of poor quality).

Water supply systems in the tourist destination must be so designed and designed to provide the long-term planning period effectively operate and all customers in of- enough water. Sources of water supply systems can be surface (river, lake) and underground (various sources).

The shape of the water supply system in a given area depends on the type and quality of sources, capacity and water quality, and altitude source in relation to the destination or customers in the area.

As the main highlight two ways of bringing water to a gravity through the artificial, while the distribution of natural inclines if possible the best solution. Water supply systems with artificial lift water use if it is not possible to bring the water naturally, and directly pumping and pumping the tank (Jahic, 1998).

1.3. Utility systems as elements of infrastructure

Sewer systems include all the ways waste water (canals and collectors), to a place of purification or other recipient (the location or destination of the waste water is discharged). There is a wide range of wastewater and sewage main purpose is to be polluted and dirty water as quickly and efficiently removed from the destination to the table better sanitary conditions, with a particular treatment prior to discharge to a particular recipient in accordance with the legislation. All waters with changed chemical composition and physical properties, they are wastewater. The character of pollution and method of waste water can be classified into three groups: industrial, atmospheric and domestic wastewater (sewage and consumables). The tourist destinations are the most common fecal (originating from sanitary facilities), supplies (food preparation, personal hygiene, laundry and other cleaning) and atmospheric water. Sewer systems can be general (all waste water drains through the same channels and collectors), separation (they have two or more drainage networks, one for atmospheric, one for sewage and other water), between separation (a combination of general and separation) and the combined sewer system (a combination of all three previous).

Common to all systems is that they have a gravity drainage respecting the topographic conditions and obstacles destination. In planning and selection of a sewage system in a potential tourist destination unavoidable issues represent local conditions and restrictions (number of tourists, climate, relief, position and characteristics of the recipient, spatial and urban planning), ecological and sanitary maintenance requirements zdrastvenih conditions in the area of destination) and technical-economic aspects (related to the construction of the system).

Sewage sewage, rainwater and shallow groundwater is a very complex problem of internal municipal development destination, especially due to legal ekoprincipa requires. Particularly stressful when it comes to sewerage system is the obligation of treatment prior to discharge into the natural area, which requires a financial investment in purification systems. Drainage of water also requires a large network for the collection and disposal of wastewater in the streets, squares, walkways, roofs, parking lots, etc.. The shape of the sewerage network and the position of its facilities in the area of destination depends on the decisions of previous infrastructure system of roads, construction plans superstructure, the position of the recipient in an appropriate basin, then the deployment of other users of these systems in place. Special access demand of industrial waste water as there are some industries in the area, although these problems should be solved a priori. There are various types of sewer systems: normal or shear, comprehensive, longitudinal, or parallel, radial, ring, branched and zoning system (Jahic, 1998). Maintenance of all underground infrastructure systems is expensive, especially in the winter.

As a specific part of sewerage systems can specify **channels** for waste water from the destination. They are commonly classified into closed (buried beneath the soil surface, fully closed) and open (not so entrenched, they are open), while there are others to share in terms of the type of material from which to build and methods of construction and so on. It is interesting to note that in the construction of canals and all sewerage and water supply systems most of the time and resources are spent on the excavation ofland, water removal, preparation of the support layer, filling pipes special materials, backfill excavations, removal of surplus material, then the reconstruction of roads in how systems go route traffic. According to the shape of the interior of the channels can be divided into channels of circular, square and rectangular, while the shapes themselves can be very different. According to an embodiment of the construction of different channels that are built from solid materials on-site adjustment of the field, then the channels are made of prefabricated - folding elements (again, depending on their earmark) and channels of brick elements. Channels that are in the spot is most often constructed of solid materials (stone, concrete, iron, various bricks, etc..), while the assembly building of reinforced concrete elements and various steel pipes. Profiles or internal size may be different and the important from the point of passing giveaway of the transient (those through which it is possible to pass in the event raznik repair or overhaul) and timeless (of course, the small diameter of the passage which is not possible). If you are in the area for legitimate reasons, plans for a small industrial plant, it is planned to build a plant for wastewater treatment, as well as additional infrastructure element. Within the infrastructure elements certainly terebi mentioned **navigable channels and harbors** (maybe before as part of the road), again depending on the geographic location of the destination and the prevailing motive. Waterways as artificial waterway which serve to supplement the existing waterway network are very important for destinations where navigable network has strategic role. Navigable canals in addition to the importance of tourism often have significant economic, transport and other important (the Panama Canal, Suetski, Rhein-Main). Port in a particular area, as part of the infrastructure is a complex traffic junction, where they encounter all forms of transport, in order to transport tourists and other things. Docks as part of the infrastructure are especially important for destinations to develop nautical tourism, where marine constitute a "destination within a city" with all infrastructure elements (water, sewer, roads and telecommunications facilities for food, energy, etc.).

1.4. Energy Systems as an element of infrastructure

Creating energy systems in new destinations imply a process of forecasting, planning, providing funds, organization of construction and actual building energy networks. One of the main rappers planning is forecast consumption, and what precedes extensively collecting relevant statistical data about future users (number of users, user structure, time period, it is possible to change etc..), using data previously passed and adopted spatial, urban planning in which planned development in the long vremanske periods. It is known that there are various materials and processes for energy and thus different sources of energy, but the thesis is given its title suggests the addressed energy systems with the physical, infrastructural aspects. Important infrastructure facilities of the material basis in the function of providing energy to new destinations (independing on the size of the destination and geographic location) are: thermal power, hydropower, nuclear power plants, heating plants, etc., but crucial to create the material basis of the development of tourism is in the power. New technologies have brought new solutions for electricity production (technology renewable solar and geothermal energy, small hydropower, wind power, sea power, etc..) and that respects principles of ecology.

Installations for the production and distribution networks and distribution according to electricity, make electricity systems (Ivošević, 1970). Creating an efficient power system involves finding the most rational technical and economic solutions in terms of its legal form, size and location (because of the distance and time and additional resources) energy sources, then the choice of type, method of construction and quality of electric power networks.

Electricity is produced in different plants, distribution is carried out by various lines, if necessary, various transformations of voltage to the consumer (Žegarac, 1998).

In addition to the power systems within the infrastructure of the tourist destinations are also significant others, particularly **heating systems** (heat sources, heat networks, stations and substations), and is most often divided into decentralized where heat source and heat consumer pathetic next to each other (different furnaces, individual boiler and other forms of heating individual households) and centralized where heat sources are very distant from the customer, serving many simultaneous and distributed hot water network. District heating involves heat generation in a thermal source and bring to the consumer. District

heating system consists of: heat sources, thermal stations and substations and transmission systems (various pipelines) to the consumer, not including internal installation in the house (they are an integral part of the building) which distributes heat in it.
The construction of the district heating system in the new tourist destinations imply different technical solutions dependent on the spatial local conditions. Because of the rational, efficient use and control, and incentives concentrated construction center, entral heating systems are commonly used in tourist centers, while more recently placed emphasis on clean energy, particularly gas. The use of electrical heating systems, especially for the entire destination is very expensive, so more and more used for the interim periods or during winter periods increases with cheap energy (wood, oil, fuel oil and similar fuels) to a satisfactory degree heat with the mandatory use of appropriate filters for purification. Newer and more modern heating systems based on the principle of solar energy despite higher winter insolation high mountain areas, it is not technically significant winning, especially because of the large daily temperature fluctuations.

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CUSTOMERS' SATISFACTION AS AN FACTOR OF TOURIST DESTINATION REPEAT VISITATION

Mira Avramović, PhD
High Business School, Leskovac, S ERBIA, e-mail avramovic.mira@vpsle.edu.rs

Abstract:*This paper deals with satisfaction as an factor of visiting a tourist destination again. The degree of customer satisfaction is the result of product and service quality, namely quality of overall tourism offer in a given tourist destination. Depending on tourist offer nature there are two options: either to visit the same tourist destination again or to choose new one. And what role some of the tourist product quality factors have in determining the degree of tourist satisfaction is also shown in the empirical research results presented in this paper.*

Key words*: customers' satisfaction, quality of product and services, consumers' perception, repeat visitation of a tourist destination*

1. INTRODUCTION

In the tourist – catering practice, there is an unwritten rule that a satisfied customer brings other customers. Such a simple formulation points out the meaning and the importance of tourists' satisfaction which is an important "strategic weapon" and one of the most important tasks of each and every catering organization, company or agency.

There are numerous authors in the tourism and marketing literature speaking about customers' satisfaction, commenting on it in various ways. For instance, Oliver suggests that the customers' satisfaction, during or after their stay at the particular tourist destination, is the "overall" psychological state of the customer on a much higher level than the previous one, taking into account that their feelings are much richer now (Oliver, R., 1981).

In his book "Handbook of Customer Satisfaction Measurement", Hill points out that customers' satisfaction can be defined as the customers' perception signifying that the new psychological state of the customer is the result of overcoming their own expectations.

Authors Tse and Wilton suggest that customers' satisfaction is basically customers' positive response or reaction to their post – purchase or post – catering expectation, which is on the higher level than the previous one (Tse, D., 2008).

Lovelock, Patterson i Walker define satisfaction as a positive mark of the overall experience, as a kind of pleasant, emotional reaction during the process of purchasing a product or duration of a service, when the previous feeling are overcome (Lovelock, C., 2008).

Also, Yiksel i Remmington define satisfaction as a customers' positive mark for the quality of a product or service (Yiksel, A., 1998) . Therefore, the quality of a product or service is the main base for the creation of customers' complete readiness for the repurchase of the same company's product, or for the repetitive choice of the same tourist destination, as well as for the creation of the customers' satisfaction itself.
Every company or tourist agency that focuses on the customer, their needs and wishes, tends to achieve the highest possible level of satisfaction usually derived when all customers' expectations are overcome. However, this is not quite easy, and it implies the persistence to achieve the high level of the quality of a product and service, in accordance with the highest standards and realistic customers' needs and wishes.
There could also be the lack of customers' satisfaction, when they are not satisfied with the quality of a product or service. Such dissatisfaction is possible to grade: "I am not satisfied", "I am disappointed", "this is below all my expectations", etc. A discontent customer communicates their satisfaction to other customers and thus does the damage to the organizations they were in touch with. Simultaneously, this is a warning for those organizations to revise the quality of their product, i.e. to make them appropriate for the customers' needs and wishes as much as possible.

2. CHARACTERISTICS OF CUSTOMERS' LOYALTY AND SATISFACTION

Customers' satisfaction is the ability of a company to meet the customers' needs and wishes as much as possible in the competitive conditions. Achieving the customers' satisfaction implies constant generating of information about what the company should do for the customers to be satisfied and loyal (to create value for them). Customers' satisfaction is based on their estimation of values created and provided for them, which influence the resulting behaviour such as a promise, appeal, intention for repurchase, and loyalty.
For the companies focused on their customers, satisfaction is both aim and means for marketing. Companies that manage to achieve high level of satisfaction, tend to make it known to their target market. If the company increases satisfaction by lowering prices or increasing their services, that may affect its profitability. The company can increase satisfaction in other ways, not only through satisfaction. Beside the commitment to achieve as high satisfaction as possible, companies should take into account the satisfaction of other company stakeholders.
Satisfaction can increase company's profit in two ways. The first is when increased customers' satisfaction causes positive reactions, which affects bringing new customers who purchase company's products and services. Satisfied customers will consider company's products and services less risky, which positively affects the value of cross – sell of other company's products. Secondly, customers' satisfaction has a positive influence on customer retention, which leads to the increase of repurchase, decrease of expenses, i.e. to essential loyalty.

There are various explanations of how customers' satisfaction affects the expenses (Milisavljević, M., 2000). Firstly, keeping the current customers is less costly than attracting new ones. On average, it is estimated that the costs of attracting new customers are almost five times greater than keeping the current customers. Secondly, increased customers' satisfaction decreases dealing with complaints, which leads to decreasing the expenses. Thirdly, current customers give the company the opportunity to lower transaction costs. This is especially characteristic in the situations when the customers purchase larger amounts of product, which enables achieving the economy in the activities such as distribution, invoicing and maintenance. Lastly, satisfied customers increase the productivity of the employees, which leads to the decrease of the expenses.

Taking into account that the companies' satisfaction significantly affects the profitability, market share and growth, monitoring the satisfaction is the constant task not only for marketing managers, but also for complete sales force that direct this analysis towards a particular customer. Systematic monitoring of customers' satisfaction offers useful diagnostic information to the company's management. The information is used to advance the activities that increase satisfaction and enable achieving long – term relations of the company with customers, which has positive effect on the growth and profitability.

When purchasing products or services, a customer builds their attitude towards them. It is possible for a customer to build an attitude towards a product with no previous experience, on the basis of information which helps the product image to be created on the market. Such attitudes are related with customers' intentions to repurchase the product. The customer's intention to repurchase the product, although he is not satisfied with its performance, is the matter of loyalty. That is the extreme customers' behaviour to proceed with the purchasing the product. It takes just a few dissatisfactions for an average customer to stop purchasing a particular brand. Disappointment results in dissatisfaction. The customer stops purchasing the product or reorients themselves to another brand.

There are phases in the process of loyalty that a customer goes through: cognitive phase, affective phase, orientation or direction, and the act of loyalty (Stanković, LJ., 2002). In the first, cognitive phase, on the basis of available information, a customer perceives that one brand is preferred to another. The second, affective phase means that there are attitudes related to a brand on the basis of cumulated cases of satisfied customers. The third phase is the orientation or direction towards behaviour on the basis of repurchase or reuse. The fourth phase is the act of loyalty, i.e. commitment to purchase. In order to achieve loyalty, there must be a particular number of circumstances. The product should have a unique configuration that makes it more superior than alternative solutions of the consumption problem. There should be a profitable market segment where loyalty could be achieved. The consumption needs to be considered desirable by potential consumers. The product needs to be socially acceptable in the consumer's place of living. Loyalty is lost in the same ways it is created. It should not be forgotten that there are certain number of obstacles to loyalty. Firstly, there is a remarkable consumers' tendency to have a wider choice of products. Secondly, there is a case of simultaneous loyalty to a larger number of product brands. Thirdly, there is a tendency to change the product brand.

3. PERCEPTION OF PRODUCT QUALITY THROUGH THE BRAND AND IMAGE

When it comes to the quality in the context of satisfying the customers' needs, the terms brand and image are often used. It is about the terms that should mark the recognition of a product or service, as well as quality warranty. One of the most well – known definitions of the brand was given by American Marketing Association (AMA): "The brand is a term, a sign, a symbol or a shape, or a combination of them, which aims to identify products or services of one or a group of sellers and to differentiate them from competing products or services".

The process of strategic and market positioning of the brand consist of three phases: identity, image and goodwill of the brand. The identity of the brand is a conceptual and creative solution of the name and accompanying visual and aesthetic elements of a particular brand type, which provide its market and identification and recognition in relation with other competitive brands. The image of a brand is considered as an integral part of the product or service, when the decision on the purchase is not only related to physical and material elements of the product, but also to the idea that customers have about the product or service. The goodwill of a brand, in a broader sense, is, besides marketing, an important accounting category which tells about the assets of the company, which significantly contributes to the enhancement and good reputation of the company.

Brand strategy in terms of modern competition is based on two variables: the first is related to the choice and position of that will make the product or service brand recognizable and different from other the competition, and the second is a promise given to the target group of consumers.

The term trademark is equivalent to the old Scandinavian term "brand" which has recently been used more frequently. What is a brand, after all? Kotler and Keller state that brand is "a perceptual equivalent rooted in the reality, but which reflects consumers' expectations and even the way of thinking" (Kotler, PH., 2006). On the other hand, Carter suggests that the brand is decisive "program package" of the new economy and a weapon for competition fight in the 21st century (Carter, D., 1999).

In simple words, a brand is a promise and warranty to the customer that a product or a service they paid for will meet their expectations. The message the brand sends to the customers is one of the most important choices in the area of marketing. Branding is not only about creating a recognizable name, but also about transferring a selling message that it is attractive to potential customers, that it is well – focused and directed towards their needs, as well as that it is different from its competition (Taylor, H., 1999).

Basically, a brand is a sum of non – material values in the customers' thinking, resources, processes and efforts of the management which are necessary to create and integrate those

values. A brand is a gathering of functional and emotional ideas in the consumers' thoughts that the competition cannot imitate.
At its core, an effective strategy of branding takes into account not only the customers, but also the employees. For a successful branding, good communication and interaction of the employees are very important, since it contribute to the decrease of risk while purchasing the product or using the services. The communication and interaction contribute to a precise segmentation of the market, as well as customers' satisfaction.
Quick business changes have strongly affected the transformation of standard market models. Today, brand new business concepts are imposed (branding, e – marketing, network of values, integrated marking communications, etc.) which are yet to be studied. Former traditional marketing approaches are overcome, since they cannot offer whole responses to the current challenges of the market business. Therefore, a new holistic approach which base is a system with creativity as an imperative is currently being applied. It implies the transfer from the model of sale to the model of needs, i.e. the end customer and consumer. In such a way, creating intimate and loyal connections with end users of services and products reminds of contractual and partnership relations.
The brand has a great influence on potential tourists not only for choosing a tourist destination, but also for repetitive choosing of the same destination, even in the situation when the customers' satisfaction is not on the appropriate level. So, it is about the certainty and confidence in the brand. But, if omissions and mistakes frequently took place, the certainty and confidence of the customers would be shaken. However, branding implies active relation and communication between the brand representative and customers, as well as among customers themselves, in order to remove mistakes quickly, and to make the brand constantly stable in all dimensions of its offer. Otherwise, the brands deteriorate. It has been estimated that out of 20 new brands on the market, 17 are to deteriorate during the course of time, out of various reasons (problems with products, distribution, legal changes, weak leadership, etc.).

4. THE IMPORTANCE OF CUSTOMERS' SATISFACTION FOR CHOOSING THE SAME TOURIST DESTINATION AGAIN

One of the main goals of tourist destination management is increasing the level of satisfaction and loyalty of customers, which is significant for choosing the same destination again. However, satisfaction and loyalty of the customers are hard to achieve in tourism. Numerous studies have shown that even when the customers are completely satisfied with the services, the need for change and new knowledge contribute to customers' turning to alternative possibilities.
The precondition for customers' loyalty to a company or tourist destination is customers' satisfaction, i.e. their satisfaction in the process of giving services in the tourist destination or company. Perceiving the consumers' satisfaction, directed towards their loyalty, is

based on the quality of all delivered values. On this basis, the consumers form certain expectations before they determine the offer. The content of expected value of the company or destination consists of:

- The value of material component of the product;
- The value of the services offered to guests as an additional satisfaction;
- The value of the personnel that takes part in creating and exchange of values;
- The value of the image which communicates with current and future customers, as well as the competition.

The difference between expected value and overall costs creates in the eyes of customers total delivered value. However, regardless of the fact whether the offer meets the expected value, it affects the customers' satisfaction and the possibility of repurchase. The customers decide to choose the company's offer they gather as the offer with the highest delivered value.

In modern business conditions, competitive fight of leading companies in the field of tourism and hospitality takes place in the domain of creating of so – called enlarged elements of tourist product. Within this framework, the brand that provides additional value for tourist products beyond its physical characteristics gains special importance. The meaning and importance of the application of brand policy in the modern tourism practice could be stated through following reasons:

1. The brand is the symbol in tourism, the warranty of certain quality, and therefore, its task is to create and maintain the customers' confidence in the product and to guarantee the quality of the certain level;
2. The brand facilitates the building of long – term and stable relation with the customers, and thus created long – term demand;
3. The brand functions as a symbol, a sign for drawing attention and reminding of promising benefits it offers;
4. The brand protects from the aggressive competition and is an obstacle for those who want to enter the market but are not able to compete with strong brands;
5. The brand increases the activity of a tourist company and affirms it as a famous market actor in relations with other business partners.

Customers' satisfaction after the purchase of a particular brand could be measured by the degree of satisfaction or dissatisfaction, which significantly increases or decreases the value of the product. According to the degree of satisfaction there is: a disappointed customer (product achievements fall behind expectations), insulted customer (deliberately deceived); satisfied customer (product achievements meet the customer's expectations), delighted customer (product achievements exceed customer's expectations).

The tourist practice states that animation programs increase the value of a tourist product. That is why there is an interaction between a guest and the hotel as a part of long – term relation with the customers. Such a system of communication provides the existence of special connections that will be developed and improved. The realization of the dialogue with the customers is reflected on the whole process of creating of values:

- Information is obtained through the dialogue;
- Information is transformed into knowledge (customers' needs and wishes are recognized);
- Knowledge is the basis for the adaptation of the program (animation programs);
- Effective animation leads to customers' satisfaction and creates confidence and familiarity;
- Satisfaction, confidence and commitment create customers' loyalty, i.e. such commitment to the same tourist destination is not questioned;

It can be concluded that the customers' satisfaction is the decisive factor for choosing the same tourist destination again. When a tourist decides to visit the same destination again it means the following:

- That they are satisfied with the previous stay at the destination, i.e. that his satisfaction exceed expectation
- That the animation programs were different and interesting;
- That the tourist offer (transport, accommodation, food, animation) exceeded expectation.

5. CONCLUSION

Taking all into account, it can be concluded that the quality of a tourist offer defines the level of customers' satisfaction, i.e. their commitment and readiness to visit the same destination again. That quality consists of the following factors: destination attraction, accommodation, prices, food, animation programs, etc.

It is the fact that the increase of customers' satisfaction is followed by the increased number of content, events, happenings and attraction in the tourist place, which could be put in the category of program animation. They are the pleasant moments and memories for tourists, which they are happy to remember and it is why they easily decide to choose the same tourist destination again.

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FUTURE STUDENT MOTIVATION – TO ENTERING A DEMPARTMENT OF TOURISM AT VPTŠ-UŽICE

Kristina Ratković, PhD
High School of Economics, Užice, Srbija, ratkovic.kristina@gmail.com
Dragana Radović
High School of Economics, Užice, Srbija, draganaradovic1975@gmail.com
Radenko Marković
High School of Economics, Užice, Srbija, radenkoad@gmail.com

Abstract: *This study is a product of a wish to study various factors of motivation (both inner and outer), of first year students , Department Tourism, as well as to what degree are they willing to continue their studies . Both explorative and applied research have been used on samples that are consisted of first year students, VPTŠ in Užice. Inner factors are predominant concerning personal interests and motivations. The results that are gathered about a degree and a type of motivation could be used in a particular way in teaching process during studies in such a way that both the capacities and strong sides of the students could be guided and used the best possible way.*

Key words: *motivation, inner motives, outer motives, methodology in the working proces,*

1. INTRODUCTION

Motivation is one of the most important conditions of studying especially of school studying. The question of motivating students is a mere gist of modern pedagogy. However, it is of the utmost importance at any vocational school as well, whose priority is to have best stuents possible. Generally speaking, this matter hasnot been studied enough in Serbia, as far as university is concerned for the needs of touristic economy.
Starting from a fact that the developed world plans their own prospects and according to it, plans their educational eyetem for the purposes of the touristic development. A question, therefore, arises here in Serbia, how to make changes and enable tourism to become a real chance for the development. In order to do this,a well developed approach to the university development is required, as a foundation of the development in general.
The aim of this research is to determine motives of the students who finished high school to sit for the entering exam at Vocational business –technical school – Department Tourism.

2. MOTIVATION – THE MOST IMPORTANT THING FOR A SUCCESSFUL CAREER

Motives make people act, and motivation as a complex structure of action, guidence and realisation of the meaningful activities represent an important factor in education and career of every individual. It is necessary for a person to be motivated in the beginning of her/his career, but to be continuously successful in one's job,it is necessary to maintain the level of motivation at certain level. Motives can be devided in two categories, outer and inner.

The most common motives that belong to the category of outer motives (they arenot connected to the content that is studied) are:

-material reward (expected and unexpected), money or some other material reward has a strong motivational effect, but many studies show that the motivational range of this kind is limited and that they can even have ill effects.

-positive assessment about the work and the development of a student or an employee;

-praise, appreciation;

-social rewards:holiday trips, piknicks, excursions,etc. (Suzić, 1998, pg.137.)

- a motive of achievement, a motive of success, the fear of failure and the wish for success, a level of aspiration (Rot, pg. 354.)

The main representatives from the group of the inner motives are (showing interest for a lesson that needs to be studied:

-curiosity-interest (a natural characteristic of both children and adults that can be developed but controlled as well);

-so-called needs (Rot, pg. 355.), (a need that isnot natural, but is born out of a tension that appears in either unknown or problematic situation , and is resolved by finding a solution to a problem).

3. WHAT MOTIVATES STUDENTS TO STUDY TOURISM IN UŽICE? A RESEARCH

A topic of the research is the level of motivation future students of the first year at VTPŠ-Užice have, and what is the connection between different working methods, assessment and encouragement (praise and punishment)on the one hand and the level of motivation of the students on the other. A very low level of achievement of the future students inspired the research.

Having in mind all the relevant elements of the problem, subjects and objects of the research, a main **starting hypothesis** has been set:

„A student who has a high level of motivation shows a better achievement in a way of permanent development in the process of mastering a school curriculum.“

Having the main starting hypothesis thus put, it implied several other **sub-hypothesis**:

- Low motivation is a consequence of the inadequate working methods with students;
- Low motivation is a consequence of the inadequate way of knowledge assessment;
- Low motivation is a consequence of the inadequate teacher reaction to student behaviuor.

The aim of the research is improving work methodology, methods of knowledge assessment and meking the teacher-student relationship according to the results of the research.

56 future students of VPTŠ-Užice, Department- Tourism 17 - men and 38 - women took part in the research.

A questonaire that is particularly composed for the purpose is used and it consists of 9 questions with multiple choice answers with a possibility to write an additional answer unless a student thinks there is more to add.

In the function of the independent variable there is a level of motivation, and dependent variable represent work methods, methods of knowledge assessment and the types of the encouragement – praise or punishment.
The questionaire consisted of an explaination about the cause of the research as well as a possibility for clarification if necessary. There was no time limit as to the duration.
The results of the research will be presented as the future students'answers to nine questions.

Table 1. *What motivated you to enter this school?*

What motivated you to enter the school:	No. students	in %
School reputation	0	0,00%
The school is close to the place I live	11	19,64%
A possability of carying on with further education	26	46,43%
Older generation experience	4	7,14%
A possibility of finding a job after finishing the school	14	25,00%
other	1	1,79%
total	56	100,00%

Table 2. *What motivated you to finish the previous school successfully?*

What motivated you to finish the previous school successfully?:	No. studens	in %
A possibility of employment	8	14,3%
Parent's expectations	2	3,6%
Personal ambition	28	50,0%
The interest for the profession itself	18	32,1%
total	56	100,0%

Tabela 3. *U as for the education so far, which work method dominated?*

As for the education so far, which work method dominated?	Num.students	in %
Monologue	19	33,9%
Dialogue	30	53,6%
Active studying methods	7	12,5%
Combined	0	0,0%
total	56	100,0%
What are your expectations in this school?:		
Monologue	7	16,7%
Dialogue	23	54,8%
Active studying methods	11	26,2%

Table 4. *Teacher's behviour tht motivated you during your education*

Teacher's behaviuor that motivated you during your education:	Num.students	in %
A diserved praise	41	73,2%
Always praise	2	3,6%
Ignoring	2	3,6%
A diserved punishment	8	14,3%
Punishment always	1	1,8%
other	2	3,6%
total	56	100,0%
What are your expectations from this school? :		
A diserved praise	38	84,0%
A diserved punishment	5	12,0%
other	2	4,0%
total	45	100,0%

Table 5. *During your education praise had the effect*

During your eduction praise had the effect:	Num.students	in %
Positive, because it motivates me to study more	51	91,1%
Negtive, I stop doing my best...	0	0,0%
Neutral, because neither praise nor punishment effects me	5	8,9%
Other possible answers	0	0,0%
Total	56	100,0%

Table 6. *During your education it suited you more when teachers demanded*

During your education, it suited you more when teachers demanded :	Num.students	in %
Lesson reproduction	2	3,6%
Lesson understanding	33	58,9%
Practical usage of the aquired knowledge	16	28,6%
Problem solving	4	7,1%
total	56	100,0%
What are your expectations from this school?:		
Lesson understanding	22	45,2%
Practical usage of the aquired knowledge	18	38,7%
Problem solving	8	16,1%
total	48	100,0%

Table 7. *Which of the above mentioned methods of assessment suited you best?*

Which of the above mentioned methods of assessment suited you best so far?:	Num.students	in %
Written works	14	25,0%
Test	30	53,6%
Oral examination	10	17,9%
Tasks that can be put into practice	2	3,6%
total	56	100,0%
What are your expectations from this school?		
Written works	8	16,00%
Test	20	40,00%
Oral examination	8	16,00%
Tasks/projects that can be put into practice	14	28,00%
total	50	100,0%

4. THE RESEARCH ANALYSIS

Students are offered five answers and a possibility to add their own answer if there is no such an answer offered to the question “What motivated you to enter the school?”
Noone chose first offered answer: school reputation (Figure 1). It seems disappointing at first sight, however, the main reason for such a result is because there were other more motivating answers offered for the students to choose. We did not have in mind ranking answers according to students’priorities. The only thing that should be considered is if the school developed an image according to which future students could choose just because of it.

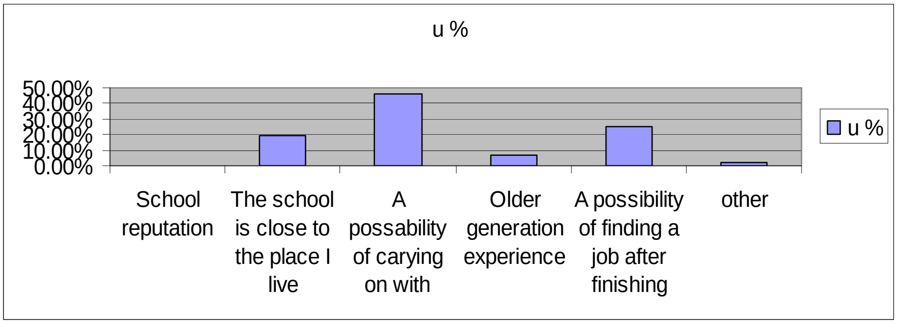

Figure 1. *What motivated you to enter this school in particular?*

The second answer offered is connected to future students’ social status. Approximately 20% of the students chose the answer” school is close to the place i live” . This is the weakest motive, so it is necessary to additionally motivate this group of students because one fifth chose this answer.

The position of vocational schools in Serbian school system implies the end of the educational process so the number of the students that chose the third answer offered “a possibility for further education“ is surprisingly high. To finish a vocational school means to end formal education and to find a job after it. Less than a half of the students wish to carry on further education , so it is necessary to discuss this matter in the school.
7% of the students chose the fourth answer offered „other generation experience“. This shows us how much the former and current students talk about their experiences to potential colleagues.
It was expected that the majority of students chose the answer “ a better future job prospects”. Only 25% of the students chose this answer. As we have mentioned before, the majority of students should aspire to find a job after finishing this school. In order to encourage students to find a job after school, enough practice should be offered to students during their studies and make them confident and prepared to start working. After finishing a vocational school a student should be trained well to do a job without much difficulty. Is the school ready ?
Only one student chose other answer, so this willnot be taken into consideration.
Future students are offered four answers and a possibility to add their own answer (Figure 2) to the question “ What motivated you to finish your previous school successfully?’. The students’ answers show that the motivation students had in high school is carried through further studies.

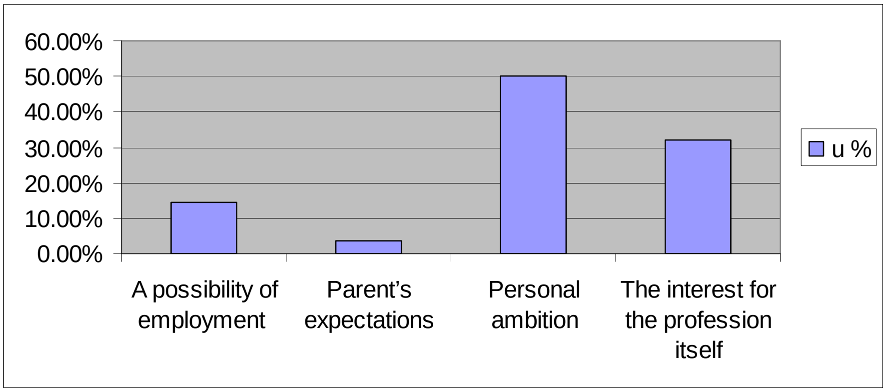

Figure 2. *What motivated you to finish your previous school successfully?*

First thing that can be noticed is that inner motives are predominant over outer. Approximately 80% of the future students were motivated by the inner motives during their previous education– 50% personal ambition and 32,1% the interest for the profession. Personal ambition may be a precondition for a successful studying, but scientific researches havenot given the results reliable enough concerning the level of the personal aspiration (personal ambition) of the students so it remains a subjective criteria.
Over 30% of the students were successful in their previous schools thanks to the right choice of the school, so it is rather likely that they would make a right choice of the future profession, because they are older, more selfaware and have aquired the knowledge that

make esier for them to decide. Having taken all this into consideration, we have 80% in total of the future students who are inwardly motivated for the successful studying.
The fact that only 14,3% of the students finish high school because of the possibility to get a job is the proof enough that the goals of the Vocational school system are not clearly defined . Therefore, the goal of the vocational education should enable students that a fter finishing it , they should start thinking to find a job and they should be asured that they would find the job.
Work methodology is one of the most important motives that effects the success in the educational process. The answers to the question „Which of the mentioned motives motivated you most?" , and concerning teachers there is the question „What are your expectations from this school?" will help us decide how teaching methodology motivates future students, and teachers can compare their methodologies with the student's answers.

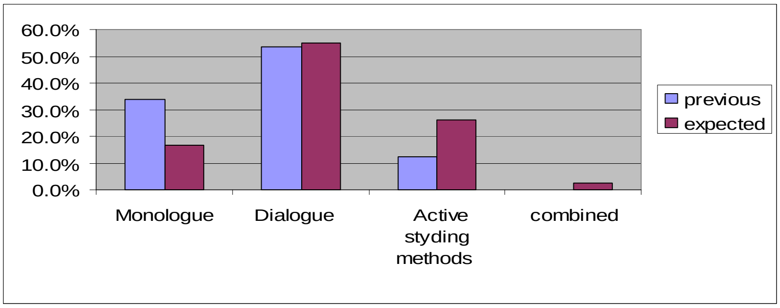

Figure *3. During the previous education, which working method dominated / expectations*

It can be seen that methods monologue and dialogue prevail close to 90%. Monologue was used in over 30% of the lessons so there is a doubt if it is the most apropriate method in highschool system. Active teaching methods are conspiquously at the lowest level 12,5%, which could be explained by the fact that it is the newest. The answers tell us about the student's expectations which means more active methods than monologue twice as less. The same is with dialogue. There is a well known pedagogical maxim: what I hear I forget, what I see I recognise, what I do I know. " A teacher should organise his/her lectures in such a way that students should work as much as possible on their own even if they study a new lesson because actively aquired knowledge is highly motivating for sutdents." (Suzić, 1998., pg.51)
A teacher's behaviour on class influences to a great exstent the working atmosphere of the class and that way influences the student's motivation.
Figure 4 analysis, in general, praise motivated over 80% of the students, punishment motivated 16,1% of the students whereas ignoring motivated a small number of students. Praise prevails with 84%.

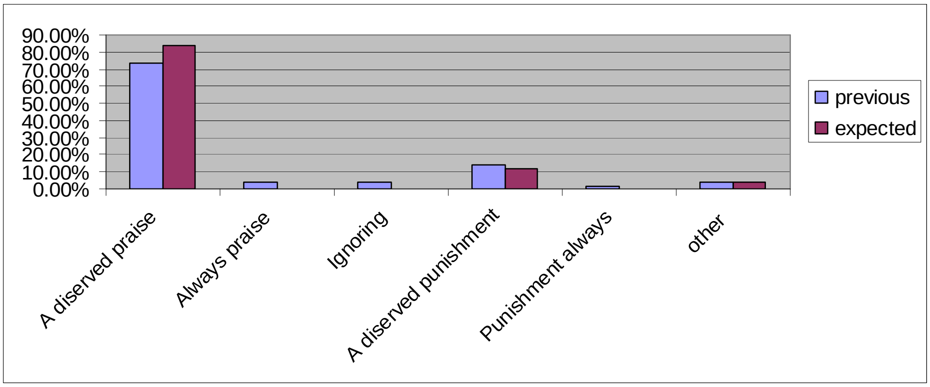

Figure 4. *Teacher's behaviour that motivated you during your education*

Results of the scientific research Elizabet Harlok show that the most successful students in studying are the ones that are encouraged, then comes the group of the students that are scolded and the least successful were those students who were ignored. Therefore, without giving a feedback, i.e. ignoring a student and his/her work is unmotivating. Eventhough punishment as a motiv is present, it undoubtedly creates tension, cold and emotionally unstable atmosphere in a class, there is no acknowledgement of the student's goals and it encites motivated forgeting rather than motivated learning (Suzić, 1998 pg. 42.)

How important positive encouragement in learning is, show the answers from Table No 5., 91,1% of the students sid that praise is positive and motivating for learning.

"To sum up, subjects rewarded by a verbal praise or a positive feedback were dramaticly highly motivated compared tothose who were not rewrded " (Cameron and Pierce, 1994, pg. 386). However, we must bear in mind that every praise shouldnot be exaggerated and that every formal praise or a praise that is not earned lose its meaning.

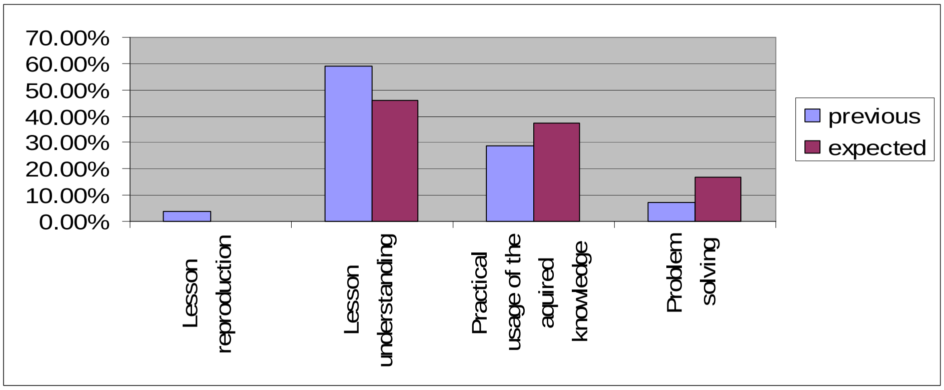

Figure 5. *During your education it suited you most when teachers demanded*

Inadequate assessment can lessen student's motivation .

The information fron the Figure 5, 58,9% of the students said that it suited them when teachers asked from them to understand a lesson, 28,6% of them said that they are for practicaly applied knowledge ,and 7,1% of them said that they enjoyed working on a problem. So over 90% of the students voted for active learning (intelectually- through the understanding of a lesson, manipulative- through practically applied knowledge and the combination of the two hrough problem solving).Such answers are tightely connected with student's tendency to willingly accept actively focused teaching.

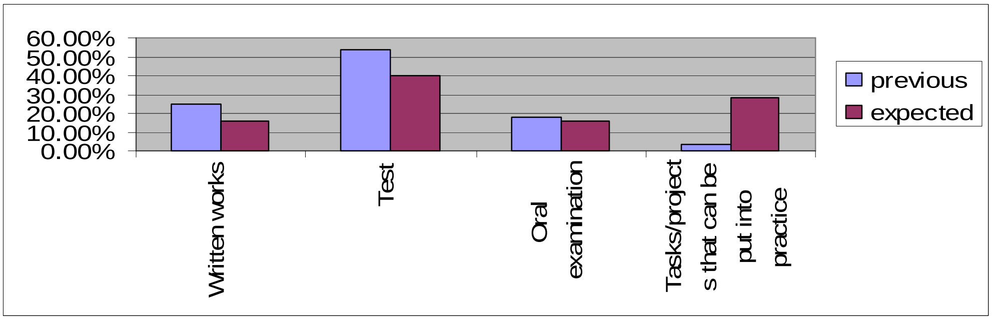

Figure 6. *Which of the offered methods of assessment suit you best*

When thalking about assessment ther are two key qestions: *What* and *how* to assess? What shoud be assessed? In our pedagogic public two extremes have been polarised: ther is a group of those who are in favour of testing theoretic knowledge, and the other group are those who think that practical skills (action) should be tested. „ Professional action without knowledge is blind and theoretic knowledge without action is empty“ (Gustav Reier, Making test and assessment). Both forms need to be developed among students, both forms are necessary for a job, thereforc both forms need to be tested students. How to test them? The future students are offored four ways of examination and on the basic of the results if can be concluded that their answer are in accordance with their expectations in relation to the methodics of teaching and expectations of what should be assessed in exams. A dominant way of assessment is using tests, but about two thirds of the future students expect some practical work witlin exams. This is in correlation with their eexpectations ofthe presence of active learning methods in teaching. This is fully compliant with the rule that the way of draling with the curricula has to be harmonized with the way of assessing the achievements.

5. CONCLUSION

One of the most important conditions for a successful studying is motivation of students. To what exstent will a student be motivated to take part in work and achieve success depend on many outer and inner factors. It is of the utmost importance for those who teach to know various methods that concern methodology and a specific relationship with students in order to improve student's level of motivation.
The following conclusions can be drawn from the results of the research:
Unclearly defined strategy of the Vocational school , it should represent the end of the formal education. The fact that a great number of students plan to carry on further

education without a possibility of finding a job shows a need for a more precisely defined both the place and the role of vocational schools in general as well as high schools in the Serbian school system . The experiences from abroad (Germany, etc.) advice us to make more serious strategic plans and development of the system which is tightely connected to the economy and its needs showing schools what direction to take in order to train the staff accordingly ready to take part in its development.

- Active method and permanent exchange of the information between a teacher and a student (dialogue) which is the most motivating method that encourage students to more easily, permanently and effectively aquire knowledge.
- The most suitable method of assessment of the aquired knowledge is practical assessment through problem solving and without mere reproduction .
- Open relationship, respect and acknowledgement of a student's personality and their answers accompnied by an adequate reward as earned praise are the factors that create high level of motivation among students.

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DEVELOPMENT OF FEMALE ENTREPRENEURSHIP IN CIVILIZATION OF THE NEW AGE

Ljiljana Berezljev, PhD
High School for project management, Beogred, Serbia e-mail
ljilja.berezljev.61@gmail.com
Dragoslav Jokic, PhD
High Business Technical School, Belgrade

Abstract: *A new era of civilization is entered on to the world stage is characterized by another planetary fenomen-accelerated development of women entrepreneurship. Motivations for the development of entrepreneurship are numerous, and directions of development are varied and imaginative.*
The main objective of this paper is focused on identifying factors that encourage the development of women entrepreneurship. Used method in the research process are: methods of induction and deduction, and methods of correlation and regression analize. Rezults conducted research associated with the general trends of economic and social development, which are typical and for the Republic Srbia. The new in the present work is the topic related to women entrepreneurship that is so far in the world and is very little processed.

Key words: *New Age , female entrepreneurship, Development, Progress factors, Chances, future, matrijarhat*

1. INTRODUCTION

Probably not even a concept in the field of business does not cause the such attention of the scientific and economic public as well as the notion of female entrepreneurship (Rwigema, H., 2005),. Reasons for that are different:
1st First increase in unemployment, which as a plague sweeping the world, mostly affects the female population.
2nd In addition to the previous one can cite the fact that, especially in economically developed areas in our country and the world more and more unmarried and divorced women, single mothers, who do not provide a social security within the patriarchal family (which was a feature of earlier agrarian and industrial age). Mentioned women must be very worrying for their future and their existence as well as the future and lives of their families - either in the status of wage-workers or entrepreneurs.
3rd Intensive and mass education of the female population, not only here but also in the whole world, with the acquisition of the highest university qualification and profession, also is a factor that favors the development of women's entrepreneurship.
4th It seems that in developed urbanized areas occur and some interesting anthropological and psychological changes that are seen in fact, that the modern woman in the communications business interactions increasingly confident and "more like man" unlike some modern men who are in personal and business domain of all the "effeminate".
5th Scientific and technical progress, which is rapidly taking place in the modern world and the consequent rise office, a reduction of field and heavy physical occupations, also with his hand favors the development of women's entrepreneurship.

6th Legal proclaimed the equality of women with men in many countries of the world becomes and factual as the women provided a legal opportunity to compete for the highest status positions.
7th The fact is also that not all countries, or all economic and social environment, not providing equal conditions for the development of women's entrepreneurship - even in the social (cultural) or in economic sence. economic and social structure of individual countries and regions directly favors this type of entrepreneurship. For example, the space where textile industry is developed there women have equal treatment in business as men. In other business environments where, for example, a metallurgical industry is developed complex and where the mean patriarchal conditional development women entrepreneurship are lower.
It should be the end point to the fact that the market business and work permanently emergence of new professions and occupations, which by way of organization and execution, are more appropriate for women than males.
All of the above mentioned factors and not mentioned synergistic (multiplying) effect that one of the basic characteristics as the New Age, in which mankind has rapidly become just female entrepreneurship.
Although the matter is related to the development of women's entrepreneurship - in its content and definition of very extensive and complex, in this abbreviated presentation of the state and some observations of the author, who in an interesting way reflect the economic and social but certainly a fan of the new era.

2. WOMEN ENTREPRENEURSHIP IN ECONOMIC THEORY

The analyses carried out in the preparation of this paper pointed out the fact that in earlier eras of economic thought female entrepreneurship is very little cultivated. Treated sometimes only sporadically-way, if the issue that was the subject of basic processing directly in a field related to women's work and women's entrepreneurship. Access is pushing a fragmented, without going into deeper analysis if specific explanation of the idea of women's entrepreneurship.
It is interesting that none of the publications related to the subject matter in the field of human resource management (ie. Personal management) or in Serbia nor in the world, problems of female entrepreneurship is not significantly processed guess the authors felt that there was no significant difference between male and female management, or female and male entrepreneurship, so that there is not something special can not be emphasised. The above findings specifically apply to previous centuries of economic thought, probably because in this period entrepreneurship have identified the men's work. (Rwigema, H., 2005)
Since everything is subject to change and the issue of women's entrepreneurship something significant happens last decates. Professional publications in the field of economics, management and entrepreneurship, first timidly and then more and more enriched with the matters of women's entrepreneurship. Of course these topics are not enough to deserve their significance-not by the number or content, but also in the domain of the obvious changes in a positive direction. The scientific and technical support can be considered as a

small contribution in this sense. In the following we point out certain characteristics and differentiation of female entrepreneurship relative to male entrepreneurship.

3. BASIC DEFINITIONS OF THE PHENOMENON FEMALE ENTREPRENEURSHIP

In assessing the phenomenon of female entrepreneurship, which is in the modern world and in our country clearly in the developmental ascent anlitic to separate the two types of factors, with the one side of it is the factors that contribute to the development and rising every entrepreneurship - both male and female. On the other hand should point to specific economic, social and psychological factors that directly affect women population and as such, affects only the development of women's entrepreneurship. Certain of these factors we have already mentioned in the introduction to this paper, so we will not repeat.

The starting point that can not be ignored when exposed to encourages the development of women's entrepreneurship is related to motivational factors, ie. motives which specific women and also women in general are encouraged to refer challenging roads starting and developing their own entrepreneurial movement. The literature in this regard suggests the following basic factors of motivational character which potentionally seem ambitious or socially forced women to personal efforts go into building their own business future. (Carter, S.,2006, pp. 181-182)

1st The first factor is some fresh desire for **business and personal independence** without superior tutelage of the directors, chiefs, and other managers in someone else's company.

2nd Another factor is also linked to the desire for control over personal and family responsibilities, working hours in general, **control over one's** life that can be better provided in entrepreneurship than in wage employment.

3rd The third factor is **the experience in the business** acquired in an earlier work in any employment status, who are committed to women entrepreneurs provides the cognitive basis of the same or similar business up and running but now in self-directed and organized.

4th Surely the special, motivating factor for engaging in entrepreneurial work independently and **the desire for affirmation of the business** and prove to the environment in which committed entrepreneurs does its business.

5th We should not overlook the fact that a good entrepreneurial reputation creates preconditions for the acquisition of **good social and political reputation**, as ambitious entrepreneurs the opportunity to, through successful entrepreneurship, building a career in the political domain in the community where he lives and works.

6th In the psychology of business is said another motivation and basic factor that encourages ambitious women to follow the paths of independent entrepreneurial businesses. It is the need to **prove the value of their own** wife (or partner) and family in areas patriarchal social determination, especially in areas where entrepreneurship is traditionally a man's job.

7th Finally, as important, and in some cases as the most important motivating factor appears to earth but relevant target- wish for the acquisition of personal and / or family income of entrepreneurs who will **provide material and social living** for himself and his family.

It should point out the fact that in certain situations in certain countries, entrepreneurship is imposed as a logical combination of the following things modern and ambitious women give us the chance, but imposes the obligation to deal with certain entrepreneurial interest. It is stated specifically in relation to the conduct of the family business, where women within the "family team" performs all or part of the entrepreneurial activities. Some women these tasks separately imposed in case of the absence or death of a family member (father, husband or other close relatives) to provide - in a job sent to a woman, Turns and the performance of entrepreneurial activities as the above circumstances, the family business would shut down.

It is undisputed that in addition to the above mentioned have very many other factors and circumstances it is - a general or special character of which in turn affect the last decades, women entrepreneurs developing intensively, at higher growth rates relative to male entrepreneurship. In the end it was fine women are very enterprising and biologically quite capable - not to mention superior in many business domains, have been long been in the shadow of socially favored male dominance. It is time to clear it and change it.

4. CONCLUSION

All resurchers that is theoretically and practically with various thematic areas of business have undivided understanding that only comes time for intensiv development and full recognition of women's entrepreneurship. In this domain to create a favorable social conditions and also discover and use new innovative features which, as we have already pointed out, support the work of women's entrepreneurship. It is primarily on two parallel and mutually conditioned processes. It is:

• exponential (explosive manifested) scientific and technical progress, which reveal new entrepreneurial and labor occupations, in how women - because of the nature of their biological and psychological definitions of proven and shown as an equal, or even as better able than men, and

• economic, social and general social affirmation of women in many developed countries and cultures - and in the business sector but fully equal to men.

The latter process is so intensive that takes some futurists have argumentalno prove that mankind first gradually and then rapidly enters the new era of matriarchy.

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THE CHANGING FACE OF ESP INSTRUCTION AT THE STUDIES OF TOURISM

Dragana Pešić, M.Sc
Faculty of Hotel Management and Tourism, Vrnjačka Banja, SERBIA, dragana.nedeljkovic@kg.ac.rs
Aleksandra Radovanović, M.Sc
Faculty of Hotel Management and Tourism, Vrnjačka Banja, SERBIA, aleksandra.radovanovic@kg.ac.rs

Abstract: *Having in mind the long lasting tradition of using grammar-translation method in ESP tertiary level classes in Serbia as well as the ex cathedra class organization, on one hand, and the constantly changing needs of the market and globalization which impose the urge for highly competitive professionals, on the other, the authors strive to underline the importance of changing the existing nature of ESP class organization. Discussing the issues of a successful syllabus design, starting with the analysis of present and target situations, including needs analysis undertaken with both students and professionals, followed by the choice of appropriate method(s), the roles of a teacher and students in the classroom, and the material choice, this paper looks into the main aspects of class modernization.*

Keywords: *ESP syllabus design, needs analysis, methodology, teacher's role*

1. INTRODUCTION

English language teaching situation in Serbia has long been colored by grammar-translation method, whose traces are still to be found in language classrooms, especially those of tertiary education ESP courses, where lectures are given ex cathedra. Due to a large number of students in a group, such a way of class organization is found to be the most suitable, or more precisely, easiest one. However, such a way of class organization has shown to be the least motivating, especially having in mind the aim of language learning which is most often well developed communicative skill. On the other hand, the trends of linguistic and teaching development urge a call for immediate changes in EFL tertiary instruction in Serbia.

English language teaching (ELT) is usually seen as having two (questionably) distinct branches English for Specific Purposes (ESP) and general English (GE) with the main difference between them being the purpose of language learning. ESP developed as a branch of ELT in 1960's to meet the learners' interests and requirements. Three often cited reasons for the emergence of ESP are: (1) the demands of a Brave New World, (2) a revolution in linguistics and (3) focus on the learner (Hutchinson, T., 2001). The definition of ESP accepted in this paper was given by Hutchinson and Waters (Hutchinson, T., 2001) who regarded ESP as 'an approach to language teaching in which all decisions as to content and method are based on the learner's reason for learning'. The authors suggest that the question 'Why does this learner need to learn a foreign language?' should underlie the foundations of ESP. Accordingly, language teaching is based on the needs of the discourse community which the students are expected to join. The three dominant characteristics of ESP are: 1) it is defined to meet the specific needs of the learners; 2) it makes use of underlying methodology and activities of the disciplines it serves; 3) it is centered on the language appropriateness of these activities in terms of grammar, lexis, register, study skills, discourse and genre Dudley-Evans, T., 1998). Therefore, ESP is based on specific professional and educational purposes of specialized learners with the main aim to improve communicative competence and is basically about content based instruction in the disciplines of law, economics, physics, medicine, tourism etc. It has long been accepted that the two main strands of ESP are English for Occupational Purposes (EOP) and English for Academic Purposes (EAP). Regardless the fact that the studies at the Faculty of Tourism and Hotel Management are of academic nature, English for Tourism and Hotel Management (ETHM), considered in this paper, makes a part of English for Occupational purposes. However, there is a suggestion to introduce an EAP course to master studies.

Language learners whose future jobs are in tourism and hotel industry should be highly motivated to become truly fluent in a foreign language. In this respect, language teachers are to consider various factors while designing curriculum for individual courses and classroom materials which will benefit students and lead to their mastering the language.

This paper will look into the main aspects of ESP class modernization by discussing the issues contributing to a successful syllabus design, starting with needs analysis, followed by the choice of the appropriate method(s), approach(es) and techniques, the roles of a teacher and students and material choice.

2. TOWARDS A SUCCESSFUL SYLLABUS DESIGN - NEEDS ANALYSIS

The starting point of any thoughtful course planning would be needs analysis. Although researching and analyzing market and consumers in order to adapt products to their needs has a long lasting tradition in different fields of business and industry, needs analysis entered FLT only in the 1980s. One of the characteristics of ESP instruction is limited time of a course duration and the needs that would by all means overcome the available time. This means that all classes should be effective and efficient. To organize classes in such a way, it would be necessary to know the students well and to direct all classroom activities to meeting their needs. In other words, the 'what' and 'how' of a course should be most precisely defined. To achieve this, needs analysis is to be carried out.

When talking about language instruction, needs analysis should cover the analysis of both present and target situations. The present situation analysis would include the linguistic level of students, their beliefs concerning language learning, expectations from a language course and possible topics to be included into curriculum. To make the analysis more comprehensive, not only students and their attitudes are to be taken into account, but the opinion and experience of prominent experts and professionals in the certain field as well. This would make a target situation analysis, as it would define the exact needs concerning one profession and expected outcome(s) of a course. As for tourism and hospitality areas, data should be collected from vocational courses lecturers, and those employed at accommodation facilities and touristic organizations. Students' opinion would be important, but would not be the most prominent one as they lack working experience.

3. DECIDING ON A METHOD, APPROACH AND TECHNIQUES

After undertaking needs analysis and getting the information on present and target situations, the following decision to be made is the one on an appropriate method, approach and techniques to be employed in order to meet the students' needs. Therefore, further discussion will look into these three issues, with the attention paid to the roles of a teacher and students in the classroom, as well as the questions of using mother tongue in an FL classroom and the activities that would contribute to a successful class organization.

3.1. Defining the method

As ESP is a part of the language system of a general language, the teaching methods used in general language instruction would not fundamentally differ from those used in teaching a language in the function of a profession. The cause of possible differences which may arise should be primarily looked for in a specialty that makes the context of the language for specific purposes and 'target authenticity' (Dimković-Telebaković, G., 2003) which refers to the ultimate students' needs.

It is almost impossible to talk about the *method* without mentioning the *approach* and *techniques* and pointing to the difference between them. Anthony (Richards, J.C., 1986) talks about these three concepts as a hierarchical sequence. The approach is at the top of the hierarchy, followed by the method and then comes the technique: "...techniques carry out a method which is consistent with an approach". This model is further changed by Richards and Rodgers (Richards, J.C., 1986) who propose a model in which the method is a more comprehensive term than approach and includes approach, techniques and a design. As they state "... a method is theoretically related to an approach, is organizationally determined by a design, and is practically realized in procedure". Larsen-Freeman (Larsen-Freeman, 2001) considers a method as "...a set of links between actions and thoughts in language teaching". Actions are techniques and thoughts are principles, i.e. approaches.

The last one would be the definition accepted in this paper. Thus, the method comprises *approaches* or theoretical principles of language and language learning and *techniques* or activities aimed at realizing lectures according to the accepted approach.

3.2. Suitable approaches

Given the nature of the language, as well as the nature of its acquisition and learning, it is almost impossible to suggest a single approach as the only valid and effective one in organizing foreign language instruction. In fact, several approaches should be considered, where an ever increasing importance is being given to the humanistic or affective one. This certainly does not mean that the elements of the cognitive approach should be ignored. The question - cognitive *or* affective elements in the organization of teaching has now turned into a statement - *both* cognitive *and* affective elements.

The need for such an integrative approach to teaching was pointed out by Ernest Hilard (Arnold, J.,1999). Talking about new trends in foreign language teaching methods development in the XXI century, Gross stresses the importance of learning that activates the entire brain, including the impact of the affective. He states that learning could be strengthened and revived with the activating greater potential of the brain. ‘We can accelerate and enrich our learning, by engaging the senses, emotions, imagination’ (Arnold, J.,1999).

General change in approaches to be selected causes further changes in the role of teachers and students. In this respect, students get an active role in the class. Instead of passive reading, translating and text retelling, their active role is seen not only in class realization through interactive learning, but in direct or indirect contribution to syllabus development. Students bring to the class their different experiences (background knowledge about both life and language learning), their desires, needs and ideas. What they expect from foreign language teaching is to enable them to express the above mentioned in a foreign language, in this particular case English. This is particularly true for ESP classrooms. Teaching language for specific purposes provides an opportunity for the teacher to be someone who helps students with language acquisition (*facilitator*), being thus someone who helps students to use their knowledge related to the immediate professional field during language acquisition. On the other hand, students are given the opportunity to take on responsibility for learning.

Regarding the level of linguistic knowledge, students learning ESP usually make a heterogeneous group. Having this in mind, as well as the fact that that the number of students in a foreign language classroom at non-philology universities is very large, the teaching should be organized in smaller groups, where students work together and learn from each other (peer-teaching). In this way, not only do students learn the language, but they also develop the skills of team work, which is very important for their future work. It is worth noting that such an organization of language instruction also affects the increase of students’ motivation for language learning. This is particularly important having in mind the scarce importance given to foreign languages at tertiary level education (namely, FL is taught for two or four terms during studies, or even with unfavorable breaks e.g. the English language at the Faculty of Tourism and Hotel Management is taught in winter terms only), and a negative experience in language learning brought to universities. Motivation is to a high degree influenced by continuity in learning a language, where it would be easier to maintain a constant evaluation as well as self-evaluation of students’ progress.

The fact that students work, more precisely cooperate, on achieving a specific goal, rather than compete, underlies the approach centered on the student (*learner-based teaching*) which emphasizes the students’ involvement. The task of the teacher in such a classroom is very different from the classical approach to teaching at universities where lectures are generally given *ex cathedra*. Namely, the teacher organizes work and monitors the activities development (his/her role is the one of a *manager* or a *monitor*), thus having more opportunities to notice the deficiencies in students’ knowledge, and possibly to organize the corrective follow-up activities. This means that both curriculum and syllabus are constantly being changed and adapted to the needs of students whose work is monitored daily, which is in line with (Nunan, D., 1987), remark that the curriculum development requires time, skill and support.

Another advantage of this approach is that the 'gap' between teachers and students is decreasing, meaning that learning is seen as a two-way process: teachers learn from students (about their profession), as well as students from a teacher (the language).

The main drawback of this approach is its insisting on basing *all* class activities on students’ experience. This would be too heavy a load for them to bear, i.e. too serious a responsibility. Including students in decision making regarding material choice and teaching content is highly advisable, and needs analysis is to be used to get the valid information on this issue. However, in this sense, only the part of the responsibility should be attributed to students. As research has shown, due to their lack in working experience, their expectations regarding the needs of future profession are only partially valid and to an important extent different from the experience of professionals (Nedeljković, D., 2007) .

Since the goal of ESP is to enable students to communicate within the field of their own profession, the language is primarily seen as a means of communication. This is in line with a revolution in linguistic research. Nowadays, linguistics turn to the ways the language is used in real communication rather than describe and discuss features of a language. This implies that the principles of the communicative approach must not be overlooked in syllabus design.

Considering the above stated, it could be said that a balance of *communicative*, *cognitive* and *affective* approaches is sought when ESP teaching is organized, with an emphasis given to *learner-based teaching* (one of the affective approaches). Furthermore, it is suggested to avoid the traditional division of classes into lectures and exercises.

Regarding the extent of the mother tongue use in an ESP classroom, unless there is an urgent need for its use, it should be avoided. However, the presentation of new vocabulary is the situation where it is advisable to use it. In fact, we should not only insist on explaining technical terms in a foreign language. There is a twofold benefit if terms are translated into a mother tongue, especially given the specific meaning of each phrase. Students are to benefit on the first place due to the simplicity of understanding and on the other, they enrich professional vocabulary in their own language which is at the same time an effort to preserve the mother tongue, having in mind the ever increasing inflow of English words into Serbian.

3.3. Proper techniques and activities

Techniques describe the way in which the method implements the chosen approach and the proposed syllabus and curriculum. Considering the strongly stressed necessity for integrating all language skills, activities enabling the practice of all skills in one class or series of classes are recommended. At the same time, it should be ensured that student talking time increases as much as possible, and insist on getting answers, which do not need to be linguistically completely correct (fluency before accuracy). This can be achieved primarily through the activities which involve work in pairs or small groups related to the information exchange (*information-gap activities*), *simulations* and *project work*. As exercises used in such activities originate from training in the field of management, they at the same time contribute to developing managerial skills which are of utmost importance for the future profession of tourism and hospitality students – problem solving, decision making and team-building tasks. The advantage of such class organization is that all students are active, they talk in the classroom as much as possible, and get the opportunity to speak more freely, as it is much easier to overcome speech barriers in a small group, than in front of the entire 'class'.

Activities where students share the information they are missing, which is essential for an activity to be carried out, belong to the simplest form of role-play and are extensively used in teaching English for tourism and hospitality. They are particularly suitable for students who lack confidence in speaking a foreign language or who are not imaginative enough, as on one hand they place a student in a real context, while on the other, they are still substantially controlled form of communication. These activities can be used for practicing vocabulary, giving directions, classifying and contrasting, and the like. What should be taken into account is that the task or problem set before the student should be sufficiently motivating and challenging, i.e. realistic, and practice the language students really need.

A more complex activity would be simulation which involves role playing. These are very useful activities for future tourism and hospitality professionals, as the student is faced with a problem which he/she is expected to encounter at the workplace (a realistic task); it also provides the opportunity to exercise the required language which enables students to successfully cope with the situation or problem in a real life situation (it is much easier to manage the situation that has already been met). The problem is brought to a group of students who are given special roles and are to reach a solution by discussing and negotiating. The obvious focus of the activity is developing communication skills. Problem solving is of special importance as by concentrating on meaning and contents, students are not directly exposed to practicing language, i.e. grammar rules, or in other words they practice grammar covertly.

As for the teacher, these activities require much more than assigning the task. Namely, students should be familiar with the language and content covered by a given activity. As such, a simulation provides students with a less controlled form of communication (compared to the exchange of information), and a teacher, who provides help when needed and acts as an observer (*facilitator*, *monitor*), with a better insight into the real knowledge students possess. Another benefit of such tasks is that they can include various follow-up activities - negotiation, report writing and the like.

Most often received comment given by students is that it seems unnatural to discuss the given problem in a foreign language bearing in mind the fact that they all share the same mother tongue. A possible and recommendable solution, at least until the barrier is overcome, is to take discussion in the mother tongue and report the feedback in the foreign language, including most students into this phase of the task.

The most complex form of activity, which involves language learning outside the classroom, is the project work. Unlike the previous activities exclusively involving work within the group, here students learn to work individually and become independent in order to include the results of their work into the joint result of the whole group.

The project may involve different skills and activities, such as search in libraries or on the Internet, the interpretation of statistical data, developing writing skills, reading and the like. Such activities can be particularly interesting and motivating if performed in collaboration with teachers of other subjects as a joint project. One of the typical examples of these activities in tourism and hospitality English, would be a tourist offer of a particular region research and writing a business plan, which would include interviewing, drafting and implementation of questionnaires, report writing and so on. The realistic material all three activities could employ would be the so called case study, which is of special interest to students due to the fact that it introduces a realistic problem existing within an authentic professional environment.

4. A SYLLABUS DESIGN: THE 'WHAT' AND 'HOW' OF A COURSE

As there is a big difference in purposes of learning GE and ESP, we can talk about the difference in the objectives and syllabi designed for general language, and those developing the skills and knowledge of ESP. These different purposes are primarily recognizable in syllabi objectives.

At this point it would be useful to address the terminology which is to be used in further discussion, having in mind the fact that terms of a syllabus and a curriculum are often interchangeably used. Curriculum is a more comprehensive term than syllabus. According to (Nunan, D., 1993), it presents "principles and procedures for the planning, implementation, evaluation, and management of an educational programme". It, therefore, comprises both syllabus design and teaching methodology.

To put it short, syllabus could be defined as a content of a foreign language course. 'Content' includes not only the themes and grammatical structures, but also the language functions used to engage into and maintain successful communication, as well as the "order" in which the material is to be taught, i.e. grading. The starting point should be the analysis of the language the students need, information about students, students' beliefs about the process of learning or a combination of all the above parameters (Nunan, D., 1993) suggests three questions that should be answered regarding a syllabus. Firstly, from a linguistic perspective it is 'What linguistic elements are to be taught', then from 'students' perspective, 'Why does a student need the language', and finally from the perspective of language learning 'What activities will stimulate and enhance language acquisition'.

Generally speaking, a syllabus could be either product-oriented or process-oriented one. The former is focused on the knowledge and skills that students should acquire as a result of language instruction, whereas the latter is focused on the very experience of acquisition, i.e. processes leading to acquired knowledge and skills.

As both types are equally justified, and at the same time have both advantages and disadvantages, the idea of an 'ideal' syllabus should be found in the combination of the two. The middle point between these two extremes would be a content or thematic syllabus. This means that lessons are based on special contents, usually taken from a student's filed of interest, i.e. other subjects studied at university, which only contributes to the suitability of such a syllabus for designing an ESP course.

The major advantage of this syllabus is that it creates a nonlinguistic basis for the selection and grading of the teaching content. Namely, as the themes are closely linked to the students' future profession, it is natural to seek to harmonize the topics presented in ESP classes to those which have already been taught, or that are at the time being taught in the mother tongue within other vocational subjects.

Due to the fact that ESP is taught during the whole course of studies at the Faculty of Tourism and Hotel Management, the job of an FL teacher is further complicated because in some cases the student may meet some professional terms for the first time in the foreign language classes, and only later hear about it at a certain vocational course. That stresses the importance and potential benefits of 'aligning course syllabi', which needs further systematic and detailed development.

Another, more important justification for such selection and organization of teaching material, i.e. for using a content syllabus, are two affective factors arising from students themselves. These are the 'face validity', i.e. the content related to the subject of the study should look relevant, and 'familiarity', which refers to the fact that if students have already met certain texts and themes in ESP classes, they will seem in real life a lot easier to deal with [8], or if the topics are familiar due to background knowledge gained at other courses, it would be much easier to discuss them in English.

5. TEACHING MATERIAL SELECTION

The final step in class organization is the selection of a suitable teaching material, according to chosen teaching methods and designed syllabus. Given the fact that until recently grammar-translation method was almost exclusively used in ELT in Serbia, it is not surprising that the structure of all ESP textbooks created by Serbian authors is almost identical. The ESP textbooks represent the selection of profession related texts followed by comprehension questions, and further grammar explanations and exercises. Some textbooks provide a partial, and cumulative glossary or only the cumulative one (at the end of the textbook). What is also noted is the different length of texts (one to six pages), as well as different levels of their difficulty (usually not graded). Furthermore, none of the textbooks is accompanied by the appropriate listening material.

On the other hand, there is a wide selection of textbooks written by foreign authors. And as far as ETHM at the tertiary level is concerned, solely such textbooks can be chosen from. These books are designed to include short texts, have sufficient number of exercises, brief grammar explanations, cover all four skills, and are accompanied by listening material. All in all, they make an ideal material for classroom use. However, a most critical question facing a teacher is the extent to which they actually meet the needs of the group of students he/she teaches (the extent to which students find it relevant); then, to what extent they are culturally acceptable, as they are all written for the global educational market, and the extent to which they meet syllabus demands. All this implies that the textbook selected for a course must satisfy several criteria.

In the first place, it should be ensured that it meets students' needs. If it contains subject matter that is not relevant for an appropriate group of students, it would seem demotivating to them. Appropriate topics, as well as length, difficulty and authenticity of the text, raise motivation and keep the students' attention to a high level.

Furthermore, attention should be paid to the balance of text and exercises within a given lesson or skills represented within the lesson. Various skills and diverse activities also affect motivation. If the needs analysis has determined that students need only one skill, other skills are not to be ignored, but subdued to the given necessary skill and used for its development.

The textbook should systematically follow the language that students need, and should be carefully graded. Namely, tasks should be challenging enough, but at the same time be such that students can solve them with their own knowledge. In addition, it should comprise all those elements that would later be tested.

Apart from being used at classes, the chosen textbook should be used as a means for self learning and as a sort of reference book, as well. This means that it should make a whole, with one activity stemming from the others, then provide clear explanations, give answers to exercises (if necessary accompanied by explanations), and possibly to include glossary (partial, cumulative or both).

According to these criteria, the textbooks Tourism 1, 2, and 3 (Walker, R., 2012), (Walker, R., 2011), (Walker, R., 2012) used at the Faculty of Tourism and Hotel Management are found to be suitable for ETHM, but not the ideal ones. Their main advantage is that they include the following elements: tourism and hotel management related vocabulary and formulaic expressions; situational role play practices with situational expressions; extensive reading on related topics; a great deal of writing activities based on real life situations; texts illustrating other cultures and intercultural communication; some topics are covered in different ways at different levels of language learning (e.g. hotels, car hire, environment, etc.).

The fourth point worth mentioning is that these course books present new different social and cultural behaviors to students. Future tourism and hospitality employees should be familiar with different cultures they work in, or where their guests, customers or coworkers come from. Communication competence also includes understanding the cultural implications of someone's words and actions. Thus, increasing cultural awareness will be beneficial for achieving communication competence and providing better service in future work.

However, these textbooks lack enough material focusing on the area of management and incorporated business language register. Therefore, with these textbooks as the first choice, the teacher should supplement additional material beneficial to students.

It should be kept in mind that the textbook, although very important, should serve as a stimulus and an opportunity to organize activities in class. It is, in fact, only the frame, and the degree of a class success depends on the creativity of the teacher and his/her desire to use additional material. The use of such materials is becoming a real necessity if we take into account the constant changes and innovations in the field of science and technology, which directly affect the changing needs that a profession imposes.

6. CONCLUSION

The conclusion would underline the basic points reached in the paper.

Any consideration of a syllabus design should start with needs analysis that would include both the analysis of the present and that of a target situation. The information is to be collected from both students of tourism and hotel management and professionals working in these two areas.

The next point to be considered is a method, approach and techniques, i.e. activities that would contribute to a successful introduction of the previously mentioned ones. The most suitable solution, having in mind the learning and teaching situation at the Faculty of Tourism and Hotel Management would be the combination of communicative, cognitive and affective approaches with an emphasis on learner-based teaching.

The main goal of ESP instruction for tourism and hospitality students is to 'activate' the classroom as much as possible by maximally increasing students' talking time. As for techniques and activities that would contribute to attaining this goal and boost the proper acquisition of the foreign language, the most suitable ones would be role-plays (information exchange activities and simulations) and project work.

When further considering the syllabus design, special attention should be given to the information on the language level to be reached, topics to be included into the teaching instruction, theories and methods and techniques the course is to be based on.

Content syllabus seems to be the most suitable one for ESP courses, as it would incorporate the subject matter of other vocational courses in English language learning. Having this in mind, the need arises to adjust the syllabi of ESP and those of other courses to avoid the situation that students meet a profession related notion for the first time in an English class. The choice of teaching material is such that it meets the needs of students, i.e. syllabus. The ideal would be the combination of a textbook written in such a way that represents both classroom material and a reference book to satisfy the needs of individual learning and additional authentic material in the form of forms, letters, e-mils, leaflets and touristic brochures. Another important fact to be stressed once more is the need of continual learning, i.e. instruction organized without significantly disruptive breaks. In the case of the Faculty of Tourism and Hotel Management it would mean increasing the number of classes to cover the complete course of studies with EOP to be introduced during basic studies and EAP at master studies.

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FOREIGN LANGUAGE ANXIETY

Ivana Marinković
Business -Technical College of Vocational Strudies, Užice, Serbia,
ivanamarinkovicue@yahoo.com

Abstract: *The purpose of this paper is to introduce the foreign language teachers to a global, recently identified phenomenon which impedes the foreign language acquisition. It is known as the Foreign Language Anxiety or FLA. Numerous studies and questionnaires have shown that students experience the greatest amount of anxiety in foreign language classes because they are usually expected to talk about their personal feelings and experiences in front of their classmates in a language they have not mastered yet. However, teachers fail to recognize FLA as the cause of the problem and mistaking it for the lack of motivation or knowledge, they promote students' anxiety instead of helping them reduce it. Consequently, many students adopt the avoidance behaviour; they skip classes and cannot use the language after graduation.*

Key words: *FLA, symptoms, causes, management techniques*

1. INTRODUCTION

The aim of this paper is to introduce the English language teachers to a global phenomenon in the field of foreign language learning, the recognition and understanding of which can contribute to better performance of students and to greater satisfaction of teachers. The phenomenon is known as the Foreign Language Anxiety or FLA, and numerous studies have recently been made to examine the ways it inhibits language learning in relation to levels of instruction and to basic language skills. Horwitz et al. defined it as "a distinct complex of self-perceptions, beliefs, feelings and behaviours related to classroom language learning arising from the uniqueness of the language learning process" (Horwitz,.E.K., 1986). This is the type of anxiety called *situation specific anxiety*, which appears only in situations involving threat. Therefore, it is transient and can diminish as the language learning performance increases. However, if not recognized by teachers and treated in the right manner, sometimes it can turn into *trait anxiety* and become permanent, adversely affecting the foreign language achievement. Furthermore, those who have suffered high levels of FLA during their education may actually adopt the avoidance behaviour, fail to do homework, skip classes and never use the language again. Because of its debilitating effects, the phenomenon must not be neglected.

2. FOREIGN LANGUAGE ANXIETY

2.1. Facilitating and debilitating effects of FLA

When English teachers find themselves in a college or university classroom full of students and, after asking a simple question in English, realize that only four or five students have raised their hands, the feeling of disappointment is inevitable. While waiting for others to change their mind and encouraging them to have a try, a torrent of questions comes to their mind: Is it possible that almost nobody knows the answer even though they studied English in both primary and high school? Is it possible that most of the students are reluctant to show they know the answer, or do not want to be noticed by the teacher and to make a good impression? What shall i do with them? How can i help them accomplish the outcomes intended at this level of education?

The purpose of this paper is to help teachers understand a situation like this and overcome the problem with as little stress as possible.

Despair is the least desirable thing in the above mentioned situation. It leads nowhere, but to deep dissatisfaction on both the teachers' and students' part. Instead of despairing, teachers should try to cope with the problem as soon as possible; they should "scratch beneath the surface", and the solutions will definitely reveal themselves. A good questionnaire handed out to students to find out how they feel and what they think of the situation can be invaluably helpful. FLCAS or the Foreign Language Classroom Anxiety Scale devised by Horwitz et al. is a measuring instrument that can be easily modified and used at different levels of instruction (Horwitz,.E.K., 1986.).

Numerous studies have recently been made in different countries where English is taught as a second language, based on the questionnaires completed by students, and similar results have been obtained. The main cause of the situation described in the Introduction is not actually the lack of knowledge or motivation, but a global phenomenon known as the Foreign Language Anxiety or FLA.

According to certain studies, anxiety in general plays an important role in the learning process because the very pressure it causes "pushes" the students towards knowledge acquisition. This positive, facilitating effect of anxiety was first suggested by Alpert and Haber in the 1960s (Alpert and Haber, 1960). A little bit of anxiety creates the desire to learn, known as motivation. Some authors call this positive level of anxiety "alertness". However, "too much anxiety might have a quite adversary impact on their (students') psyche, as it triggers their defense mechanisms even before they try to deal with it consciously" (Ohata, K., 2005).

The line between the positive and negative anxiety is extremely thin and the teacher's role in keeping anxiety on the positive side is crucial. Once it goes beyond control, it becomes "a mental block to all 3 stages of cognitive performance" (Young, D.J., 1991).

Anxiety at the input stage, or students' apprehension when they are presented with some new material, limits their ability to attend to it efficiently and they often ask their teachers to repeat sentences or have to read the same material several times. This *input anxiety* definitely leads to the *processing anxiety* or students' apprehension when they need to perform cognitive operations on the presented material. It hinders their ability to solve problems, to understand and learn new material in the target language. And there is the *output anxiety* or students' apprehension when they are required to use the previously learnt material, which makes them unable to speak or write in the target language.

2.2. Causes and symptoms of FLA

In order to be a good language learning facilitator, a teacher has to be familiar with the roots of FLA and able to recognize its symptoms. The teachers who have been investigating this phenomenon agree that the most common physical manifestations of anxiety are easy to recognize since they include: avoiding eye-contact with the teacher, playing with hair, nervous facial expressions or blushed faces, sweated palms, shaking body movements, clown-like behaviour, nervous laughter, etc.

However, the roots of such behaviour are not so evident and have to be more seriously investigated. Some researchers, such as Rardin, Schumann and Clarke recognized the fear of losing one's self-identity as its deepest root. They call it "existential anxiety", because it is inherently built in the language learning process and it is based on the subconscious fear that the second language acquisition may seriously undermine one's self-satisfaction at having successfully mastered their native language.

Were this the only cause of FLA, little could be done to solve the problem. Fortunately, there are numerous other causes that can be dealt with more easily.

Unrealistic expectations on the part of students are definitely one of them. Having mastered their native language with ease, students naturally expect to quickly achieve the native-like fluency and accent in their second language, and the fact that they can't do this fills them with anger, gives them the feeling of poor performance and causes an unpleasant emotional state. But it is completely unrealistic to expect the same success with the native language and foreign language acquisition. The former is the result of the so called "communicative need", which helps children easily acquire their first language. Being in a natural context or situation, they feel relaxed, have heightened attention to what people are saying and make connections between meaning and form. However, the second language learning, taking place in an artificial atmosphere of a classroom, which is usually the only place where students can be exposed to the second language, is something completely different. The teacher's role here is to help by explaining this to students at the very beginning of a foreign language learning process.

Achieving the accent and fluency as native-like as possible is definitely one of the aims of foreign language learning, but not the main one. The main aim is to be able to communicate in the target language, to understand others and be understood by them. This cannot be achieved if students keep avoiding oral practice and do not try to activate their passive knowledge. The more they try the more fluent they will become, and their accent will consequently improve. Here again, the teacher's help is precious.

Students' fear of negative evaluation from the teachers and peers is another anxiety-provoking factor, even in small group discussions, because students are afraid of losing their self-esteem in front of others. It is intensified by the instructors who believe that their primary role is to correct students' mistakes. They constantly interrupt the students who have decided to take a risk and try to express their thoughts in the target language in order to correct grammatical mistakes.

Error correction is necessary to show students at what level their language learning is, but not in all activities. Students are aware of the importance of error correction, but it is their teachers' manners of correction, usually in a non-supportive way, that often provokes their anxiety.

Test anxiety is similar to the fear of negative evaluation, but it is narrower in scope because it is caused by the fear of testing and, while taking the test, those who experience it forget the grammar points they have actually managed to acquire. Instead of focusing on the task itself, they worry about the performance. Such students consider even the oral production as a test situation, not as an opportunity to communicate and improve their skills.

Foreign language acquisition implies interpersonal interactions, so people who normally have trouble speaking in groups will definitely experience even greater difficulty speaking in a foreign language class. This is increased by their awareness that their performance is constantly monitored and that they have little control of the situation.
The above mentioned leads to the conclusion that a great potential source of language anxiety and the factor which usually provokes it, is the instructor, as well as the instructional practice and the social context created in the classroom. Young stated that:
Instructors who believe their role is to correct students constantly when they make any error, who feel that they cannot have students working in pairs because the class may get out of control, who believe that the teacher should be doing most of the talking and teaching, and who think their role is more like a drill sergeant's than a facilitator's may be contributing to learner language anxiety. (Young, D.J., 1991)

2.3. FLA and different language skills

According to studies, students experience different levels of anxiety in different language skills. The most anxiety-producing activities are listening and speaking activities. Listening activities can make some students so anxious that they cannot even distinguish between different sounds, let alone understand what the teacher is saying. They also become extremely anxious in speaking activities because they are expected to successfully combine numerous grammatical and lexical rules that they have not subconsciously acquired yet and convey information at the same time. They do this in front of other students and are also afraid of how these students and the teacher may react to the mistakes they might make. This especially refers to the activities for which students cannot prepare in advance, whereas they feel much more comfortable during a drill or when they are delivering already prepared speeches. Those students usually have low self-esteem and a negative perception about their foreign language acquisition capacity.
On the other hand, reading and writing produce less anxiety because students work on their own, having enough time for contemplation and correction, and they feel less pressure. The least anxiety-provoking activity is reading for pleasure.
One of the reasons for this may be the wrong instructional practice of most instructors at the beginner levels when they focus on reading and writing, and spend most of the time speaking and explaining grammar rules in students' native languages, thinking that speaking and listening are too difficult for the beginners. So listening and speaking activities usually come much later and students cannot easily get used to the English language atmosphere, to thinking in English, and they cannot get rid of code-switching. Anxiety is inevitable in such situations.
Foreign language teachers must be aware of the importance of the concurrent instruction of the four language skills starting from the earliest stages, as well as of the equal importance of all four skills. This is why the foreign language performance is the best in multilingual classes or in classes where teachers are unfamiliar with their students' native language. In such classes everyone must do their best to understand others and be understood by them, but soon they get used to thinking in the target language and their anxiety levels are much lower.

2.4. FLA management techniques

According to MacIntyre and Gardner, students do not experience anxiety at the very beginning of a foreign language acquisition. It comes later, when they have formed their attitudes about the language learning experiences. Unfortunately, theses attitudes are usually based on negative experiences in the second language, rarely on the positive ones. This indicates that the main problem is not in the student, but in the teaching methodology (Macintyre, P.D., 1994),.

Once the teachers become aware of this, there is much they can do to reduce their learners' anxiety and thus increase their motivation and help them improve their foreign language learning and performance.

Each teacher has probably noticed that once they drop the book and start talking about something really interesting or important, all students look up and all the physical manifestations of anxiety disappear. When the message is interesting to students, they forget that it is in a foreign language. Therefore, teachers should endeavour to find interesting texts, songs or jokes and avoid sticking to the prescribed curricula at any cost. Such materials, together with relaxing activities in which students are allowed to laugh, will help teachers create a comfortable, low-stress classroom environment.

The classroom should be student-centered rather than teacher-centered and teachers should choose the instructional procedures that encourage student involvement and using as much English as possible. Open-ended questions should be used rather than those requiring one correct answer. The tasks they give students should be neither beyond nor inferior to their capabilities, and they should always be directed to a determined result, since anxiety increases when students are expected to be creative and think of something on their own.

As for the tests, test question types play an important role in this type of anxiety and once again teachers may help. There shouldn't be any unfamiliar question formats; tests should always reflect what has been done in the classroom. Students should be informed about the material to be tested and practice the type of exercises that will appear in the test. This will reduce anxiety which may lead to studying avoidance in the future.

Since speaking in front of the class has always been reported as the most anxiety-provoking, teachers should do more pair work and small-group activities and allow students to choose their partners whenever possible. This not only addresses the affective needs of students, but also increases the amount of student talk and comprehensible input and builds class rapport. Role-play activities should also be preceded by small-group work and students should not be forced to speak before they are ready.

As for the teachers' behaviour, they should be as supportive and empathic as possible. They should accept students' answers in a warm manner even when they make mistakes, by showing them that they are heard and by showing respect. They should provide opportunities for each student to experience success, because even small bits of it can be highly motivating in the future work.

Teachers should be highly sensitive when correcting students' mistakes and instill the belief that mistakes are a natural part of a language acquisition process. Students perceive each error correction as a failure, so whenever the aim of an activity is not the correct usage of a structure, teachers should not interrupt and correct students as long as they are successful in communicating their message. Then they will feel free to volunteer and try and their fluency will improve. Correct answers rather than wrong ones should be emphasized, and the student who makes a mistake must not be embarrassed or put on the spot. A good way to avoid this is to model students' answers by repeating the correct version of what the students are trying to say. Thus teachers will acknowledge that the student conveyed a meaningful message and, at the same time, provide the correct feedback for those students who feel they need it.

The topic for a conversation must be carefully chosen – students should be interested in it, but they should also know something about it. Therefore, one of the main tasks of teachers is to get to know their students well.

One useful way to reduce FLA and encourage students to cope with anxiety-provoking situations rather than avoid them is asking them to verbalize their fears and beliefs. Foss and Raitzel (Foss, K.A., 1988) point out the usefulness of keeping a diary, where students should record the learning strategies they use, their feelings regarding their achievement and the learning process itself, their plans for the future studying, etc. That can help them be objective in self-assessment. It also helps them build their confidence, because when they look back to earlier recordings, they will definitely notice some progress (Graham, S., 1997).

It is also good to share these problems with other students in the class and even to list them on the board because each student will definitely recognize some of them and realize that they are not alone in their anxieties. On the other hand, teachers will be able to explain that these fears and beliefs are natural, but that they result from unrealistic expectations of students. Thus teachers will help students set realistic goals and experience success more often which would definitely be highly motivating.

English is most frequently taught as the second language in Serbian schools; therefore, in order to enhance students' motivation, it is always useful to remind them of the importance of this language, which is the global language that can ensure access to education, international business, science and technology. If motivated, students will always be ready to engage in different tasks.

Finally, from time to time, teachers should ask themselves how it must feel to be a student in their language classroom.

3. CONCLUSION

There is no doubt that university-level students are aware of the advantages that the good command of English can bring them regarding their further education and future employment, as well as in all other spheres of life. Yet, a great number of them leave university not only unable to use English successfully in simple, everyday communication, but they even forget it as soon as their requirements are met, even though they have been studying it for years.

The fact that this is becoming common in Serbia indicates that it is high time English teachers realized that the foreign language anxiety is much to blame for this and therefore, their own failure to recognize it as a serious barrier to the effective language learning.

However, FLA is easy to identify and, with little effort, English teachers can do much to reduce it and help students avoid unpleasant emotions and stress as they learn the second language. This would definitely require certain changes in their methodology, and they would have to get to know their students better, but it would have positive effects both on their professional development and on their students' anxiety levels, motivation and language acquisition. And then, the satisfaction of both teachers and students would be inevitable.

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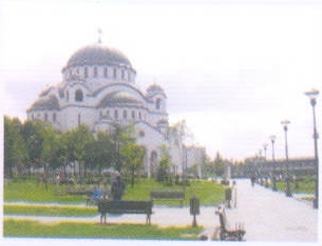
CIP - Каталогизација у публикацији
Народна библиотека Србије, Београд

338.48(497)(082)
378.4(497)(082)

INTERNATIONAL Conference Higher Education in Function of Sustainable Development of Tourism in Serbia and Western Balkans (1 ; 2014 ; Užice)
Paper Proceedings / First International Conference Higher Education in Function of Sustainable Development of Tourism in Serbia and Western Balkans within 7th International Conference "Science and Higher Education in Function of Sustainable Development – SED 2014", October 2014, Užice ; [editors Milutin R. Djuricic, Milos Jovanovic]. - Užice : Business and Technical College of Vocational Studies, 2014 (Užice : Grafoplast plus). - 414 str. : graf. prikazi, tabele ; 25 cm

"...Conference is one of the results of the TEMPUS project No. 544543-TEMPUS-1-2013-1-RS-TEMPUS-JPCR entitled 'Modernization and Harmonization of Tourism Study Programs in Serbia' (MHTSPS)..." --> preface. – Tiraž 200. - Napomene i bibliografske reference uz tekst. - Bibliografija uz svaki rad.

ISBN 978-86-83573-44-8
1. International Conference Science and Higher Education in Function of Sustainable Development (7)
a) Туризам - Балканске државе - Зборници b) Високошколско образовање - Балканске државе - Зборници
COBISS.SR-ID 209980940



within

7th International Conference

Science and Higher Education in Function of Sustainable Development - SED 2014

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ISBN: 978-86-83573-44-8