ARCHIVES OF TOURISM, HOSPITALITY AND SPORT SCIENCE

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TECHNOLOGIES OF TOURISM PROJECT MANAGEMENT EFFECTIVENESS INCREASE IN THE FRAMEWORK OF TRANSBOUNDARY COOPERATION PROGRAMME

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Abstract

The article substantiates the importance of trans-boundary cooperation between Ukraine and Poland, characterizes in a nutshell the main tourism projects within the framework of trans-boundary cooperation and proves the importance of using modern technologies to increase their productivity and effectiveness in Ukraine. Much attention in the research is paid to studying project management technologies. In particular, the constituent parts of a successful project, such as communication, dataware and personnel management are analyzed in detail. It also highlights the process of project management organization using the modern technologies of project management.

Keywords: trans-boundary cooperation, project management, tourism project, communications, data ware, project planning, work productivity.

Introduction

Exercising trans-boundary cooperation is an integral part of foreign economic ties formation and providing European integration of Ukraine. Such form of cooperation has a positive influence on maintaining good neighborhood relations and is aimed at broadening economic, social, scientific and technological, ecological, cultural and other kinds of relations between territorial communities of neighboring countries. Apart from this, interregional cooperation makes it possible to implement common projects and programmes enabling to solve challenging problems and remove disproportions in economic development of the regions. This is a topical issue as there are substantial differences in development of boundary administrative and territorial units of Ukraine and neighboring states.

Trans-boundary cooperation

Interregional cooperation is an important constituent part of the strategic partnership of Ukraine and Polish Republic. Such form of cooperation is exercised in the framework of the Programme of trans-boundary cooperation 'Poland-Belarus-Ukraine' for the years 2007-2013 and 2014-2020. The integral part of the development of such partnership is attracting the EU funds aimed at implementation of some projects. Here, in accordance with the Programme 'Poland-Belarus-Ukraine' 20107-2013 117 projects amounting to 174.1mln Euros were financed. Among them there were 74 Polish-Ukrainian projects (107.9mln Euros), 29 Polish-Belarusian projects (58.5mln Euros) and 14 tripartite projects (7.7mln Euros). The total cost of the TBC projects implemented in Lviv region constitutes more than 70mln Euros, the costs for the Ukrainian part being approximately 35mln Euros [10, p.5].

The budget of the Programme of trans-boundary cooperation 'Poland-Belarus-Ukraine' for the years 2014-2020 has been increased by 183mln Euros. Promotion of the local culture and protection of historical heritage, as well as improvement of the regions' accessibility, development of reliable and resistant to the climatic impact transport, communication networks and systems, common challenges in the security sphere, improvement of border control alongside with security, mobility and migration management were defined as the most important priorities of the Programme.

Development of tourism (priority No 1: promotion of local culture and protection of historical heritage) is of outmost importance in the framework of trans-boundary cooperation. As it was specified "it is a sector with the highest potential from the point of view of profitability and increasing possibilities for employment and investments, especially on the coastal and rural territories. In particular, such priority tourism projects as common projects aimed at support, promotion and preservation of traditional crafts and skills; common projects promoting tourist values, common projects on preparation grounds for investments and implementation of investments in the tourism infrastructure and services aiming at the use of cultural heritage in the tourism sphere; common creation of tourist products taking into account the necessity of protection of cultural heritage and others were defined [7].

It is obvious that one of the factors of increasing effectiveness and efficacy of the projects, including the tourism ones, is the use of modern technologies as well as increasing labor productivity. These problems are especially pressing for Ukraine. According to the Global Information Technology Report 2016, Ukraine in terms of development of information and communication technologies (ICT) has occupied this year 64 rating position among 139 world countries, having improved its result by 7 points over the last year. To compare, Poland has improved its last year's result by 8 points and has risen in the rating to the 42 place [8].

This rating includes four sub indices, which in their turn are subdivided into several interim groups. The evaluation of the sub indices is performed according to 7-point scale: 1 point is the worst indicator, 7 points is the best indicator (Table 1).

Table 1. Networked Readiness Index of Ukraine and its compounds, 2016 [8]

	Indicator	2016		Change for a year↓/↑
		Score	Place	
1	Subindex of availability of ICT development conditions	3.8	94	10 ↑
1.1.	Political and regulatory environment	3.2	113	9 ↑
1.2.	Business and innovation environment	4.4	67	10↑
2	Subindex of readiness	5.7	30	5↑
2.1.	Infrastructure	4.7	51	28↑
2.2.	Accessibility	6.6.	6	4↑
2.3.	Practical experience	5.6	33	3↑
3	Subindex of use	3.6	88	6↑
3.1.	Individual use	3.9	76	2↑
3.2.	Use of ICT in business	3.6	63	15↑
3.3.	Mastering technologies on the company level	4.2	100	
3.4	Capability for innovation	4.2	52	30 ↑
3.5	ICT use during companies interaction	4.4	89	17↑
3.6	Using Internet for selling goods(services)	5.1	36	4 ↑
3.7.	Level of personnel training (investments in personnel training)	3.9	74	18 ↑
3.3.	Use by the government	3.1	114	10 ↑
4.	Sub index of impact	3.7	69	13↑
4.1	Economic impact	3.4	59	8↑
4.2.	Social impact	4	75	14↑

Thus, the factors restraining the ICT development in our country are the low level of mastering new technologies by business (100 place), the low level of ICT impact on emergence of new business models (113 place), unfavorable political and regulatory environment (113 place), insignificant use of ICT by the government (114 place) and some others. Such factors clearly testify to the low level of use of new technologies in the activities of the enterprises, public organizations and local authorities. Undoubtedly, to improve the current situation and raise effectiveness of projects management in the framework of the programme of trans-boundary cooperation it is appropriate to use technologies of project management.

Project management

Experts of the Project Management Institute (USA) define «project management» as the application of knowledge, skills, tools and techniques to project activities in order to meet project requirements [3].

A Guide to the Project Management Body of Knowledge specifies the most important constituent parts of successful project management as follows:

- 45% Communications;
- 25% People and Process Management (coaching, mentoring, feedback, etc.);
- 20% Politics(a more intense form of "people management" that deserves its own category and should not be underestimated);
- 10% Business Knowledge(understanding of the industry, business background, factors leading to this change, business measure of success, etc.) [1].

Hence, the most important knowledge in the project management sphere is knowledge of technologies for effective labor organization of the project collaborators. In particular, the most valuable is the knowledge in communication procurement sphere, as communication management provides for the support of the system of interaction and cooperation between project executives, timely transfer of management and account information [12]. Among the most important rules of effective communication and information culture formation it is appropriate to define the following ones:

1. Adherence to the management rules.
2. Use of the management principles.

3. Adherence to the criteria of project successfulness. They were specified by University of St. Gallen and International Institute of Educational Organizations and Innovation in Munich on the basis of discussion of successful and unsuccessful projects with more than 500 coworker from111 enterprises in Germany, Austria and Switzerland. In particular, this research dealt with the projects aimed at change, such as specifications of market strategies and work processes. The results of the research discovered that the reasons of failures are to the less extent of industrial and economic or technological character, but mostly are connected with the culture of entrepreneurship and communication and information processes in the organization [4].

A more detailed characteristic of the rules of effective communication and information culture is presented in Table 2.

Table 2. Rules of formation of effective communication and information culture in the process of project management [4; 5, p. 303; 6]

Rules	Characteristics
Management Laws	
Democracy	Provides for involvement of employees in management processes, individual development and public opinion.
Combination of management centralization and decentralization.	Provides for the formation of the optimal level of the authority and responsibility delegation system.
Specialization	Provides for the management activities division on the basis of responsibilities division and such categories as authorities, competence, and responsibility.
Integration	Aimed at reaching the unity of efforts of all employees for achievement of common project goals.
Management principles	
Purposefulness	Every employee must be responsible for exercising definite functions or assignments and reaching set objectives.
Undivided authority	Every employee must get instructions from his immediate superior.

Rules	Characteristics
Initiative and creativity development	It is necessary to give the employees possibility to demonstrate their own abilities, creative work and creativity, so that they should feel their participation in management processes and importance for the organization.
Reward and motivation	Reward for the work must be fair and correspond to the input and expectations of the employees.
Corporate spirit formation	Provides for maintaining mutual understanding, stability and friendly relations in the working environment as well as equality among all participants and leadership of the project.
Criteria of projects successfulness	
General preparedness for change	It is aimed at making participants accept changes in a positive way, use of new technologies and methods of activity administration. Provides for the support of life-long learning philosophy and principles like"He that never climbed, never fell" and "There is no problem that can't be solved".
Conflict resolution culture	It is aimed at encouraging free exchange of information and opinions, joint problems resolution, reaching compromise. Initiates positive attitude to criticism in order to improve exercise of certain processes on the contrary to punishment.
Higher personal responsibility of project workers.	Encourages raising the level of personal responsibility of project workers and their self-organization since the higher authority the employee gets, the bigger are his personal initiative and motivation to fulfill the set tasks effectively.
Absence of hierarchy.	Minimization of team hierarchy since humane, sincere and honest climate of communication creates favorable internal atmosphere of friendship and trust, contributes to established collaboration, decreases the probability of approving false decisions.
Communication and information culture	Provides for dataware establishment, intensive exchange of communication between different functional spheres, as well as timely transfer of information from the administration to the subordinates and in reverse by using modern dataware.

Undoubtedly, the above mentioned rules positively affect politics as a more intense form of "people management" too. They enable the leader ship to raise effectiveness of management processes due to improvement of project workers labor effectiveness as well as pursuing weighted and purposeful systematic policy.

Another important constituent of project management is People and Process Management, since it is due to performing certain successive and interconnected actions that the desirable effect is achieved. In accordance with the standards of American Project Management Institute there are 44 project management processes. All of them are combined into 5 groups and are called the groups of project management processes. They are as follows: initiating, planning, executing, monitoring and controlling, closing (fig.1). The aim of each process is to provide effective management of project stages given the set amount of resources limits as well as complex achievement of the defined goals [3].
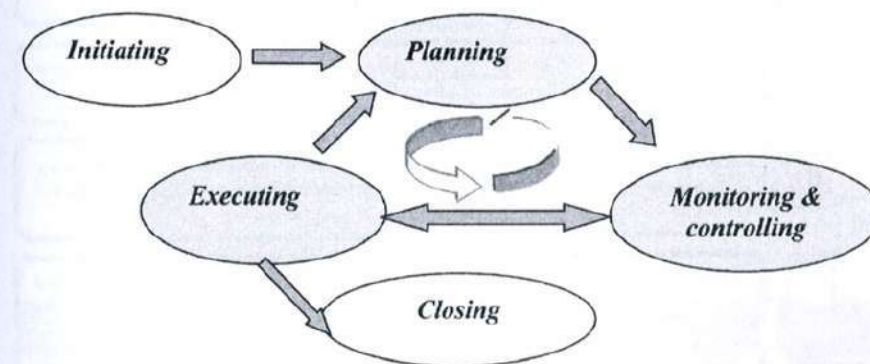
Fig. 1. Interrelation of project management [3]

Hence, let's consider each stage of project management in more detail. In most cases the rise of the project starts from the initiation stage. Its aim is substantiation of project actuality and timelessness, defining its effectiveness and profitability as well as, if needed, proving the usefulness of the investment project for the certain community or society. Most often, the result of this stage completion is developing business plan, which is presented to the parties

concerned or investors to decide on its funding or declining. The structure of the business plan is optional, though the document should obligatory contain information on economic, legal and technological aspects of project implementation (fig.2).

Example of a business plan structure

Title page: project name, company address, name and address of project customers.

Project abstract (2-3 pp.): aim of the project, its main outcomes, target group, organization of project management, financial information on the project: (costs, benefits, etc).

Description of the company doing the project: current position on the market, financial situation, experience in doing similar projects, development trends on the given market, company's specialization, market strategy of company's development; company's growth

Market: potential customers, product's/service's future benefits, trends and regularity of the given commodity market development.

Production plan: production technology, necessary personnel, material and technological procurement, equipment, suppliers, collaboration conditions.

Organizational plan: organization of activities related to production, (time and quality management, volumes of production management; authority distribution among the future project members, vision of the project team and their qualification, etc).

Risks assessment and risks management programme: list of possible risks and related problems; ways of risks minimization.

Financial strategy: strategy of financing (financial costs distribution over the given time); investment costs and prognosed incomes; project effectiveness assessment (if needed).
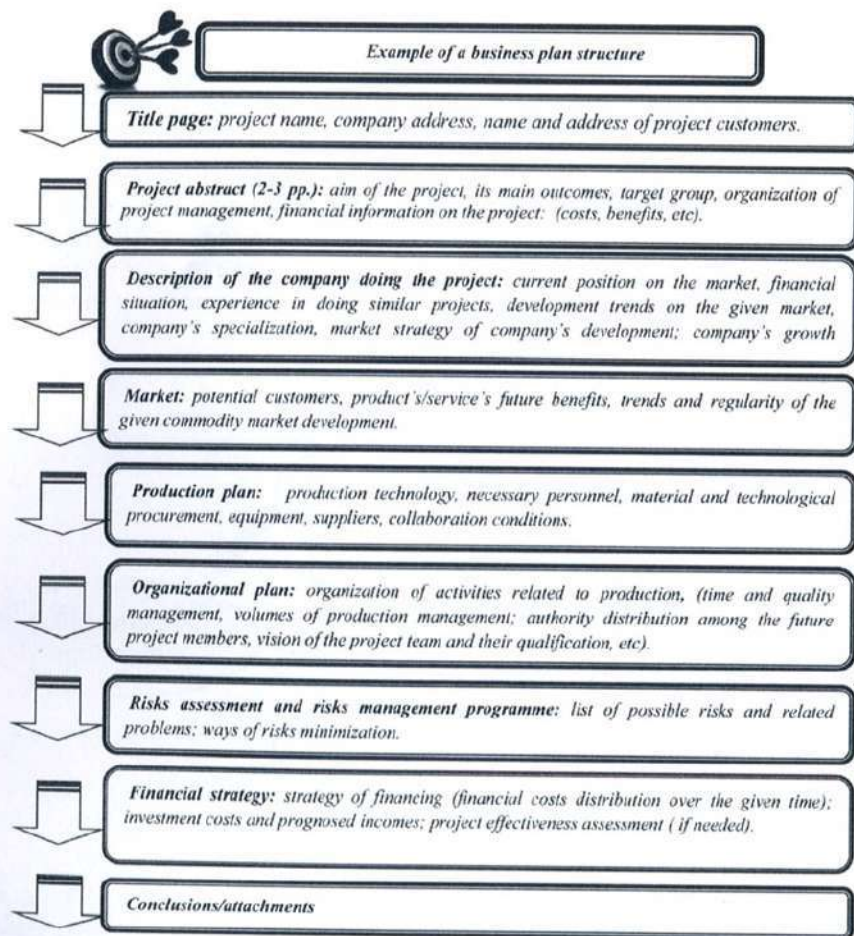
Conclusions/attachments

Fig. 2. Structure of business plan of working out new tourist product (the authors' development)

The project management process itself starts with planning project steps. Typically, a project management process follows a flow similar to the "Plan-Do-Check-Act" cycle, defined by Shewhart and modified by Deming. Simply, the phases or steps of the PDCA cycle are linked together by results – the result of one step becomes the input to another. And it is worth mentioning that over 90% of project failures are due to poor planning [2].

The planning process is quite complicated as it provides for envisaging time constraints of project performance, the volume of work, exact calculation of financial, material and technological, information and qualification resources. Specifically, planning process presupposes seven stages:

1. Goals Planning and Development of WorkBreakdownStructure (WBS). This stage is based on dividing the main project goals into the interim ones, which are split into work packages and detailed work packages. (fig.3). As a result, there appears the possibility of documentation of all project goals, volume of work, correct understanding of the project goals and ways of reaching them, as well as rational distribution of duties among the project executives.
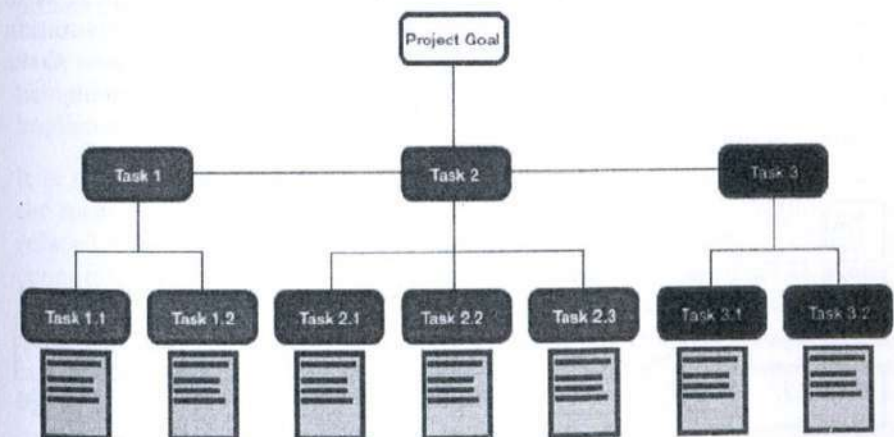
Project Goal

Task 1 — Task 2 — Task 3

Task 1.1 — Task 1.2 — Task 2.1 — Task 2.2 — Task 2.3 — Task 3.1 — Task 3.2

Fig. 3. Example of developing two-level Work Breakdown Structure

2. Appointing the executives for the planned amount of work in WSB and working out the responsibility matrix (used to distribute project functions

among the participants, as well as for exercising control over their performance in future) (Table 3).

Table 3. Example of responsibility matrix

Work title	Worker 1	Worker 2	Worker 3
Task 1.1.	BB		K
Task 1.2.		BB	K

Where BB is a person in charge, and K is a consultant.

3. Development of the Strategy of Project Implementation. Its aim is to specify the principal interim actions which are necessary to perform for a certain period of time given the resource limits.

4. Development of Project Tactics and Working out Network Models. Network model is a set of interconnected elements to describe technological interdependence of future projects specific actions and stages. That is, with the help of network model we can clearly define the project implementation scheme as well as substantiate the successive and parallel project tasks performance and calculate the minimum time for project implementation.

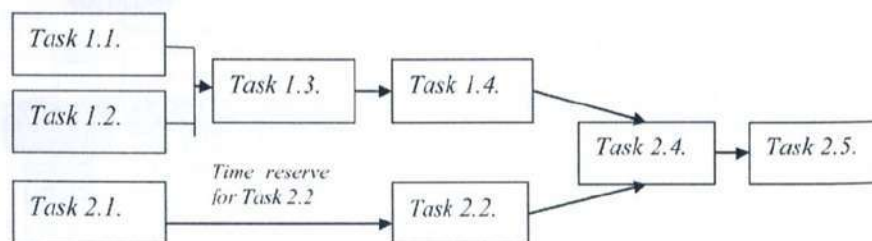Network graph is schematically shown in figure 4.

Fig. 4. Schematic view of network model

5. Calendar Planning. This is a process of timetable development and correction in which works performed by different organizations are interconnected in time and with a possibility of different kinds of material and technological and labor resources procurement. Schematic view of calendar plan is shown in figure 5.
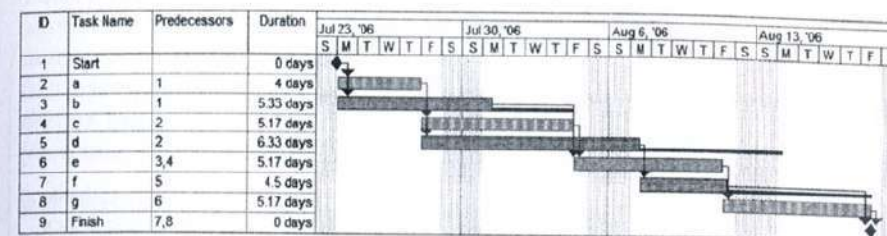

Fig. 5. Schematic view of calendar plan according to Hunt's diagram in the MC Project programme

6. Resources Planning, Estimation of Charges and Budget Development. On this stage the project leader needs to clearly define necessary resources, their amount and quality, lay down an estimate and budget on the basis of which project implementation and control will be executed.

7. Development and Acceptance of Project Plan. This is the final stage, its aim being the approval of basic plan that will become the foundation for exercising implementation and control of project.

It is worth mentioning that a planning process is formally completed after the formal approval of the project plan, but practically it is continuous. It is related to the fact that changes in external project environment (change of economic situation or legal environment) and current problems of project implementation result in basic plan correction and development of more detailed plans for a week or month. For this reason planning is closely constrained with processes of implementation, control and monitoring (see figure 1).

Here, the next processes of project management are as follows: executing, monitoring and controlling. These are two parallel and mutually compensatory processes (figure 1, figure 6). The aim of project implementation is a complex coordinated achievement of all goals, while the aim of control is timely exposure of problems, their resolution and exclusion of negative consequences (overrunning of resources, quality deterioration, blowing off the time constraints of project implementation, conflicts initiations, etc).
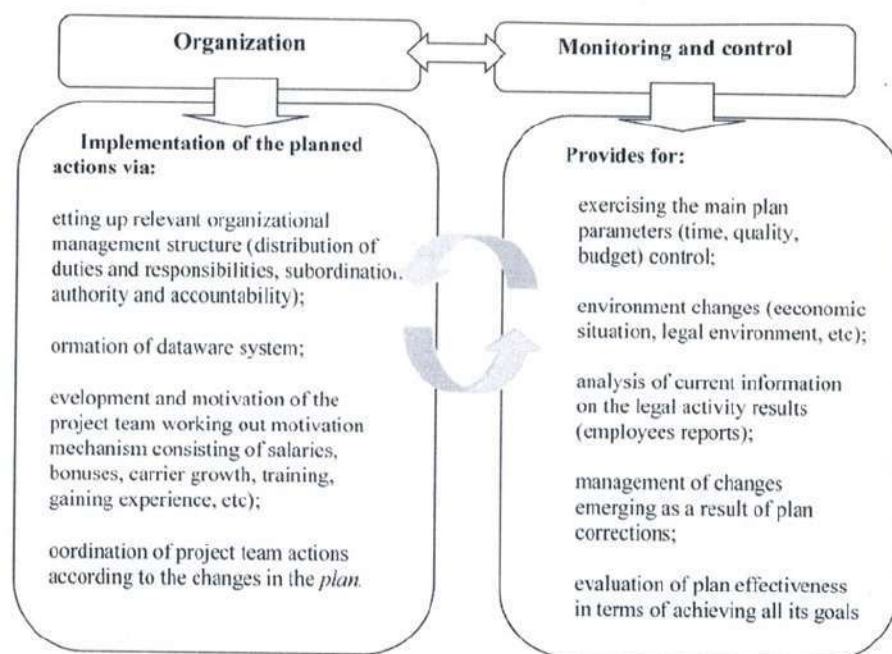
Fig. 6. Interrelation of processes of implementation and project control (authors' development)

Undoubtedly, the last process of project management is completion of the project that envisages implementation of all project work and achievement of its goals; preparation of all necessary documents, estimation of the received results and comparing them with the initial ones; preparing final accounts; dissolution and reward of project team and its leader.

One of the instruments of effective project management both on the micro-, meso- and macro levels is the Microsoft Project programme (MSP). This software was especially developed for the facilitation of project management processes. Microsoft Project helps the project manager develop plans, allocate resources in compliance with the tasks, follow the progress and analyze the volume of work, use of the calendar and net planning, prepare reports on the executed work.

Conclusions

Thus, it is possible to draw conclusion, that technologies of project management allow solving two major tasks: firstly, promoting efficiency of tourism projects management through the use of project management methods, corresponding processes and software; secondly, providing the complex achievement of certain goals by means of coordinated and purposeful management of project personnel and through the use of modern technologies of project management.

It is obvious, that the use of methodology of project management will provide an opportunity to the developers and leaders to considerably promote efficiency and effectiveness of tourism projects within the framework of trans-boundary cooperation.

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THE ROLE OF PHYSICAL RECREATION IN PREVENTIVE HEALTHCARE

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Abstract

Proper amount of motor activity constitutes an efficient and significant factor in maintaining good health. The role of physical recreation in maintaining good health is clearly visible in the elderly individuals. Maintaining an adequate level of physical personal activity in this population through recreational activity exerts a positive influence on the health state positively and makes them independent. Such activities affect the state of healthcare and reduce the expenditures of healthcare treatment and rehabilitation of a large number of seniors in Poland.

Keywords: physical recreation, seniors, preventive healthcare

Introduction

It has been proved beyond doubt that a proper amount of motor activity constitutes an efficient and significant factor that helps to maintain health. The World Health Organisation (WHO) has acknowledged physical activity is one of the three fundamental conditions which aging processes and guarantee lower incidence of various diseases (cardiovascular ones). Broad epidemiology studies on the influence activity on health state have proved that it can prolong our life by a years.

Physical activity of the elderly prevents the deterioration of the functions the musculoskeletal, cardiopulmonary and nervous systems. Even there is a scarcity of research regarding geriatrics, one study that quoting is the 8-year-long observations by Hirvensal et al. (1) concerning lifestyle and physical activity of 109 females and males aged 65-84 independently at the onset of the study. All the subjects were divided i