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Year 1, International Hospitality and Tourism Management

Introduction

For today, almost all world's religions somehow encourage or request travelling of people in order to experience spiritual enlightenment (Timothy, 2011). Spirituality and religion are among most frequent travel motivations. A lot of major tourism destination experienced large development because of availability of sacred places, connections to sacred people and events (Timothy and Olsen, 2006). As reported by Terzidou, Stylidis and Szivas (2008) generally, religious tourism involves visiting of religious sites by both pilgrims and tourist, who are partly or fully motivated by religious reasons. Pilgrimage considered to be defined as "physical journey in search of truth, in search of what is sacred or holy" (Timothy and Olsen, 2006), while Pilgrims are those, who travel to investigate closer contact with a deity or for spiritual enlightenment (Timothy, 2011).

Following report will introduce current status of particularly Islamic tourism market, discuss motivations and expectations of Islamic tourists and propose 5-day itinerary for high-income tourists from Malaysia.

Islamic Tourism market

Islamic tourism may be defined as tourism activity conducted mainly by Muslims, however it may also include unbelievers, motivated to travel by Islam (Zamani-Farahani and Henderson, 2009), it also indicates all product developments and marketing efforts created initially for Muslims (Duman, 2012). From the perspective of global tourism, the second largest gathering of tourists in the world – is Hajj pilgrimage to Mecca (Timothy, 2011), however Islam in general and Saudi officials deny that Hajj is any kind of tourism (Timothy and Olsen, 2006). Besides Hajj pilgrimage there are other motivated by religion trips also known as "Ziyarat" – which are usually focused on shrines, mosques and tombs related with Mohammed and other saints, imams, revered people (Timothy and Olsen, 2006).

According to El-Gohary and Eid (2015) in many parts of the world Islamic tourism expands rapidly. "Muslim customers are one of the fastest developing market segments" –

states Battour (2018), it is forecasted that global spending for Muslims to travel out of their countries of origin will constitute US $233 billion in 2020 (Qaddahat, Attaalla and Hussein, 2016) and US $300 billion is expected to be in 2026 (Nisthar and Mustafa, 2019). Islamic tourism is considered to represent a powerful commercial force with outstanding perspectives (Zamani-Farahani and Henderson, 2009). Battour et al., 2014, states that Muslim customers constitute a global market of around 1.82 billion potential customers.

As regards Uzbekistan, since 1993 country became a member of United Nations World Tourism Organization (UNWTO) (State Committee of the Republic of Uzbekistan for Tourism Development, 2019) and there is a considerable potential to develop pilgrimage tourism based on spiritual culture of Islam (Navruz-Zoda and Navruz-zoda, 2016). According to research "Tourism White Paper 2018" which involved citizens from 72 countries – 2.0% of Uzbekistan visitors followed a purpose of visiting religious sites and pilgrimage (State Committee of the Republic of Uzbekistan for Tourism Development, 2019), which may confirm existence of potential for further development. For instance, Bukhara considered as one of the main centers of Ziyarat tourism, because there located tombs of Muslim saints and unprecedented number of mosques. First International Forum on Ziyarat tourism was held in February 2019 in Bukhara, as a result of which it was signed a Bukhara Declaration on the recognition of Uzbekistan as a center of Ziyarat tourism (Uzbekistan.travel, 2019). According to the Global Muslim Travel Index (GMTI) rating for 2019, Uzbekistan is among the ten most attractive countries among the member countries of the Organization of Islamic Cooperation (OIC) and stays on the 18th place in the world in providing amenities to Muslim tourists (State Committee of the Republic of Uzbekistan for Tourism Development, 2019).

Motivations and Expectations of Islamic Tourists

As reported by Božic et al (2016) there are three types of travelers: 1st –secular, 2nd – pilgrim, 3rd – religious tourist, as a result, tourists might be driven as by secular so by religious motives. It is also generally accepted, that people tend to choose destinations and conduct travelling in accordance to various push and pull factors, where "push" – are internal desires and emotional factors, "pull" – are external or tangible factors (Battour, Battor and Ismail, 2012). Along with, individual's cognition and psychological well-being are influenced by religion, which has an effect to the process of choosing destination and product preferences (Hassani and Moghavvemi, 2019). Rahman (2014), states that: "Islamic tourists are interested to explore Islamic knowledge on Islamic Shariah, culture, heritage, arts, Islamic history, spiritual", while according to Othman and A Jamal (2017) main and most considerable motivations for Muslim tourists to travel are: “natural scenery, wide space and activities, cleanness and shopping, and modern atmosphere”. Nevertheless, Rahman (2014) also mentions following: “Islamic tourism is flexible and it allows Islamic tourists to shopping, sports, medical etc.” In agreement with Hassani and Moghavvemi (2019), important consideration while making decision where to travel for Islamic tourist – are Islamic religious attributes and access to Muslim culture and needs. Halal – means accessible and permitted by Islam religion (Duman, 2012), and as religion have an influence on consumption and consumption patterns, Islamic tourists might have expectations about Islamic lifestyle, services separately for woman, hygiene and security (Bazazo et al., 2017).

Itinerary

Following itinerary is proposed, all intercity movements will be carried out by plane.

Day one (Tashkent, Hotel Hyatt Regency)

Chorsu – the heart of Tashkent Old City

The old bazar, located near Kukeldash Madrasah, Khodja Akhrar Madrasah and Juma (Friday) mosque.

Hast-Imam Ensemble – Religious center of the capital of Uzbekistan

It located in the in the old town and includes: Madrasah of Barak-Khan, Mausoleum of the Saint Abu Bakr Kaffal Shashi and Tilla Sheikh Mosque. Lots of oriental manuscripts are kept in the rich library of the Complex along with globally famous Quran of Caliph Uthman.

Mausoleum of Sheykh Zayniddin-bobo.

Father of Sheykh Zayniddin-bobo was founder of Suhrawardi Sufi order and leader of Baghdad Sufis. Zayniddin was born in Bagdad, but in youth was sent to Tashkent for spreading father’s teachings.

Zangiata Mausoleum (15km from Tashkent)

Place of holy pilgrimage for residents of Tashkent and its neighborhood.

Day two (Tashkent to Samarkand, Hotel Tillakori)

Mausoleum of Imam al-Bukhari

Imam al-Bukhari – was Sunni theologian and author of a book which collected the most authentic hadith – “Al-Jami-al-Sahih” and this memorial complex is one of the main pilgrimage sites of Uzbekistan.

Khodja Akhrar Ensemble

Khodja Akhrar – was honored and respected spiritual thinker – leader of Sufi order Naqshbandiya, from who's influence political life of the region was developed.

Mausoleum of Imam al-Moturidi

Imam al-Moturidi – was a person who fought for the purity of Islam and his tomb is sacred place of Samarkand.

Bibi Khanym Mosque

Amir Temur had an intention to build the mosque in honor of his wife Bibi Khanym and after returning from India he made a decision to construct the biggest building – the Mosque, which would have praised the name of Temur and his wife Bibi Khanym.

Shakhi Zinda Necropolis

Shakhi Zinda – means The Living King. This place is considered as a grave of Prophet Muhammad's cousin – Kusam ibn Abbas, who according to a legend came to Samarkand to preach Islam and spent there 13 years, but was killed during the prayer.

Hazrat Hyzr Mosque

In ancient times, before the advent of Islam, people living in that area worshiped a certain old man, considering him the personification of immortality. Here was build one of the firsts Mosques of Samarkand, which was destroyed during Mongol-Tatar yoke, however was rebuild and reconstructed several times.

Registan Square

From Uzbek, "Registan" means a sand place, in ancient rime there were a sandy square, but for today there are located three madrassahs.

Day three (Samarkand to Bukhara, Hotel Asia Bukhara)

The Kalyan Minaret

The minaret served as a place for Muslims to call for prayer and now it is one of the main symbols of Bukhara.

Miri-Arab Madrasah

This Madrasah is active till today and future imams and religious mentors receive their education in it.

Magoki-Attori Mosque

It is one of the first mosques in Bukhara which dates back to the pre-Islamic era.

Ulugbek Madrasah

A place where about 80 people were able to study religious subjects, Arabic, mathematics, astronomy and poetry.

Abdullazizkhan Madrasah

Madrasah was built in opposite to the Ulugbek Madrasah and there are two mosques located in it (winter and summer).

Chor-Minor Madrasah

Chor-Minor, translated as four minarets, and there actually are four small minarets decorating it.

Lyabi-Khauz Ensemble

«Lyabi-Khauz» means «at reservoir». It is one of the major Bukhara squares and there are Nadir Divan-Beghi Madrasah and Kukeldash Madrasah.

Ark Fortress

It is one of the most ancient architectural and archaeological monuments of Bukhara, where are also located Childukhtaron mosque, and complex itself represents a huge museum of archeology and history.

Bolo-Khauz Complex

This complex is the only monument which left on Registan Square and it located right opposite the Ark.

Nadir Divan-Begi Madrasah (folklore show in the Madrasah)

The ensemble of Nadir Divan-begi includes madrassas, khanaku and khauz. In the evening folklore show starts with quite music and then turns into the concert program with various dances from different parts of Uzbekistan (Uzbek national dance, Khorezm folk dance, Ferghana classical dance, Tajik and Arabic dances).

Day four (Bukhara)

Ismail Samani Mausoleum

It is famous for being the oldest monument of Islamic architecture in all of Central Asia. It also may be called the first and last mausoleum to be built with a covered structure in history.

Mausoleum of Chashma-Ayub

It is one of the monuments of religious architecture, which includes a mausoleum and a sacred source

Ensemble of Naqshbandi

The complex served as the center of the Dervish Naqshbandi Order, headed by Sheikh Bahauddin Naqshband. It consists of a madrasah, two mosques and a minaret. It is is one of the most important Muslim shrines.

Said Amir Kulol

Said Amir Kulol – was a spiritual mentor of Bahauddin Naqshbandi.The mausoleum consists of two rooms. In one, a mosque is built, in the next room - the burial itself, with a stone-marble tombstone.

Day five (Bukhara – Tashkent – Kuala-Lumpur)

Free time before flight.

Arrival in Tashkent.

Departure to Kuala-Lumpur.

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Learning and development policies in Verizon Communications Inc.

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Year 3, Business and Economics

Learning and development theories

“Organizational learning is the intentional use of learning processes at the individual, group and systems level to continuously transform the organization in a direction that is increasingly satisfying to its stakeholders” (Dixon, 1999).

“Learning and development is the key factor for survival, sustainability and competitive advantage at the level of the individual, organization and nation” (Gold and Smith, 2003).

“Access to education and training opportunities are essential factors for the next generation workers to be both knowledge workers and innovations workers and keep up with the changing world” (Brewer, 2013).

“Due to the rapid advancements in technology, modern companies often have to update and upgrade the knowledge and skills of their employees in order to maintain their business competitiveness” (Pretz, 2016).

“... the first thought is that it’s a company that does a lot of training but, really, it’s a company that has, as a priority objective, developing all its human resources, enhancing all their skills ... but not being content with that ... learning then from those people how the company can be improved ... so it becomes a cycle …”
(Paul Morton, 2014).

Verizon Communications Inc.

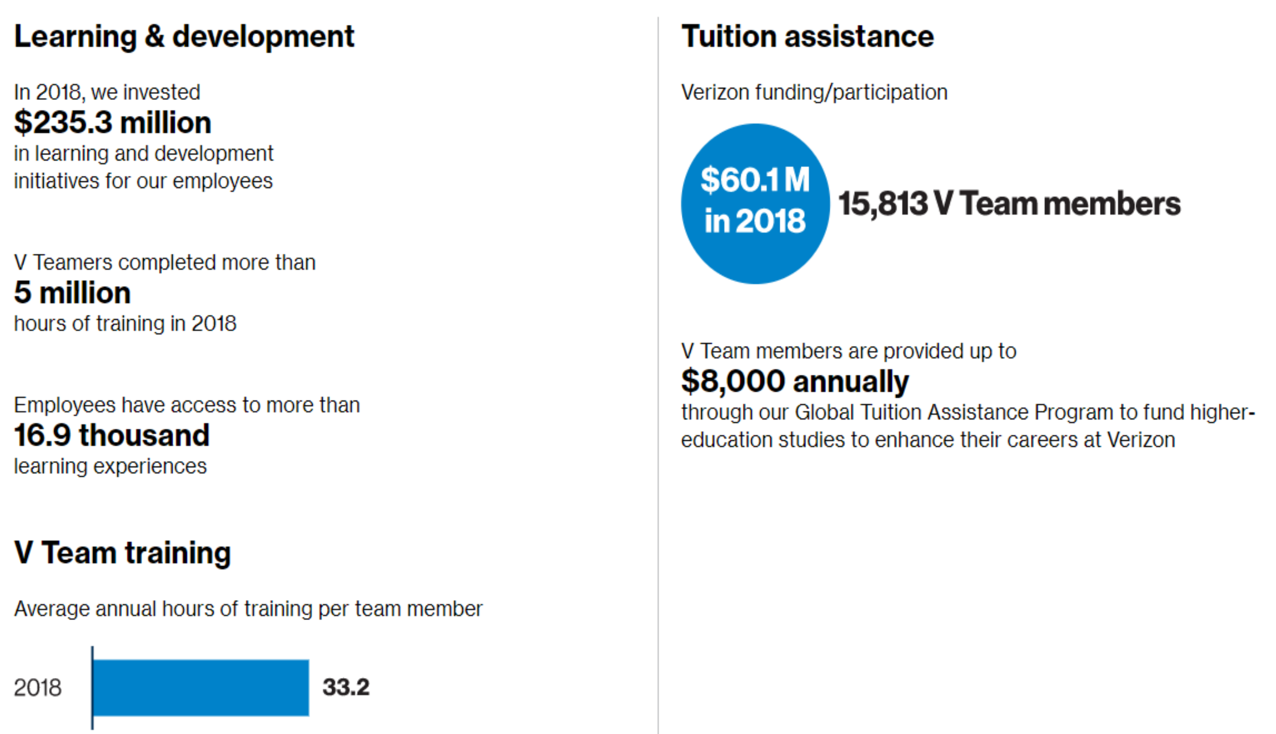
On June 30, 2000, merger of Bell Atlantic Corp. and GTE Corp. served as the milestone for Verizon Communications Inc., incorporated in Delaware and founded in New York City. Verizon (VZ) logo portrays speed and origin name comes from Latin word of ***veritas*** meaning reliability and certainty, horizon and visionary. Verizon provides entertainment and communication services across the USA, via most advanced fiber-optic networks and offers cohesive business solutions.

Due to remarkable performance, Top Training 125 ranked Verizon as Number One in 2012, which served as fifth appearance on the list over the past 10 years. By 2022, as a look ahead, Verizon is planning to conduct and improve learning and development models to expand online and mobile training of employees for the usage of personalized mobile performance support.

Knowledge advisors consulting Verizon's learning and development practices, that helped to increase organization's effectiveness of learning models and create a moderate progress roadmap for the following three years.

L&D practices

Implementation of learning and development approaches, by Verizon, focused on maintaining corporate competitiveness, employee human terminals with knowledge and modern skills required. During the past 10 years, establishment of personal transformation culture, professional learning and revolution, knowledge management and development aspects have been integrated throughout the organization. Verizon, strategically, ranks learning and development of employees as an important element of corporate plan and encouragement of employees to advance as professionals. "Knowledge bank" is the Verizon's inner Knowledge Management structure which helped to combine mentoring trainings, classroom education with e-learning programs.



“Verizon Wireless”- Model of Learning and development practices in the achievement of business goals:

- Building labor force and corporate business as worthy as our networks
- Be in the lead to create shareholder value
- Being recognized as a company of iconic technology networks

Enactment of “Verizon Lean Six Sigma” (VLSS) leads to transformation of its culture and customer satisfaction, improvement progresses, which will boost the results and rise shareholder value and profitability of the company. Due to VLSS initiatives, principal employees are identified as high-level self-programmable leadership potentials. Learning and Development programs expected to generate thinking performer leaders in all departments and sectors of a company.

Learning efficiency of VLSS, 6 learning efficiency projects identified:

- Training Request Analysis
- New Hire Analysis
- Coaching Solution Analysis
- Learning Effectiveness Evaluation
- Support of Management
- Learning Measurement or Return on Investment

Hands-on approach facilitated implementing the process of development theories on problems and finding solutions according to objective data and I have learned many things from employees, from all spheres of our business, who brought inimitable “lens” to look at L&D confronts from different perspective than L&D team and me, Tedrick 2018, VP, Workforce Development, Verizon.

Hands-on approach best suits the constructivism theory which is based on knowledge and skills by requiring individual activity and it costs less for “Verizon Wireless”.

In particular, Terremark (Subsidiary of Verizon) and Cloudswitch (cloud software management offeror) acquisition gave opportunity, to Verizon, to sell cloud storages, meaning that specialist teams must be developed to serve cloud consumers. Approximately 13 000 employees trained in 17 Terremark IT and Security classes.

Another, Learning and development practice is “WHY VERIZON WIRELESS?” mandatory training program, conducted to emphasize value of Verizon Wireless (VZW) to employees and potential and existing consumers. L&D created an e-learning module, to help employees make improvement on customers service experiences, learn essential information, strengthen personal skills and answer the question “WHY VZW?”

Cognitivism theory includes e-learning, predominantly knowledge driven practices require limited individual activity and it is medium or high costly, accordingly, to “Verizon Wireless”.

- 15,813- Annual total number of Verizon labor force, franchisees and free-lancers
- 15,813 - Total number of Verizon labor force, franchisees and free-lancers through online e-learning
- 890- Hands-on classroom session offerings
- 350- online e-learning courses offered
- 10,550- Number of offered learning and development courses via effective usage of technological practices.

Four Kirkpatrick levels of Evaluation is used by Verizon Wireless. Examined key performance statistics: retention of employee, customers’ satisfaction, goods and services, sales and change in revenue.

Suggestions

Knowledge sharing in corporations can be considered as a one of the crucial part of Knowledge Management, meaning that advanced corporations, always, look for cutting edge innovations that is required to keep the corporations up-to-date. Nevertheless, learning and development strategies may not be effective and efficient due to barriers, such as: lack of motivation, lack of time and not knowing the value and power of knowledge.

Lack of motivation

Knowledge sharing can be discouraged because of lack of motivation within the Verizon company’s knowledge management strategies on the implementation of successful learning and development practices. Humanistic approach, to increase incentives on effective motivational practices employees should be rewarded and have encouraging consequences on recognition for sharing knowledge. Employees who share their knowledge, opinions and insights, should never be punished, criticized and threatened.

Time shortage

Deadlines and productivity pressures and multitasking employees constituting difficulties for employees in modern organizations by leaving almost no time to find time for getting more knowledge and learning new skills. As an example, more and more employees of Verizon turning to competitor company, AT&T, to have better working conditions and learning environment.

Due to AT&T's policy, employees were paid for their successful implementation of pursued ideas during working time and simultaneously, encouraging teams and individuals for making innovations within the company.

Establishing adequate time, self-coordination for knowledge and exchanging skills and knowledge among employees should be included in the learning and development policy of the Verizon and set as one of the top priorities.

Undervaluation of knowledge

The problem is that many employees do not realize how valuable and useful the knowledge and skills they possess, in terms of contributing this knowledge to their work and team. In such cases, learning and development team leaders, as well as managers should show that employees are respected and valued, and to make them recognize their individual skills and strengths. Positive organizational learning environment should show the power of learning and development culture through getting knowledge and new skills.

Conclusion

In order to be competitive and create organizational innovations, labor force of organizations need learning and development practices, as frequently as possible, to possess modern knowledge and skills required. Currently, knowledge is the power that is leading towards higher performance, competitiveness and up-to-date innovations. Accordingly, this study was made to disclose knowledge learning and development practices of telecommunication company, Verizon. The company effectively implements learning and development strategies through Hands-on, class trainings, and e-learning to increase overall performance of employees.

Nevertheless, existence of barriers and challenges in the process of learning and development structures altering the efficiency of effectiveness and success of knowledge management models. Thus, Verizon should make further studies on effective learning and development strategies and research the competitor company's learning and development policies so as to reach advancement in this sphere.

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Importance of personal and professional development

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Year 3, Business and Financial Management

Introduction

This assignment is dedicated for my Personal and Professional Development plan (PPD). It shows a clear reference to the strength of mine and plays a big role in my life in the process of encouraging my unique advantages over other youth. Actually, character of my PPD would be based on Personal and Professional Development theories. I have decided to write exactly about this skill of mine because it always provides me with successful achievements and destroys any kind of difficulties which could back down me on my way to target.

Moreover, I consider that my quality which gives me the most important and significant strength is my assertiveness. With the help of it I can easily give a try myself any circumstances because I know it always leads me to a result.

My quality is developed simultaneously with the direction I chosen. As a student of Business and Financial management I can say that it is easy to be interested, receive more attention, get more approval and support from my colleague, exchange ideas and to learn more on account of quality with I want to explore depth.

Personal and professional development

Personal and professional development (PPD) - is the subject that provides us with rules in which we can concentrate how to improve professional skills, professional lifestyle choices and abilities. It commonly appealed for business professionals who work in management. PPD typically refers peoples how to organize their schedules and responsibilities and manage their lifestyle to be more successful and healthy individuals.

In the addition, by the dignity of PPD it is doable to get exact professional and personal goals and improve the necessary skills as well as the solutions for the occurred obstacle and challenges. It contains many kinds of personal qualities like leadership, communicating skills, time management, plethora and others.

Quality of being Assertive and its origin

If I think about this personal quality of mine, it becomes more obvious that, this personality traces back to my years of 18 when I first land a job. The thing is that, at that time I was engaged in extra classes in educational center when the CEO of this establishment offered me a job which contained of paper work (students attendance), payment information (receiving payment) and timely supply of study materials which after some period was promoted to a receptionist. In the early days of work, in the relationship with boss, I started to be passive dealing with problems and in some cases let them go unfair, or made unfair decisions towards me comparing with my coworkers. Then I started realize that, advocating myself in a positive and proactive way means being clear, honest, direct, in other words being assertive. At the times when I got upset with my boss over my performance, I started expressing my opinion in a diplomatic and professional way rather than swallowing my feelings and becoming resentful, which in some cases resulted to falling down of self-esteem, boost stress and anxiety. (Ames, D 2009).

Description & evaluating this quality as strength

Benefits of being Assertive are colossal:

- Rise ability of communicating confidently – especially while addressing uncomfortable or delicate situations.
- Have great self-esteem
- Possess ability of overcoming negative thoughts –as we know thoughts tend to be either positive or negative, leading to different outcomes. And when the person is assertive helps to understand various negative thinking and how to overcome them also. Because it reminds you that you have capability to accomplish the tasks when you put your minds to do it.
- Become good listeners –the better you listen and interpret from others, the better you formulate portfolio and it becomes easier to detect miscommunications when they urge.
- Good at goal-setting – assertive individuals by nature set and reach these goals. As **Joanna Crosse** says: "*Your voice is not just sound from your mouth, it is also capability to convey your emotion in an assertive way"* (Adam Eason)

After going through some benefits of being assertive, I can come up against the evidence that this quality serves as my strength.

Personality tests and theories

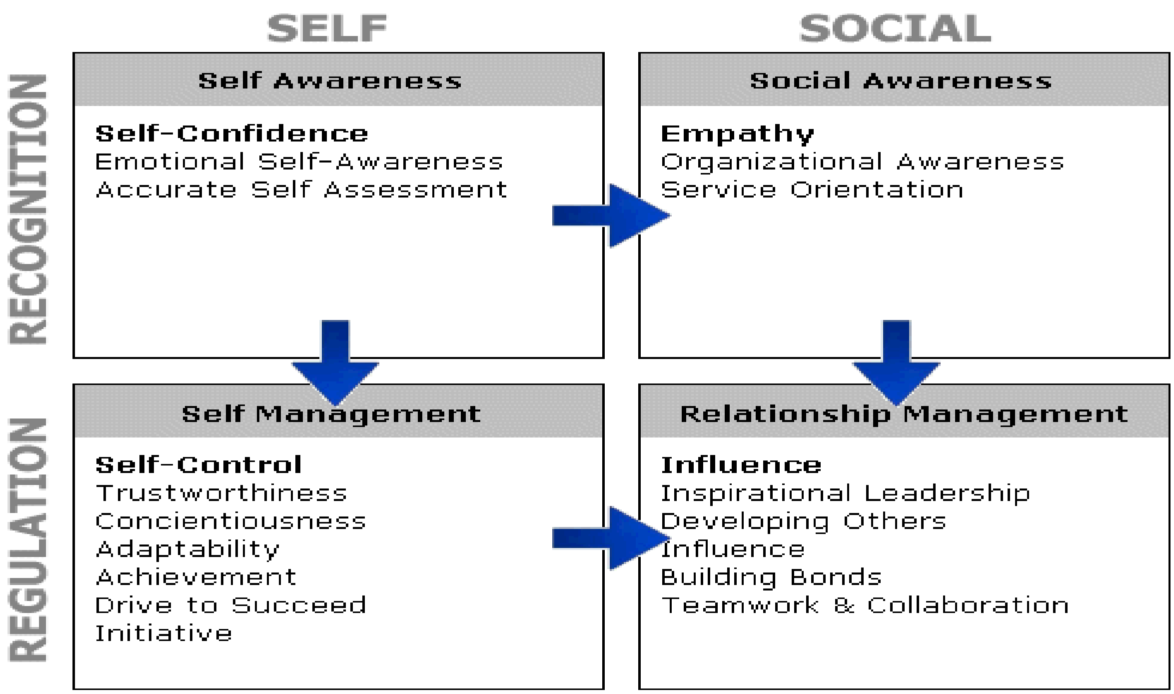
Apart from work experience, while studying following module called UGB260 Personal and Professional Development I have learnt a lot relating to my personality and identify the path to Professional Career Development.

In the first weeks of this class we underwent personality test called **Myers Briggs Type Indicator** *"Humanmetrics"*.

Here the results I received:

- 34% - extraversion moderate preference over introversion
- 3% - Sensing dominates over Intuition
- 16% - Feeling overrules Thinking
- 3% - Perceiving has marginal or even no preference over Judging

Also while doing workshops, we were taught a theory, (which was something new for me) *"Emotional Intelligence"*.



Adapted from Cote Miners (2006)

Emotional Intelligence is the type of quality which in each of us, and a bit intangible. It has impact on everything starting from controlling behavior, managing social complexities, and coming personal decisions that achieve positive outcomes concept popularized by Daniel Goleman. For various reasons and due to a wide range of possibilities, people with high emotional intelligence tend to be more successful in life than people with lower EIQ, even if their classical IQ is average.

This emotional intelligence test which we also covered in class, evaluate several aspects of emotional intelligence and suggests ways to improve it.

It is worth to note that, Emotional Intelligence (EI) can be developed. The study of Nelis et al (2008) can be a strong evidence of this. In other words, the ability of EI can be improved through trainings and gaining experience. Admittedly there are some tips of Nelis et al regarding increasing this ability:

- Keeping an “emotion diary” for a period of 1-2 weeks.
- This kind of diary helps to improve self awareness. Potentially:
    - Perception of emotion
    - Managing emotions
    - Utilization of emotions

Every individual has his own unique “emotional signature”, things like, what emotional triggers in person, how emotions impact on his behavior, his pattern of mood frame…. To be more clear, this method, dairy technique defines personal distinct “signature”.

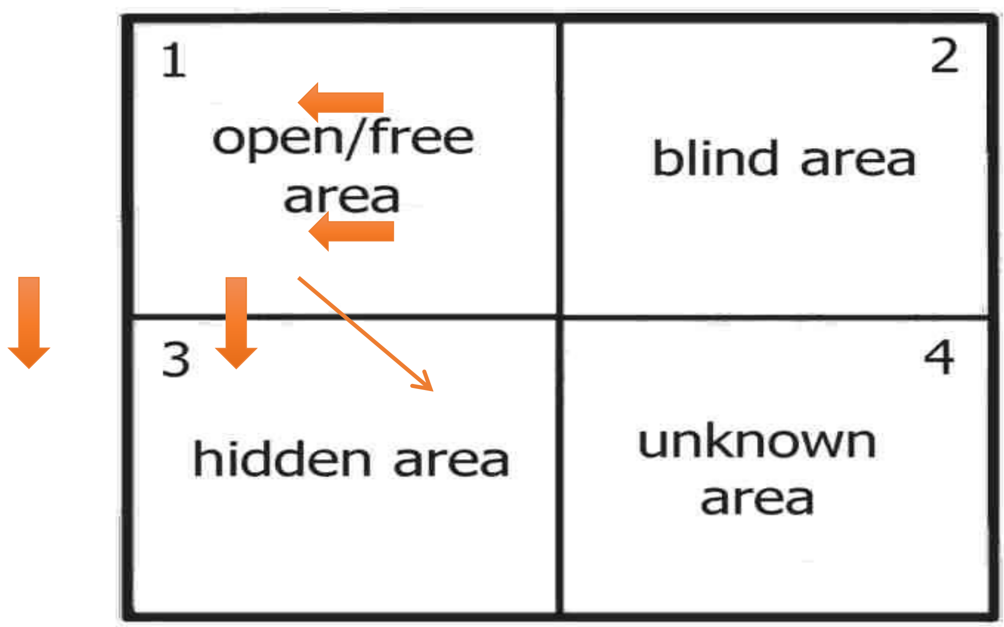
Assertiveness in reference to the personal and professional effectiveness

Assertiveness, is a fundamental communication skill. (Mayo clinic)

Because Assertive people tend to speak up among others and stand up for their point of view as a result they establish rapport, as it is viewed as healthier communication style. From this point on, one moment came up my mind which reminds me one situation that i had a notably use of my assertiveness. I was a student of year 1, and with a group we were handling the module called “*Human resources Management”.* Thus, we received a task, where we were divided into 4 groups and had to conduct a research choosing one establishment. It is was kind of teamwork, and it is obvious that each team would face with difficulties coming in one decision, planning and ACTING. In the first days of negotiating it was hard to all members to speak up, to express own ideas and there was a bit anxiety. For that reasons, in order to overcome this first shock of group members, I made up my mind to take initiatives and encourage others. This was the first step of removing barriers and forming a real team who shares values and has one goal. On the next day, gradually we started to establish rapport and work on our project. After the submission of our work, we were informed that, our project received the highest mark. Therefore, i will list some advantages of behaving assertively.

- Obtaining self-confidence and self-esteem
- Take control of your feelings
- Earn respect from others
- Establish communication
- Achieving win-win situation
- Develop your decision making skills
- Establish honest relationships
- Obtain more job satisfaction (Book: Mayo Clinic Guide to Stress-Free Living)

It is worth to note that, at the week of 7 covering following module, we did exercise related to **Johari Window** technique. To be more precisely, this tool is used to improve mutual understanding, relationship between individuals within a group, group's attitude with other groups and to facilitate personal growth. It also can be used to discover your strength, blind spots, and areas to explore.



(Adapted from Arthur Janov, *The Primal Scream)*

After being acquainted with this technique, I found out that this can also be used in understanding employee/employer relationship because it is used as disclosure and feedback model of self awareness. Managers can use this tool, creating the environment that encourages employee self discovery, and let employers receive feedbacks among team members.

The module consists of 4 quadrants.

The first area is called open area, and contains information about behavior and motivation. That is know both ourselves and by others.

The second quadrant is private hidden area, which includes information about ourselves which were unwilling to share, perhaps because of trust issues.

The third quadrant is referred as blind area, and contain things about ourselves known to others, and but unknown to us. Other people know these things but not willing to share with us.

The fourth quadrant is unknown area, behavior, opinion or motivation neither we nor others are aware of.

As the concept of this technique is to enlarge the open area as large as possible, moving more into the hidden area, this can be done through self-disclosure, also expanding open area into the blind area includes both asking and receiving feedback. At the end, self disclosure and feedback will provide to share knowledge that will move you more into unknown area. (Luft, J.; Ingham, H. (1955)

The last exercise that can be applied to my Development Path is **Life Values Inventory.**

This is a great way to be aware of our values, as this value guides our choice, and the way we understand the world. If we become more conscious regarding what our values are, we can empower them effectively and achieve our goals. Following these tips, in order to create my own *value inventory*, I addressed to **Balance Wheel.**

Further development of my strength

As long as I considered assertiveness as my strength, this quality should be improved, so that I get benefit from it in the long run. After concluding the module UGB 260 Personal and Professional Development and going through wide range of exercises and tests and theories, I found out that, when the person is improving one of his or her personal quality, or strength, this process should go along with arousing other useful qualities. Because strength can not be discovered lonely, every time other qualities stimulate, or can say push around and help from different sides.

Apart from these general improvements I should get my strength more improved. Following these tips:

- Practicing more assertive communication – this will be done through practicing in front of the mirror, in order to establish positive thinking regarding the situation likely to encounter.
- Observing body language of others – this practice gradual adjustment to my future, how to look, make eye contact, stand up straight through observing other assertive colleagues.
- Listen carefully and then target at open and honest communication – I should absorb one fact and go forward following it that, *assertive people tend to seek the way to know others and themselves as much as they can.* (Jon Warner)

Conclusion

To conclude, on the basis of all above mentioned Assertiveness would be the main strength of mine and thus, following essay of reflection is supported with worthwhile data regarding my skills, personal and professional consumption of the skills, perspectives for further development as well as the advantages brought by the wise exploitation of the strength of mine.

Coming to challenges happened in the workshops, I should mention one thing that, the most challenging of all, was to agree with the module leader, like say the tutor of this module, who used to advice students to stick to certain frameworks, and limits while making in-class speeches. Whereas, I do found this module interesting in learning about myself and simultaneously addressing weaknesses. As it is always beneficial to know about strengths and weaknesses about myself, that ensure facile set of plan of as actions for further developments.

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Application of the Whole Brain teaching method

Alijon SALIMOV

Year 3, Business and Financial Management

I have tried several things to improve my teaching skills. We regularly have teacher's meeting at our school, which aim to help teachers work professionally. In one of our teacher's meeting, I found out a new method of teaching. The method is called The Whole Brain teaching. It was new for all teachers.

The method was introduced using the method itself and we enjoyed it a lot. I wanted to use it in my class. It increased my classroom management dramatically and also I significantly reduced TTT (teacher's talking time) and increased STT (student talking time). Which was great! Do you want to know how? Let me describe how this method is used.

The major elements of the method:

Score board	The scoreboard consists of 2 columns. One is for the teacher and another one is for the students. During the class either teacher or students get points. If the students do all which is asked from them they get a point but if they make mistake or if they are not concentrated enough the teacher gets point. And at the end of the class all points are counted. Usually it is better if there is a present for the winner team. It can be for each class or after five wins or any other patterns. A present keeps students motivated. And in order to get a point, the students should work as a team, which means it can be considered as a teambuilding activity as well
Gathering attention tool	Whenever a teacher says "CLASS" students must reply "YES" all together. The word "CLASS" is used instead of "Please everybody look at the whiteboard or look at me or so on". In classes for kids or teens, the teacher can say "Class MYOW-MYOW" and student reply "Yes MYOW -MYOW". It is fun!

Instructional tools	Teach! – OK! A teacher explains a topic and after he says "TEACH" and students say "OKAY" work in pairs and they teach to each other what they just were taught. It helps them to understand and to remember themes. Class switch! It means that it is time to change the roles. But at the beginning of the class or activity the teacher must say who starts first among 2 students who work together. For example, a younger starts! It should be decided at the beginning of the class. Discuss it! – We'll do it! When a teachers is presenting particular topic and if he says discuss it that means students again work in pairs but now they speak about their own opinion about the topic. You can use this tool for other purposes as well. Mingle! "MINGLE" it means students should come to the middle of the classroom and mingle until a teacher says "Pair Up". When students hear this phrase, they should quickly pair up with someone and wait for following instructions. Then student work with that students and do a task. For example, interview each other.
Modeling tool	Mirrors on! Mirrors off! It is used to teach vocabulary. Students repeat after a teacher his words and gestures. It is good to learn pronunciation and it helps to remember words more efficiently because students will pronounce and use their hands in order to remember words. When mirrors are on, it is time to repeat after a teacher when it is off it means the activity is finished.

Praising tool	Crazy claps It is used to praise a student if he does something cool. It is much faster than simple claps that's why it is called crazy claps. A teacher says crazy claps after that students clap very fast. (e.g. Crazy claps for Timur!)

In my point of view, this method is useful and enjoyable. I can say that with my teenagers' groups it worked very well. They enjoyed the classes. It was easier for me as well. I understood that it helped to reduce TTT during my classes and increased STT. Students were always motivated and ready for the classes. For me it was easier to manage the class. When a teacher says ""Class Zoro Class", they scream "Yes Zoro Yes" all together, meaning that everybody is listening to the teacher now. However, there are some drawbacks. It might not work well with adults because adults might not take it serious. These days I'm using the method with my adults groups and I can say that so far results seems to be fine.

The reason why the method is called WHOLE BRAIN TEACHING is that it involves both parts of brain to learning. They repeat teachers' gestures, teach each other, and repeat after a teacher to pronounce words better. Students move a lot and are always focused on the class, so they learn much faster. Students see, hear, talk, imitate and even teach. Thus it is called The Whole Brain Teaching. Personally, I recommend to use this method for all teachers because it is something new for students and it is very efficient.

Digital Marketing tools applicable for business

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Introduction

Each entrepreneur could profit by learning the most recent advanced promoting strategies. Computerized promoting can cost-productively interface you with more clients and to level up among your rivals. The larger point behind these promoting methods is driving progressively natural traffic to your site and expanding your presentation with progressively portable clients. Since such an extensive amount computerized advertising is mechanized, you'll additionally be sparing a huge amount of time, cash, and exertion as you approach expanding your effort.

The tools of Digital Marketing that many businesses need

Without any doubt that reviews led by technology goliath Microsoft and other techs Google indicated computerized showcasing beats customary types of advertising regarding ROI, transformations and deals builds, your most solid option is consolidating advanced and conventional advertising together.

Google likewise directed a contextual investigation of computerized advertising's ROI viability and found that organizations that grasped advanced showcasing alone encountered a 6% uptick in deals. Organizations that joined advanced showcasing and conventional types of promoting (print and TV advertisments) about a 11% expansion in deals!

When person really want to contact clients through the web and with versatile clients by computerized promoting and in reality through things like print commercials.
Computerized marketing, is actually a mind boggling showcasing device for enabling business to remain on its toes and speedily switch up to advertising texts to fulfill clients' fluctuating needs and desires.

First, Content Marketing

The point behind this is that consistently uploading fascinating and at the same time drawing in online journals, recordings, and web based life posts structure the bedrock of other computerized promoting conveyance strategies, for example, email advertising efforts.

Second, Email Marketing Promotions

Nowadays, the most agile types of computerized promoting is - mail showcasing. With this type of promoting, management can take a control over messages: Person can convey focused on matter dependent on every client's case in this business channel.

It possibly will mean sending very nuanced substance to a client prepared to push and buy from only your organization (center and base of-the-pipe substance) email promoting effort's rundown and need somewhat more data before making a move.

Email advertising efforts are additionally a shrewd decision since they enable you to get exact information on whether clients are really opening your messages, navigating or deciding to withdraw (you don't need that!).

Third, Social Media Marketing

Internet based life promoting is tied in with utilizing destinations like Facebook app, Twitter app, and Instagram applications to draw consideration to the items that your business offers and administrations.

There are likewise extremely valuable internet based life analytics to help you comprehend everything.

Fourth, Digital Analytics

About 46 percent of advertisers said that evaluating the Return on Investment of their promoting efforts was one of the most noteworthy difficulties to improve advanced showcasing.

Finally, Search Engine Optimization

The point behind site improvement is expanding your center site's perceivability on real web crawlers like Google search as well as Bing.

Let's assume you want to own a bread shop. Owners need clients to see their bread shop's website as a result of searching on Google. The fundamental thought on using SEO is that when discovering what the potential clients are hunting down on Google search and enhancing your website in those catchphrases (watchword improvement) person can attract more people to the site.

In marketing there is a term called "**marketing mix**". It includes everything that an organization can do to influence the interest in its product. This is also another way of advertising and promoting the business.

The 4 Ps in Marketing

- Product: assortment, quality, plan, brand name

- Price: list value, limits, recompense
- Place: channels, areas, stock, transportation, coordination
- Promotion: publicizing, individual selling, advertising

Coming to the case study of Walmart, Walmart is an American based company that operates in more than 28 countries and operates as hypermarkets, groccary stores and discount department stores. It is founder is Moore Walton and James Lawrence Walton. 1962, Walmart is recognized as one of the biggest retailer from incomes and amount of workers internationally. Walmart produced income of $ 482 billion in the year 2016.

Market segmentation, market positioning, market targeting in Walmart's Marketing strategy.

Market Segmentation procedure helps to understand the diversity of sub-fragments of clients and their continuously changing needs. Other segmentation stratigies thet Walmart use are psychographic and statistic segmentation strategies. Walmart understands and knows the buyer behavior and thus offers the system of EDLP – "Every day low costs".

Nowadays, as the active up-to-date wholesale and as well as retail operating industries drives to challenges and opportunities like moving of people from one place to another, changing preferences and all of these business that nowadays offer everything even doorstep service expanding customer service, as well as providers and government directives to ensure that the home has developed a business problem. Besides, recent changes in Walmart, as being partners with Microsoft and Google for voice-active shopping allows customers to make orders in a more convenient way. With these changes Walmart is advancing it's opportunities to attract customers and to be ahead of its competitors in a global market.

Using these strategies in not enough with Walmart. The company is very focused on its customer relationship management system. As for every company it is very crucial to know and understand their potential customers, companies use different ways to approach and keep strong relationships with the clients. Ways that Walmart uses to keep relationship with cutomers are sending appreciation gifts to customers, mixing fun with knowledge and sending monthly newsletter to its interested clients and even using multi-channel Customer relationship Management system to encourage these procedures, they utilize on the web and portable nearness and draw in with their clients which thusly has prompted an expanded consumer loyalty in the past couple of years.

Conclusion

Advanced advertising has turned into a sort of umbrella term for a colossal cluster of accommodating promoting systems. Everything from designing and improving the content of the website and email promoting, web based life advertising, and customary substance promoting are incorporated under the computerized advertising umbrella. To know what is in buyers mind, Walmart makes sure that they give attention to each of its components.Every case is seen beforehand and covered in advance. In essence, nothing is managed by the organization, without guaranteeing that its activities are in any way beneficial to the client.

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Strategies to apply to develop Samarkand as a touristic destination

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Year 3, International Hospitality and Tourism Management

Introduction

In many countries, tourism takes a very special position. Mainly due to its capability to contribute to the economy and development of local communities, significant amount of destinations was able to improve a notable amount of aspects of their living (Maloletko et al., 2014). Authorities involved into development of the tourism are bound to look for some guidelines in order to ensure both sustainable development and economic benefit to the destination (Abdollahi and Talooni, 2016). The beginning of 21st century has seen into the development of tourist demand to look for new destinations with fresh senses and experiences (Parisa and Aghayari, 2016).

Tourism is one of the most complicated activities due to the fact that it combines a variety of spheres of economic and social life within the destination. Thus, leading to the fact that when tourism is not planned or planned improperly it may have a significant amount of undesired negative impacts. Which leads to the importance of tourism as a carefully planned activity within overall planning process as well the one promoting social, cultural and economic flourishing (Hall, 2006).

One of the destinations in Uzbekistan that may have not used its potential fully is Samarkand – one of the oldest inhabited cities on the territory of the Central Asia. The city that has been a capital for the empires of the Sogdian satrapy and the Empire of Timur. Back in 2001 the city was included the World Heritage List by UNESCO. It is currently the capital of Samarkand region and the second largest city in Republic of Uzbekistan with population of over 500.000 people in 2015. (Advantour.com, 2018).

This report will attempt to utilize rich cultural heritage and immense potential of the city of Samarkand in order to propose a sustainable development plan to the respected authorities. First part will focus on the review of existing literature and analysis of the data available and second part will propose more direct development strategies that can be used in Samarkand to develop it as a destination.

Literature Review

In order for any development to be undertaken in the modern world, it is necessary for this development to be incorporated with principles of sustainability. The following section will undertake a research of the sustainable planning and development in different academic sources.

In the recent years, a huge spike in attention to the sustainable development is evident. The sustainability concept grew out of unequal distribution of costs and benefits and disappointment with outdated policies concerning economic growth (Bramwell and Lane, 1993; Hardy, Beeton and Pearson, 2002).

It is viable to note that defining sustainable development of tourism can be challenging (Swarbrooke, 2005). Butler (1999) identified sustainable development as "a form of tourism sustained over a period time". However, the most commonly referred definition remains the one provided by the Brundtland Report which states that "sustainable development is development that meets the needs of present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development, 1987). Notably, issues related to sustainability are commonly examined in four dimensions: ecological, economic, political and socio-cultural (Sharpley, 2009; Ritchie and Crouch, 2003). As to when it comes down to certain territories, sustainable development is accomplished with involvement of strategic management that reflects in the strategy for development (Nowacki et al., 2018). Ritchie and Crouch (2003) state the importance of development strategy for tourism to be a part of overall planning of strategy development. They have also noted that there are two reasons for that: 1) goals cannot be achieved without being harmonized with the plan in general; 2) It will be answering the same questions on a different scale. For any strategy to be sustainable, it is prerequisite for it to be concerned with the improvement of quality of life for the local community by increasing visitation and expenditure of tourists, while, in the meantime, following basic sustainability guidelines (Nowacki et al., 2018; Carter, 2007).

Parisa and Aghayari (2016) identified the following overall strategies to develop tourism:

- Coordination with international standards;
- Security;
- Accurate and extensive advertising;
- Training skilled workforce;

- Strengthening the infrastructures;

It is also crucial to identify what planning in tourism is, and how to consider tourism plan. Overall, planning in tourism correlates with general planning processes and concepts, although it is adapted to the variables and realities of tourism. Hall (2006) identified plan as “a set of various decisions for action in the future”. Variety of authors conclude that there is huge importance of orientation towards the future present in the tourism planning process (Hall, 2006; Gunn, 2002). Tourism planning is also “a step-by-step process which should be continuous, comprehensive, integrated, and environmental, focusing on achieving sustainable development and community involvement” (Inskeep, 1991).

A substantial amount of authors was able to emphasize the importance and benefits planning in tourism (Gunn, 2002; Godfrey and Clarke, 2007; Inskeep, 1991; Hall, 2006). Tourism planning is an efficient tool in minimizing the potentially negative impacts and maximization of economic returns, consequently leading towards tourism industry falling into the grace with local population (Hall, 2006).

However, in order to be able to develop the sustainable strategy for a certain destination, one must consider its competitiveness. A variety of researchers tried to explore upon the competitiveness of the destination, and formulation of the theories useful for development of strategic planning. Some researchers attempted to focus on certain destinations. Such as Las Vegas (Chon & Mayer, 1995), Canadian Ski Resorts (Hudson, Ritchie & Timur, 2004) etc. Others were attempting to focus on aspects, like strategic management (Jamal & Getz, 1996; Soteriou & Roberts, 1998) and marketing (Buhalis, 2000).

However, another group of researchers was willing to develop conceptual model that would incorporate different variables and be generalized, for the purpose of implication in different destinations. The most notable model can be assumed one developed by Crouch and Ritchie. They have begun their attempts to form a generalized model back in 1992 (Crouch & Ritchie, 1994). They were willing to create a model that would conceptualize and connect the theories of competitive advantage (Porter, 1990) as well as comparative advantage (Smith, 1904; Ricardo, 1821).

As a result, Crouch and Ritchie were able to form a conceptualized model that would incorporate distinctive characteristics unique for each destination (Ritchie and Crouch, 2003). Figure 1 presents this model.

This model was able to recognize the importance of both comparative advantages (resource inheritance) as well as competitive side (capacity for usage of resources). Apart from that, this model recognizes the Importance of microenvironment and global macro-environment. Overall, factors affecting destination are allocated into five categories and in total account for 36 variables.

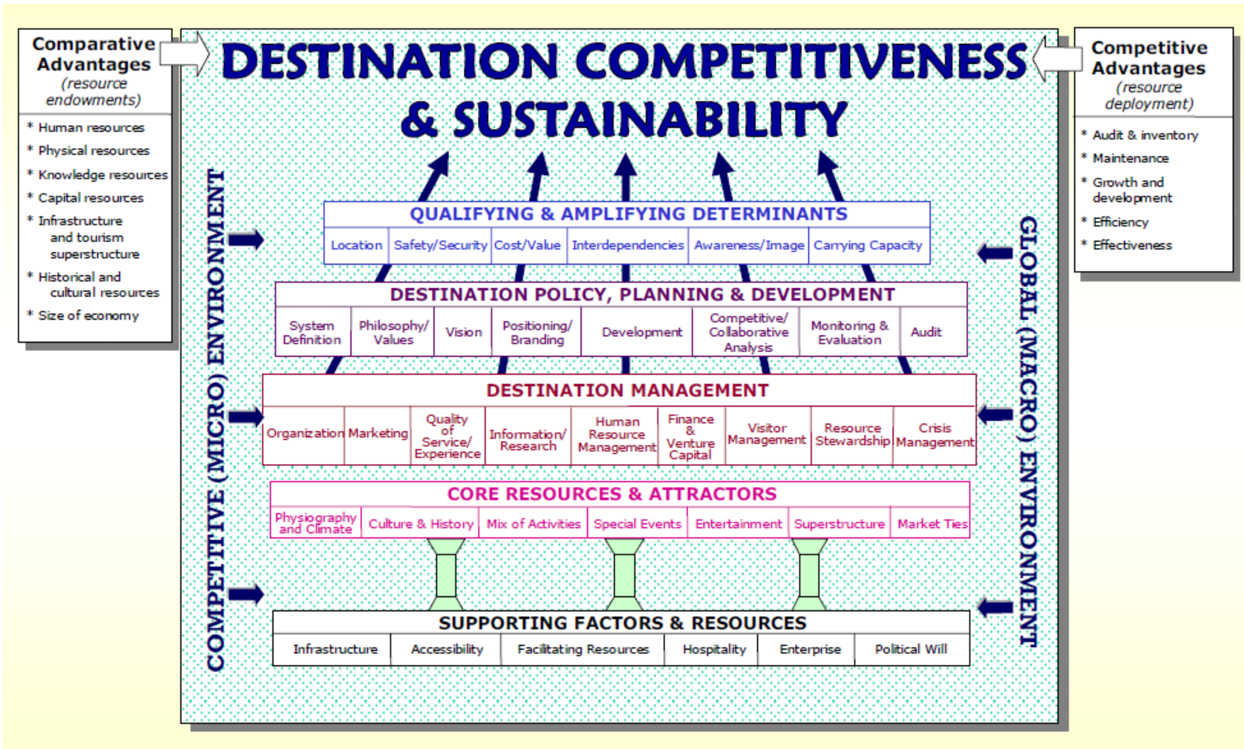

Figure 1. Ritchie and Crouch model. Source: (Ritchie and Crouch, 2003)

Narrowing down the focus towards some specifics, a few potential development directions and ideas were determined.

Some authors declared the importance of the marketing and promotion efforts to ensure development and growth of tourism. In particular, Urry (2006) stated that communication is crucial in building the successful image, and that communication involves clear, selected and coherent information that will be offered to a tourist in order to influence his choice of destination. Ousby (1990) concluded that in order for successful marketing communication of destination to occur, there is a need to establish “specialized visual sense” in minds. Additionally, Kotler (1993) identified strategic image management as “the ongoing process of researching a place’s image among its audiences, segmenting and targeting its specific image”.

Tourism is not solely concentrated on travelling and visiting some man-made or natural attractions, tourism also extends to new tastes and experiences. In addition, despite different purposes of tourism, there is a certain similarity, visitors experience and taste new food (Parisa and Aghayari, 2016). Developing the aspect of gastronomic tourism may serve as a great opportunity for communities to develop products and marketing activities that will benefit local agencies (Banu and Sheereen, 2015).

It is also important to consider, that as the number of incoming tourists increases, the immediate need for more accommodation facilities presents itself. Explored literature offered two possible easy development takes on that point.

First is development of low-budget hotels. The budget hotels are commonly referred as the ones positioned on the lowest extreme of "value-for-money" equation. These hotels offer basic accommodation for short periods, in the meantime having very affordable prices. Although, it is valuable to note that recent years saw into the emergence of more upscale-budget hotels. And while the rest of the hotel development opportunities remains considerably stagnant, budget sector may hold needed opportunities (Blanco, Oehmichen and Frood, 2011).

Several authors identified another valuable opportunity as development of homestay segment. Homestay segment may be defined as a "type of accommodation where tourists or guests pay to stay in private homes, where interaction with a host and/or family, who usually live on the premises and with whom the public space is, to a degree, shared, occurs" (Lynch, 2005). Worldwide popularity of such programs grows due to the fact that such interaction is capable of provision of unique combination human, natural and cultural experiences (Othman, Sazali, and Mohamed, 2013). Some additional attention has been drawn to the fact that homestay segment may assist in development of sustainable practices in developing countries (Muslim, Numata and Yahya, 2017). One of the main components of homestay segment is a cultural and social diversity of population that interacts with tourists (Bhuiyan, Siwar and Ismail, 2013).

Another possible development trend might include emergence of creative tourism. Highly intertwined with cultural tourism, creative tourism is focused largely on development of visiting individual, thus being more inner-directed concerning lifestyle (Richards, 2001). UNESCO defined this form of tourism as "travel directed toward an engaged and authentic experience, with participative learning in the arts, heritage, or special character of a place and that creates a connection to the residents and their culture." (UNESCO, 2008). In the modern world, every tourist destination is attempting to differentiate itself from others. Exercising creative tourism may prove useful, as it may affect the visitors' motivation to travel to certain destinations. Apart from that, creative tourism is assumed to develop quicker than many other forms of tourism. It is crucial to maintain the creative tourism in a sustainable way, as it holds potential to bring bad experiences to both, visitors and locals. (Stipanović and Rudan, 2014).

Methodology

Following the main task of drawing up a preliminary strategic report to develop tourism in the city of Samarkand, this research exercised a qualitative approach. The following approach is identified as “an array of interpretive techniques which seek to describe, decode, translate and otherwise come to terms with the meaning, not the frequency, of certain more or less naturally occurring phenomena in the social world” (Van Maanen, 1979). Both primary and secondary data were collected. Secondary data was collected from different journal and book publications, both in hardcopy and online. Following this step the secondary data analysis was performed. This type of analysis is defined as “the use of existing data to find answers to research questions that differ from the questions asked in the original research” (Hinds, Vogel and Clarke-Steffen, 1997). Moreover, it is associated with a variety of advantages in use, as it may “‘lend new strength to the body of fundamental social knowledge” (Glaser, 1963). The researcher collected the primary data during one of the field trips, half a year ago, with updates and help from use of Google Earth software and local news publications. Based on all collected information, researcher attempted to draw up a plan of strategic development of tourism in city of Samarkand, to be presented to the authorities.

Data Analysis

In the following paragraph, gathered data from various sources was compiled and analyzed.

During the research only a limited amount of data regarding the Samarkand in particular was found. Most of the data available is focused mainly around the country as whole. As such, the Uzbekistan Tourism Insight that was released at the end of 2015 (World Tourism Organization (UNWTO), 2015). This report showed, that in general, in 2013, over 2 million tourist visited Uzbekistan, from which 91% comprised citizens of CIS. It also noted that 8% of all arrivals were international arrivals, with the major groups of Russian Federation, Republic of India and Republic of Turkey as the most resourceful source markets. The largest European market was Germany and larges Asian and Pacific – Republic of Korea. Figure 2 provides detailed information on the source markets. An Average length of stay comprised 10.2 Nights, of which 2.73 nights were spent in Samarkand (Figure 3). The same survey was able to identify that tourists prefer to stay at locally owned accommodation facilities and visit locally owned restaurants and cafés. For the purposes of retaining authenticity and unique experience. The usage of the digital technologies by the tourists was on a significantly high level, on the average of 67% of the respondents in age of 17-44. Majority of respondents of that survey also pointed that they were attracted to Uzbekistan and Samarkand in particular because of the rich cultural heritage and connection to the Silk Road. (World Tourism Organization (UNWTO), 2015).

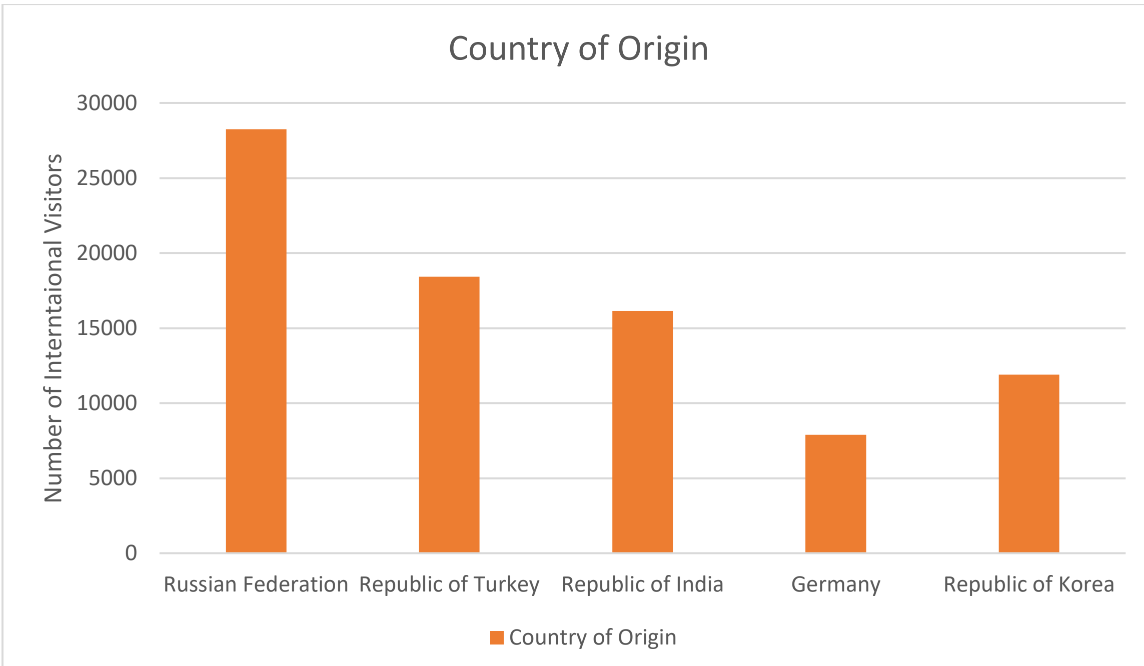

Figure 2. Arrivals of international visitors. Source: (World Tourism Organization (UNWTO), 2015)

It is also expected, that by year 2028, international tourist arrivals will reach 4.238.000. Leading to obvious increase in numbers of arrivals of international tourists into Samarkand as well (World Travel and Tourism Council, 2018).

However, some information regarding Samarkand is in fact available. On the territory of the region, there is more than 1100 archaeological, 670 architectural and 37 historical places relevant to the tourism industry. According to Samarkand Regional Government, more than 37 visiting zones in the region and 18 monuments allow employing over 120 cultural workers. In the midst of touristic season, over a 100 of hotels provide services and over 30 restaurants located in the center and surrounding areas offering different kinds of cuisine and entertainment (Samarkand.uz, 2018). The City administration in cooperation with the government is working on construction of the new hotel properties. It is expected, that, insufficient at the time, hotel facilities will receive 40 new hotels by 2021 (Samarkand.uz, 2018).

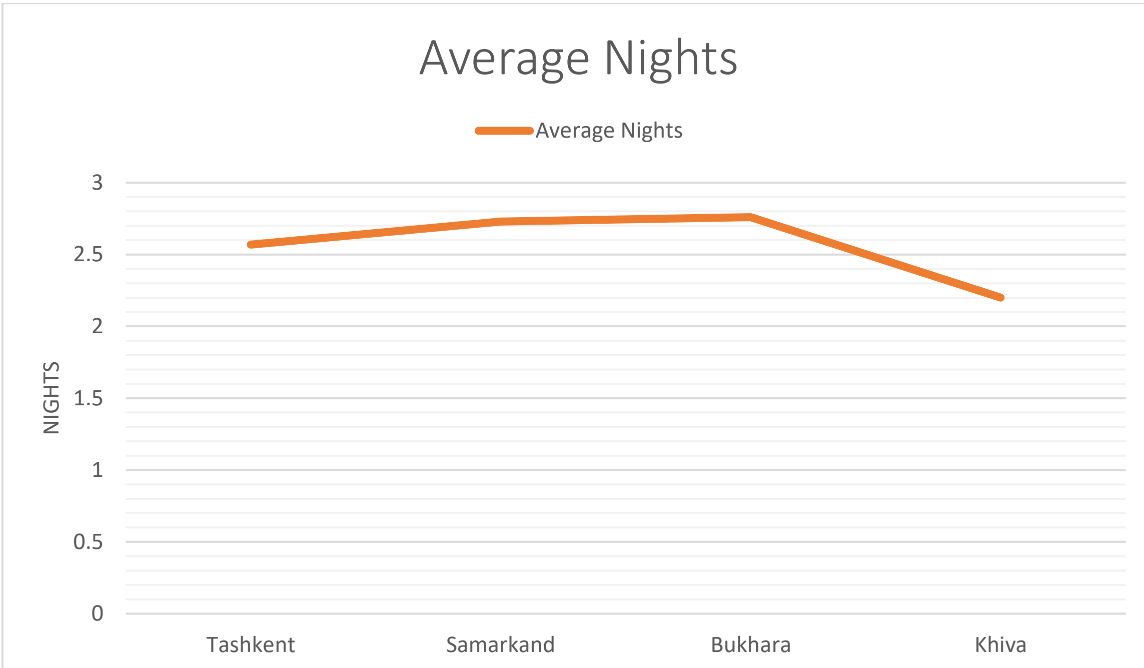

Figure 3. Average nights at different destinations. Source: (World Tourism Organization (UNWTO), 2015)

There is also a governmental plan in place. Following that plan, the infrastructure of the city is expected to receive $9.8 million by 2019, in order to implement newly approved "Samarkand City" project. This project is assumed to modernize the core of the city with shopping venues and 24/7 entertainment facilities (Caravanserai, 2018).
In addition, statistics show, that in 2015 over 142 thousand visitors came to the province of Samarkand, of which, over a half are estimated to be foreigners. Unfortunately, any further statistics is not available.

Cultural heritage sights are currently the main focus of the touristic industry in Samarkand. Although, certain flaws were identified, such as a lack of professional guides, insufficient infrastructure of the city itself and overbooked hotels. If any increases of the touristic activity are to occur, the immediate need for additional lodging facilities might arise.

Development Plan

After having both primary and secondary data analyzed, it is possible to draw a development plan for the city of Samarkand.

The conceptual model that was identified previously could serve as viable basis to draw a sustainable development plan for the city. However, due to the fact that model contains immense amount of variables, it might prove difficult to have all areas covered. It is also notable, that such model is concentrated mostly around “attractiveness” of any given destination. Researcher being bounded by the limit on the project, in both time and word count will not be able to perform such thorough and deep analysis, that would require precise identification of all factors. Thus, researcher feels responsibility to point out in this research a future need to implement Ritchie and Crouch sustainable competitiveness model to the conditions of Samarkand city. However, despite the fact that model is fairly generalized and is intended to fit any destination, it lacks capabilities to respond to certain situation-specific conditions.

During the research, a certain amount of specific strategies to develop tourism was identified. These strategies are proven effective, and a need for them to be applied was evident throughout analysis of data and evaluation of tourism resources.

Creating a Positive Image

One of the main concerns of any tourism destination is a need for a correct marketing communication with end-user, the tourist. Such communication will allow a destination to build a positive image in the minds of the potential visitors. Samarkand possess immense amounts of cultural heritage sights, it was also a part of the Silk Road, which was pointed out by some tourists as one of the main reasons they were interested to visit the city in the first place. The city of Samarkand also have incredible examples of the Muslim architecture and possesses potential for religious pilgrimage. The 21st century allows incredible possibilities and pathways to develop an image of any destination, on basically, minimum wage. Most of the population of target markets for Uzbekistan and Samarkand city visitors are actively involved in use of social media and internet as a whole. Meaning that future use of promotion activities via social network and online editions of popular newspapers, such as Independent, The Telegraph etc. Notable, is the fact, that some of those online editions already do have some articles on Uzbekistan; however, they are outdated, or broad. An effective and open communication with people responsible for those editions, invitations for them to visit the city and see its magnificence with their own eyes is one of the possibilities. However, one must not disregard use of the TV and internet promotion.

Uzbekistan already had such experience with having the “Postcards from Uzbekistan” aired on Euronews. A broadcast used to show a cultural heritage potential of the country had a success and can be of great help to develop the visiting to Samarkand. However, despite everything, in order to maintain a positive image, it is important to understand the targeted audiences clearly, to know “why they are visiting?” their motivations and desires. This will allow responding to these desires, needs more adequately, and exceed expectations.

Gastronomic Tourism

One of the new aspects, that tourism industry in Samarkand might develop, is the expansion of gastronomic tourism. Every tourist, visiting a country has to spend a certain amount of money on food and beverages. Thus, meaning, that use of this crucial aspect might bring a new source of income. Uzbek traditional food, and in particular its variations in Samarkand region is unique to most of the western and Asian-pacific travelers. Unique tastes and combinations are widely recognized as one of the best features of visiting the country. Due to the fact, that this area is not particularly developed in the country marketing strategy, Samarkand is free to take this advantage.

A wide variety of strategies exists that allow developing gastronomic tourism. Some of the following strategies could be used in Samarkand. One of the most notable strategies that brings with itself a boost of the promotion is an international food festival. Such a festival can prove immensely helpful in improving the image of the city and awaken interest in local foods. It is also crucial to show some attention and pick a specific kind or several kinds of food and meals to serve as a symbol and main marketing focus. One of the first things that come to mind when a local person hears about Samarkand is its famous bread “Lepeshka”. It possesses unique taste and qualities and said to be impossible to bake somewhere not in Samarkand. Taking into consideration, that bread is one of the most respected types of food in many cultures, this might be of benefit. Enhancing the quality of F&B service throughout the city is also incredible important. However, most of the tourists find Uzbek people to be very welcoming in general, a new level of service can leave an improved imprint on a visitor. Nevertheless, one must always remember the importance of identifying appropriate target market, which means that studies of tourists, surveys, interviews and experience exchanges with countries with better gastronomic tourism are essential elements of success. Gastronomic tourism, when carefully planned, could be one of the considerably sustainable activities as it is capable of setting a direction for food consumption during the time tourist visits a country. It is also holds a capability to improve a quality of life for local population.

Creative Tourism

Tourism is ever changing, and tourists are seeking new experiences and emotions. One of the ways to provide these experiences and in the same time maintain a certain sustainability is a development of the creative tourism. As it was pointed in the literature above, creative tourism is highly intertwined with cultural tourism and is very participative. As of this moment, almost no cities on the territory of Uzbekistan do not have creative tourism as one of the developing parts of their tourism planning structure. Some of the destinations, however, offer some limited amount of participation in artisanship of local masters. Thus, meaning that Samarkand could be in the vanguard of development of creative tourism in Uzbekistan. Creative tourism is capable of providing a variety of offers that could be deemed interesting for tourists. It can provide them with better understanding of unique eastern culture, by involving them into the process of creation. This facilitates a "do-it-yourself" approach that gives a new perspective and provides a completely new spectrum of experiences, very different from the classical 3S approach. Apart from that, usage of traditional methods of artisanship (some of which are thousands of years old), may encourage a sustainable approach to a common souvenirs industry. Creative tourism is not centered only on what local culture can offer, it also appeals to inner creative potential of a tourist, which leaves a better impression from visiting a destination, which in turn leads to increased word-of-mouth marketing. In addition, this is a unique promotion tool would allow differentiating Samarkand from any competitive destination. However, just as any other tourism industry sector, it requires a careful planning, that would ensure its sustainability.

Potential Need for Additional Lodging

Having considered all previous efforts to ensure the success of tourism in Samarkand City, it is important to note, that potential numbers of visitors is bound to increase. Especially considering governmental efforts to mitigate visa policies and their general interest in developing the tourism. Increased number of visitors means that current lodging infrastructure will be unable to deal with increased flow of tourists. It is obvious, that a certain level of development is needed.

Having reviewed all the data, this report could offer to develop more budget-sector hotels, as well as point some attention to development of homestay segment.

On the average, tourist spends over USD 3500 per person for a prepacked tour to Uzbekistan. However, due to new possibilities to develop tourism, especially backpacking, one should consider to have more budget hotels that will be more affordable for a completely new market of tourists, while providing additional opportunities for locals.

Another significant aspect is a development of so-called homestay segment. This strategy for a long time was implemented in Malaysia (Muslim, Numata and Yahya, 2017). Moreover, it is possible to witness, that homestay program in Malaysia offers economic support, empowers women and provides immense opportunities for a local community, while offering a new and wide range of experiences to a tourists. Tourists, that is exercising this way handling his accommodation gets to live with actual local family, and witness a spectrum of cultural identity firsthand. Another aspect of this program is that it is very respectful towards the nature. On the example of Malaysia, a tremendous potential for contributions to the ecology. Mainly it is due to the fact, that this type of accommodation can be substantially cleaner and more environmentally cleaner than a standard hotel, while in the meantime being cheaper. In addition to that, Samarkand Homestay Program can adopt the Malaysian campaign "Plant-A-Tree", which encourages the users of homestay accommodation to plant a tree during their visit to promote sustainability of touristic actions.

General Recommendations

Tourism development strategy for any particular city will never be successful unless it is not following the mainstream and general masterplan. Samarkand city officials will be strongly encouraged to follow the direction of overall governmental policies and synchronize development strategies unique to the city with the masterplan.
Additionally, training of the skilled workforce is crucial in almost any sphere of any service industry. Mainly due to the fact, that people are generally the tangible face, that can strengthen either positive or negative impression. In addition, every strategy listed above, to a certain extent requires skilled workers. In order to achieve that, this report proposes investment into staff training schools, and additional, government regulated trainings based on international experience for the tourism workers.

Another finding throughout the analysis suggested the importance of improving the general infrastructure of the city. Such as roads, electricity and other utilities. The city council (Hokhimiyat) will be strongly encouraged to attract additional investments to improve all existing infrastructure and remain it at the sufficient level.

Literature also pointed out the importance of coordination with international standards. Exercising the usage of such important policy as Global Code of Ethics for tourism is among the essential tools to ensure sustainability and preservation of unique

Samarkand heritage and culture. Moreover, the experience that is already accumulated by more developed tourism destination should not be disregarded as it may help to avoid repetition of difficulties and failures of others.

Conclusion

In conclusion, the main focus of this report was to identify and draw a plan for sustainable development plan for the city of Samarkand. This report was able to explore a variety of different academic sources and pinpoint few potentially successful strategies to be implemented in the city of Samarkand. Some of these strategies included use of additional marketing activities in order to promote the destination to new and existing markets more efficiently and build a better image. Another possible opportunities involved development of a fundamentally new tourism activities, such as creative and gastronomic tourism. These new paths will allow the city of Samarkand to receive additional advantage over all other competing destinations. The report also was able to identify the importance of development of new infrastructural capability of the city to accommodate more tourists by offering developments of budget-hotels and homestay segment. Some additional recommendations were also offered to cover other issues and explore new opportunities. Such as importance of coordination of actions with the general master-plan and training of a skilled workforce. Additionally, this report was also able to identify a future need for a more thorough research with application of Ritchie and Crouch model due to the fact, that current report was restrained and could not identify all variables. There was also evident need to conduct more tourist surveys, especially on the territory of Samarkand, in order to possess more quantitative data.

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Audi company’s learning and development practices

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Year 3, Industrial Management

Introduction

Audi AG is a multinational car manufacturing company that designs, engineers, produces and distributes cars all over the world.

The company have started the operation on 1910 and headquartered in Ingolstadt, Bavaria, Germany. Currently, Audi belongs to the Volkswagen Group and vehicles under the brand of Audi Company produced throughout the world in nine production facilities. Audi Company is engaged in car operation industries as automotive and motorcycles, segments as luxury and sport. The car manufacturing industry includes the designing, production, manufacturing and marketing of vehicles of the Audi and other brands of Volkswagen Group. The cars of Audi Company always distinguished within the other car manufacturing companies with car materials quality, application of advanced manufacturing technologies and customer comfort.

Learning and Development

The learning and development or sometimes also called as training and development is a component of human resource management that aims to improve the performance of employees and group of workers within an organization by increasing skills and knowledge. Indeed, learning and development goes to the delivering of education solutions to the workforce of company. Learning and development designed to form a part of an organisation’s human resource or human capital development strategy to align the workforce performance with the organisation’s general vision. On a practical level, employees that are responsible for talent development within the company should clarify skills gaps among groups and then they should find suitable trainings and learning to fill these gaps. Learning means the general or specific training that employee requires in order manage the working responsibilities. Learning mostly organized by the employee’s organization as it lies to the interest of job offer. Development activities are that activities which emphasized to the future growth of employee. Development related to the employee’s personal ambition and career development goals.

Analysis & Discussion

Audi Human Resources Strategy

Highly qualified employees are the guarantee of Audi's successful performance. The constant strategy of Audi Human Resource is the training of young people all over the world and offering qualifications options and assigned development in life phases of own employees. The core of Audi Human Resources strategy is based on future-oriented task completion and strengthening of competences on individual basis. The company strategy compromises the blended and targeted development phases and links strictly aimed to the future prospective. In Audi Company employee's performance assessment are conducted on regular basis and the data given helps to make the analysis of personal work performance. Constantly innovative view of the management of Audi made to be able to implement the specialized qualification training during the entire working time of company employee.

Training Specifics

According to the multiple researches in field of human resource studies, Audi Company has considered as on the best training company in Germany. The achievement is stated by the offering optimal working opportunities for apprentices in the category of car manufacturing companies. Each year, Audi takes into training and apprentice more than 800 young specialists to the two training campuses in Germany, in Ingolstadt and Neckarsulm. Moreover, on the yearly basis the company conducts vocational training on more than 20 specified occupations with special and individual focus on the future prospective directions as electric mobility and digitization. The training session is remarkable by the advanced technologies of learning; the learning process is conducted by the use of tablet computers and additional IT competence. Audi company collaborates with the local German universities, as an example, apprentices at the Neckarsulm Training.

Campus are able to pass double degree course of learning on mutual collaboration with the Baden-Württemberg Cooperative State University. Whereas, young specialist in Ingolstadt Training Campus have the opportunity to combine technical graduate and undergraduate degree courses in addition with the extensive practice in the "Audi Dual Degree" program at the company. Additionally, Audi continuously supports socially disadvantaged young people by offering the entry-level ten-month qualification.

Audi Training Campuses in Ingolstadt and Neckarsulm are operating the prospective to the future. The foresee to the tomorrow's demand on the specialists on intellectual car mobility, pushed Audi to open the range of divisional programs in the local school and universities. Opening of such vocational training programs gave the chance to apply for the new degree program, which will be in high demand in upcoming years. Moreover, Audi have already introduced the distance online learning platform to teach new generation of specialist on digital technologies, which is served by the experienced Audi trainers and mentors.

Staff Development and Training

The training is referring to process of learning and developing new skills, which allows the employee better meeting the core objectives of organisation. In case of Audi, learning process additionally includes the getting new skills to distribute brand values and corporate ethics. In most cases, learning and development process can be concerned with employees' personal needs, however in Audi, personal and individual development have been connected to the objectives of organisation. Such a strict emphasis on connection of personal and corporate interests leaked out the following values:

- Audi employees benefit from the developing of skills that allowed them to be more motivated and productive;
- Audi Company benefits from the growing of highly qualified and effective employees who are able to show professional and independent work attitude to meet Audi's high quality service;
- Customers benefit from the realizing that their expectations exceed by skilled specialists and Audi team members.

Recommendations & Suggestions

Recommendations and suggestions on Audi's learning and developing prospective are based on Audi's policy of human resource strategy. Audi implement the strong strategy of growing up own specialist from the level of school teaching. However, the following strategy is still implemented only on a local matter, in two German cities. Audi is considered as the leader in training of specialist in car manufacturing technology and advanced digital technology in Germany, following that it is recommended to broadcast the Audi's policy outside of Germany. Audi company have more than 50 plants all over the world, and recommendation is the opening the Audi Training Campuses at least at 10 plants worldwide. The broadcasting human resource strategy will definitely benefit to Audi and to the sphere of car manufacturing. Action plan will rapidly increase the number of highly skilled specialist in automobile manufacturing segment and will push the development of car manufacturing technologies.

Conclusion

To conclude at the end of analysis and discussion of Audi's learning and development practice, it can be said that generally Audi is succeeding the market of car manufacturing companies. The success of Audi relates not only to the advanced car marking technologies, but also due to input of people of Audi. Implemented few decades ago human resources development strategy by the management of Audi, currently giving the own output. Following that, it is highly important to Audi to keep the tendencies of growing up own specialists, develop and implement the strategy across the world.

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Apple Employee Motivation policies

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Introduction

In the 21st century Human Research policy plays a huge role inside of the each company. In this assignment I am going to take as an example Apple Corporation and this assignment will cover information about how Apple Corporation motivates employees, how Apple Corporation choose a relevant employees, advantages and disadvantages of the Apple motivational policy and the last thing is comparing the Apple policy among national and international companies.

Background of Apple Corporation

Apple is American corporation that produces personal and tablet computers, audio players, phones, software. One of the most famous brands in a sphere of PC and modern multitasking operating systems with graphical interface. The headquarters are located at Cupertino, California.

Thanks to IT and relevant design Apple Corporation established a unique reputation in the consumer electronics industry that comparable to cult. Corporation ranks first in the world in terms of market capitalization, which is $850 billion.

Human research approach

How Apple motivates its employees?

It is a common thing that company has to a good strategy so as to achieve new horizons and make a good reputation among other companies. Therefore, the company needs a good plan to motivate its employees in order to achieve abovementioned goals. As mentioned above, Apple is a leader in technology sphere and it is proved that Apple Corporation uses a Maslow's hierarchy to encourage and motivate its workers.

A lot of methods were created in Apple to employ and motivate its workers. As shown in a Maslow's theory the physiological need that stands at the lowest level was used by Apple as a priority. And Apple corporation does everything to satisfy the financial needs of employees by setting an average salary as $108,484 which quite enough to survive.

Moving to the next need, Apple provides a various kinds of applications to its workers to guard the safety need of employees like, make better the health and safety standards, teaching more workers to recognize dangers or making available the safety outfits. According to report that was made in 2013, Apple provides not only a good safety, but also a good workplace that consists of maintain of social networks, the chance to work in team and improve the employee-supervisor considerations.

Aside from gratification of priority needs in Maslow's table of theory, Apple puts its best efforts to one of the highest level need such as Esteem need. Workers of Apple Corporation have monthly rewards, like bonus of wage from 3% to 5%. This method shows that Apple satisfied from employees who have efficiently done their works. There is a good example for Esteem need in the Apple Corporation is that the workers are able to obtain a free phone for good job. This is not only a reward, but also the best motivator for workers, as it gives them an opportunity to raise their responsibility and will let them know that their efforts were made not in vainduring work. Moreover, Apple Corporation gives a huge chance to employees by making available to participate in educational and developmental programs. Now, over 200,000 workers have taken places in these programs since 2008. According to the engineer of Apple, it should be noted that Steve Jobs did not have a particular idea in mind and he gave a mission to employees such as: make a device that individuals will love so much and that they will never go out without it. Consequently, the mission has been useful, as Apple corporate made it available to their employees the opportunity to be creative, as well as, enhance their skills and growth.

Beside the Maslow's hierarchy Apple uses other techniques to motivate employees, such as:

1. Discount for employees

Apple thinks that discount is important for them more than the other companies. Apple hires a people who really are familiar with the productsand love them, so that make it available for them. Employees get 25 percent discount on Apple devices such as: iPads, iPods and iMacs and get 50 percent discount on the Apple software.

2. Experience is important

The corporation treats employees with great experience and with this attitude the Apple Corporation works with these employees giving them to understand that their working position is growing.

3. Transportation

So that employees work in full force they need a lot of strength and diligence and the AppleCorporation thinks about transporting workers to work before starting their work, thereby making the work of the workers easier.

4. Healthy life style

Apple annually provides its employees with certificates for $ 300, which they can spend on attending the gym.

5. Supporting family values

Despite the fact that, there is no kindergarten on the new campus, the company allows future mothers to take a four-week fully paid vacation before childbirth, as well as a 14-week rest after childbirth, which, of course, is also paid in full. The company also did not bypass those who do not intend to acquire a supplement in the family. They are granted a six-week paid vacation every year.

Strategy, policy and procedures of Apple Corporation

In 2013 Apple Corporation had more than 80,000 full-time employees to the whole world. All this was connected with the strong requirement to become one of the workers of the 2nd largest information company in the world.

For each applicants corporation has about from 3 to 4 interviews, and if the CV of applicants satisfy the Apple the information about first interview will be given to the applicants approximately from 2 to 4 weeks.

The first interview makes up a group interview. Candidate should be taking a place with approximately 15 and more applicants. Within the interview, Apple employee asks every candidate about social issues and what corporation really wants. Also, the interview consists of scenarios where the candidates must show themselves as an Apple employee or as a buyer and simultaneously all these scenarios should be screened with the candidates. Moreover, it is vital for Apple Corporation that candidates have to dress well, smile and relevant ask to the questions during an interview. And if the candidate passes the first interview, then the Apple Corporation starts to check the background of the participant.

The second interview is usually conducted with store manager and candidate is able to get information about the second interview from 2 to 6 days and Apple employee calls to the candidates who passed the first one and ask about their view on Apple and what kind of job are they looking for in Apple. The employee’s call lasts for 10-15 minutes and at the end of the interview the applicants might be asked to come for another interview, in which he/she should be tell about their past experience and how to deal with problems in various kinds of situations.

This meeting will be completed one on one with the general manager and for the third meeting, each reaction of the competitor may be estimated, similar to will the applicant react with an inquiry or a circumstance. It may likewise be conceivable, that they are advised not to wear anything formal like, shirt and tie, so in conclusion they may likewise be estimated by their clothing. The inquiries asked in the third meetings would in all likelihood like, the last 2 meetings about past knowledge and how to deal with specific problems.

In the last interview the candidate has a conversation with head manager. For the first time, it may look like the last 3 interviews, as there are might be questions about past experience and knowledge. An interview lasts about 20 minutes and the candidate will be aware about the notification that she/he will receive within 3 weeks.

Also, candidates may be notified about rejection by e-mail or from phone call, but sometimes Apple Corporation uses e-mail because of safe the time.

Comparison the Apple Employee Motivation policy with Human Resource cycle

It is obvious that Apple Employee Motivation policy has all aspects of Human Resource cycle and I will provide and compare each of them. To be more accurate, Human Resource cycle makes up 5 stages. As was mentioned above Apple has its own Recruitment process, which has a various kinds of steps. The next cycle is Education; Apple Employee Motivation policy pays huge attention to the knowledge of their employees as were shown above by working in team or creating a device from your own imagination. Also, there is Motivation cycle and here Apple Corporation has a lot of strategies in order to motivate its employees to increase work efficiency and effectiveness. For example, Apple Corporation provides workers with personal device for efficient work or tries to safe time to workers by providing them with transportation. The pre-last stage is Evaluation and it should be noted that Apple Corporation evaluate each candidate during interview, thereby checking their wish to work and improve their experience in order to increase the level of the company and its productivity. The last stage is Celebration, Apple uses this stage to thank employees by giving to them discount for devices or software from Apple. Moreover, Apple very often invites various famous musicians to perform concerts especially for the company's employees.

Strengths and weaknesses of Apple Employee Motivation strategy

At the present time Apple is one the most productive corporations, that has its own strategy so as to motivate employees and control them. Moreover, there are a lot of advantages by working in Apple such as: giving to the workers the discount to different types of devices or maintaining the healthy life style of workers. But, each company have problems and Apple is not exception.

Pluses of Employee motivation policy of Apple Corporation are:

- Apple employees receive an annual discount of 25% on the purchase of music players iPod, computers and tablets iPad.
- The upcoming moms should not worry money during pregnancy period, as well as, company provides a 14 week rest after childbirth.
- Employees have a big chance to enjoy the nature and event that Apple makes for them every month.

Minuses of Employee motivation policy of Apple Corporation are:

- Workers do not have enough time to their family, because the schedule is flexible.
- There is strict corporate control explaining what Apple can and cannot do. This causes a certain sufficient degree of tension among the leading employees who come from other companies.
- The salary in the Apple is lower than it might be expected.

How the Employee Motivation policy operates among National and International perspectives

In general, by comparing the Apple employee motivation with other national and international business companies, I can undoubtedly say that, Google and Microsoft employee motivation policies are similar with Apple. To be more precise, Google includes transportation and provides money during a pregnancy period, as well as, Microsoft Corporation. Also, the average rate of workers' salariesis$35,000. Furthermore, Microsoft Corporation prefers to interview like the Apple Corporation, while national company such as Nestle is becoming familiar with these policies. Nestle company try to hire the students from the best universities in order to have qualifyingemployees. Last but not least, Nestle Company provides its workers with different motivational practices and train them harder so as to improve the efficiency of the workers.

Conclusion

It should be concluded that Apple Corporation has a strong motivational policy and attempts to satisfy employees, as well as, give to them knowledge in order to enhance the Corporation level. Also, Apple is a leader among international companies and they try to imitate to Apple, the strategy of Apple is perfect example because they concentrate not only obtaining employee to do something, but also obtaining these workers work for Apple Corporation.

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Green-house gas emissions and climate change

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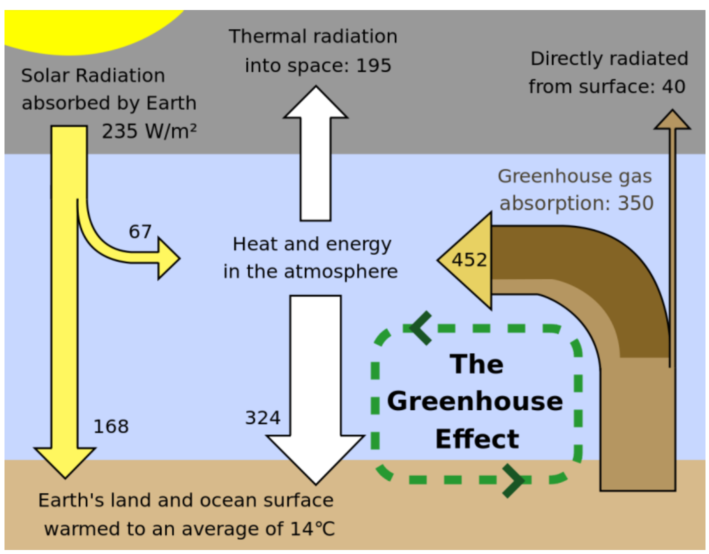
Year 3, Industrial Management

Introduction

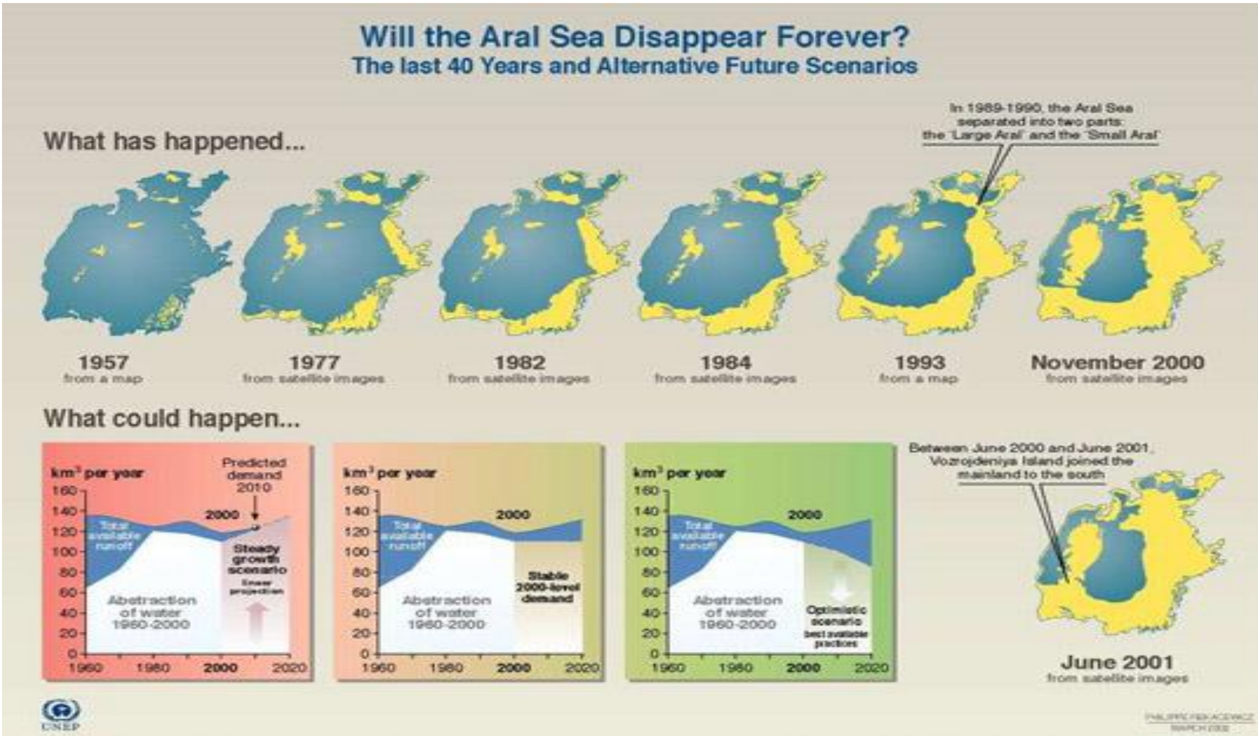
Nowadays the topic « Green-house gas emissions and climate change» is one of the most disputable for the last 10 years. The key role are playing the consequences of the emissions and climate changes. To begin with, this is worldwide problem, which in an integral part of influence on economics. In addition, humanity started to take measures to tackle this problem. In this article will be presented the analysis of crucial evidences, which explains how to find balance between economical part of this topic and its worldwide governmental integration to this phenomenon.

The phenomenon of Green-House Gas and how harmful emissions are



As it can be seen from the scheme GHG plays crucial role in creating ozone layers and changes in the atmosphere. It is direct factor of climate changes. In addition, carbon markets in many countries are allowed and the government does not pay attention on it.

One of the most harmful result of ignoring such issue is ecological catastrophe of Aral See, which is drought and relates to great loss in economical sector of its region.



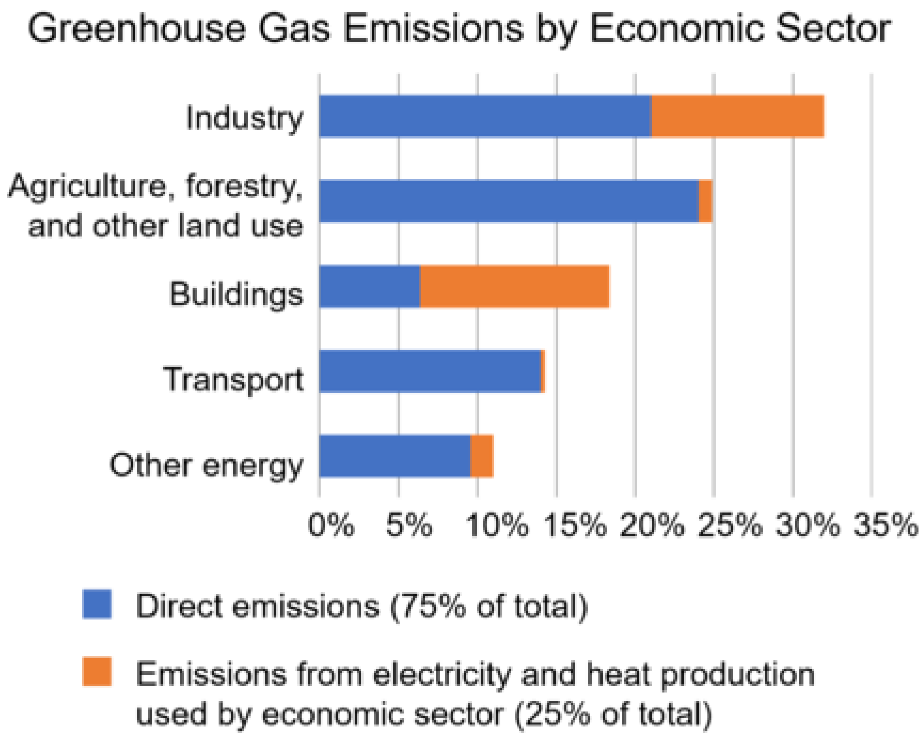
Sources: Nikolai Denisov, GRID-Arendal, Norway; Scientific Information Center of International Coordination Water Commission (SIC ICWC); International Fund for Saving the Aral Sea (IFAS); The World Bank; National Astronautics ans Space Administration (NASA); United States Geological Survey (USGS), *Earthshots : Satellite images of environmental change*, States Department of the Interior, 2000.

The consequences of disappearing Aral Sea

- It is died as ecosystem
- People feel lack of water resources
- Deforestation of tugai (forest)
- The reduction of Aral's flora and fauna
- Migration of population
- The high level of water's salinity
- Disappearance of 40 sorts of fish
- The deterioration of people's and animal's health
- The local climate change of Aral region, Pamir and Tyan-Shan mountains
- Unemployment in region

To conclude, this example explains, how important is paying attention to green house gas effect and how harmful is inattention of its issue. As it can been of Aral Sea situation, the most important purpose of green-house gas emissions is leading not only natural catastrophe and also bring the largest economical problems. There are unemployment, migration, lack of water and other resources and deforestation.

It relates to poverty for people in rich countries, slowing economic growth, damage of labor market effect and aggregate level by 0.5 % of Gross Domestic Product and negative 1,5%.
The major factors affecting market outcome in the nearest future



As it is illustrated in the graph, the highest percentage refers to industrial factor. Industry is key factor of developing economics of the country due to green-house emissions its provoked serious damage to economical factor's development.

According to economic model of Green-House Gas emissions its quantity is growing year by year and it is leading to rise of temperature in whole world. As a result, it provides natural crisis, which has great influence on economical disaster in the nearest future. Green-House Gas emissions are long-term global issue relating to climate change. As economists, we believe that global climate change carries with it significant environmental, economic, social, and geopolitical risks, and that preventive steps are justified.

The humanity should take measure to prevent such economical consequences as:

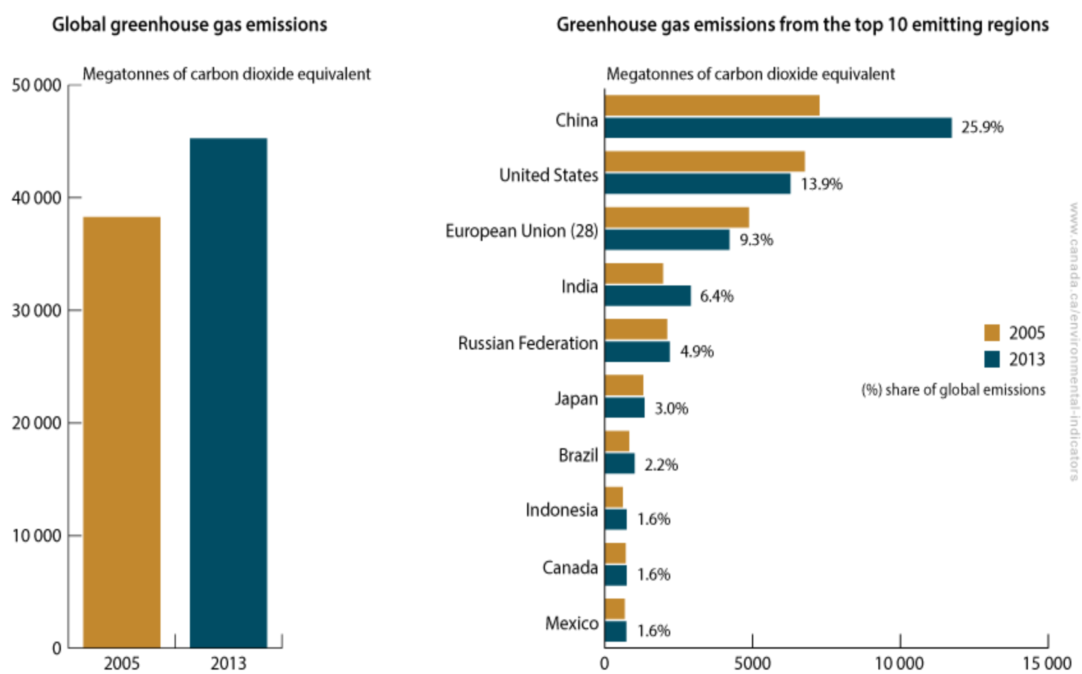
- Fall of marginal net benefits
- Land conversion
- Threat to viability of business leaders
- Increased costs of air-conditioning

- Loss of agricultural output due to the drought (Aral Sea)
- Land conversion, forestry and landfill emissions
- Health damage and death, spread of topical disease from heating waves
- Migration and lake of suppliers

Green-House emissions cover all economic sectors, there are several steps to resolve the issue and find natural and economical balance. Moreover, the crucial part of find solution of this problem is the highest level of exhaust of most developed countries. In addition, the USA does not take part of reducing emissions.

The most recent scientific evidence indicates that effects during the twenty-first century may range from a global temperature increase of1.1ºC (2ºF) to as much as 6.4ºC (11.5ºF).

Approach of Cost/Benefit Analysis of Climate Change



The bar charts give information about changes of consuming carbon dioxide in different countries. As it can be explained from the graphs, the percentages of emissions are increased only in China. Overall trend is increasing due to states started reduction of emissions. Controversially, the overall trend is decreasing. If we compare 2005 with 2013, we can make a conclusion that the situation is getting worse not only in natural sector, firstly, in economical.

According to Cost/Benefit analysis, benefits are significant part of the prevention climate change averting the damages.

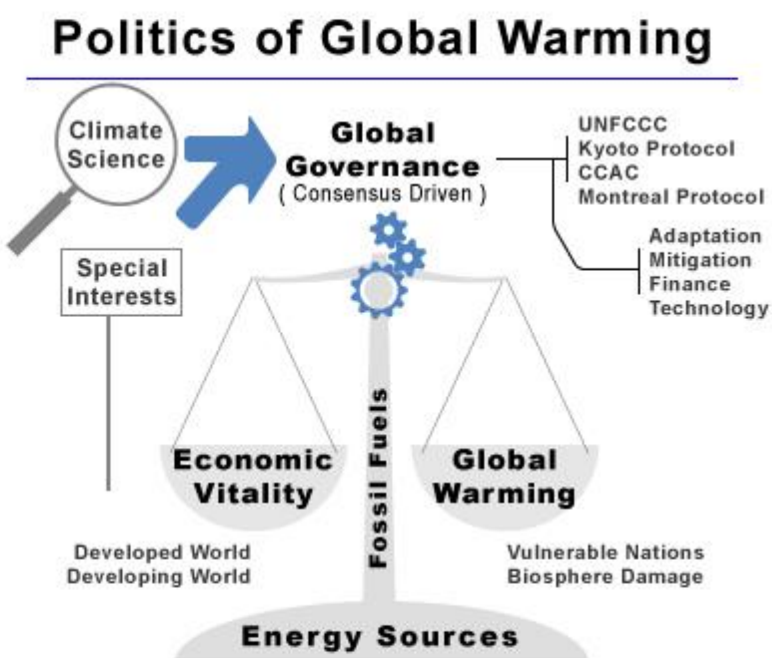
One of the most important things are costs, which and are economical implications illustrate reduction of fossil fuel dependence. As an instance we can take carbon tax, what is one of the most disputable way to resolve the issue.

Cost/ benefit analysis explains, that cost and benefit have certain percentage of Gross Domestic Product is influenced of political part of this problem fluctuated from 3.4%-decrease till 3.9% -increase. So the policy should be adaptive and preventive,
Discount rate plays an integral role and is the main reason of relating to costs and benefits. It can also decelerate the process of preventing damage of Green-House Gas emissions and climate change.

To conclude, the humanity should clear about all responsibility of finding solution.

Moreover, it is global problem. All nations are involved and are responsible for causes and consequences.

The scope government intervention and implication in Green-House Emissions and Climate Changes



The main purpose of finding solution is making balance between Green-House Gas emissions and climate change. As it was said, such problems should be resolved by all nations. The humanity has already made attempts and it was discussed in Kyoto (1997, Japan) and Paris (2015, France).These 2 protocols are the firsts try to take measure to shorten the quantity of GHG emissions and climate change.

The Kyoto Protocol

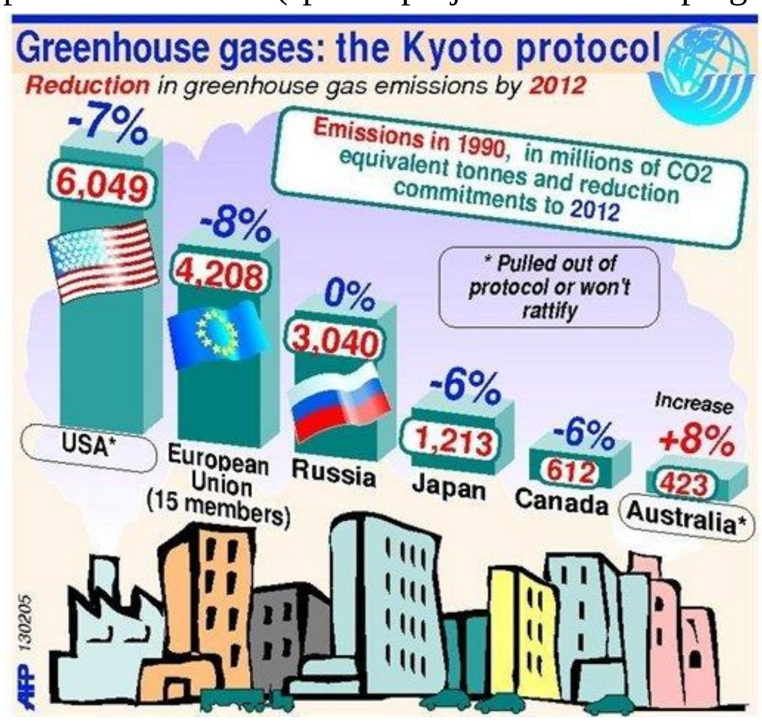
"Climate change is the defining challenge of our age."

The Kyoto came into force on 11th of December. It is contemplated the reduction of GHG emissions by industrialized countries except of USA. It consists of 28 articles. The main aims are:

- Stabilize the situation the GHG emissions and its concentration on level, which can not harm climate system.
- Each side has own obligations of decreasing and restrictions of GHG emissions.

For every member of Protocol are created innovative mechanisms to promote this commitment:

- Quotas trading (sale and buy of GHG emissions)
- Joint implementation project(projects which is activated on the certain territory by
- one of the countries)
- Clean development mechanism(special projects for developing countries)



The Paris Climate Conference

This conference took part in December 2015. It was entered in 2016.

The main goal of conference is reducing emissions. The Paris agreement is connecting link between today's policy and climate-neutrality before the end of the century.

The agreement condition implies limiting dangerous climate change temperature to achieve below 2*C and put efforts to limit it to 1.5*C.

To achieve the aim of Paris Agreement the nations - participators should:
adopt national plans to reduce greenhouse gas emissions into the atmosphere and revise them to strengthen every five years;

By 2020, develop national strategies for transition to "green" technologies and without carbon economy;

Annually allocate $100 billion to the Green climate Fund to help underdeveloped and most vulnerable countries. After 2025, this amount should be revised upwards "taking into account the needs and priorities of developing countries".

This conference is supported by European Union.

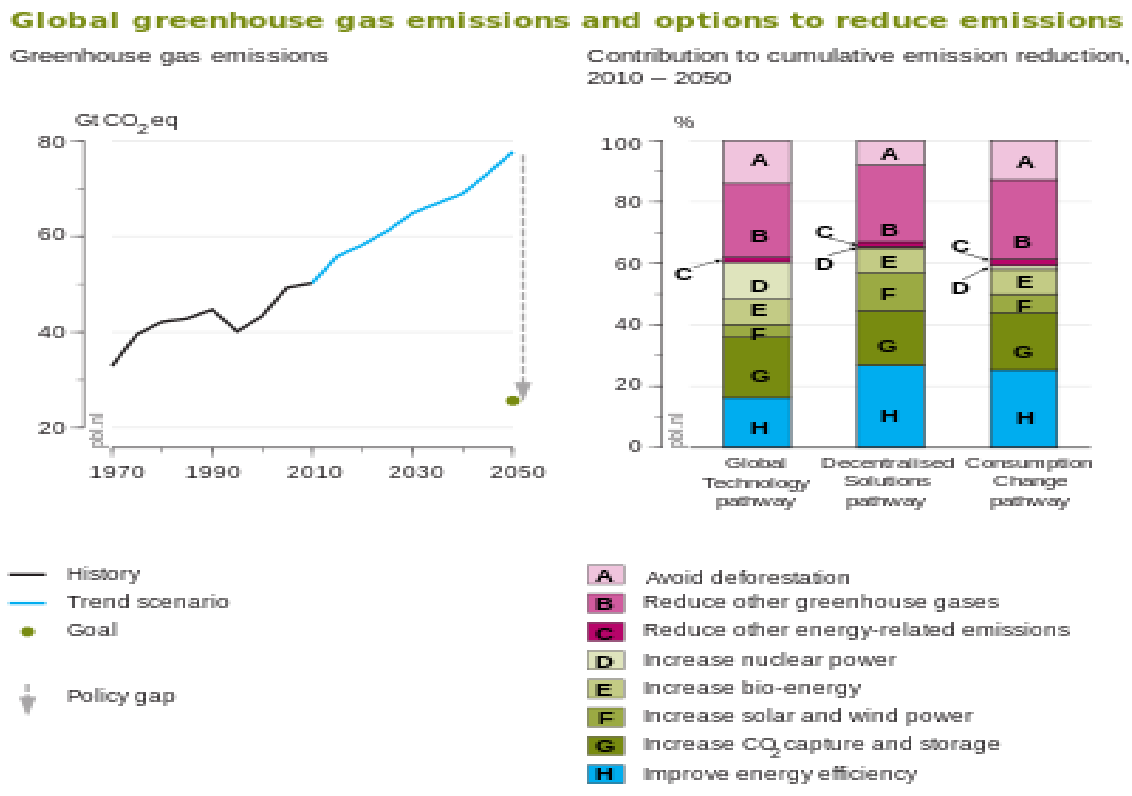
The agreement assumes 6 integral parts for its participators:

- Mitigation: reducing emissions
- Transparency and global stocktake
- Adaptation (The industrialized countries- participators should help to adapt developing countries to the requirements of agreement)
- Loss and damage
- Role of cities, regions and local authorities
- Support

The alternative ways of reducing GHG Emissions are:

- Carbon Tax
- Permission of tradable carbon emissions (is economically efficient)
- Shifting subsidies away
- Increasing research and development on alternative energy technologies.
- Utilization of associated petroleum gas and coal mine methane
- Reduction of methane leaks during production, transportation,storage and processing of natural gas and oil.
- Reduction of GHG emissions from technological processes

- In the steel industry: the introduction of caster, ESP.
- In non-ferrous metallurgy: perfluorocarbon emissions
- In the production of polymers: HFC23
- (HFC) and sulfur hexafluoride
- In fertilizer production: emissions of nitrous oxide



Source: PBL

Conclusion

According to report, during the last decade humanity has already taken measures.We can make a conclusion, that economical sector is influenced on GHG emissions. There are many to prevent climate change and put efforts to save the nature and economics. It is the main aim of Kyoto Protocol and Paris Agreement. To add information, nowadays we also have enough time to prevent economical disaster. Moreover, it is our moral obligation. Hopefully, we have enough time to tackle that problem and find solution of reducing carbon dioxide emissions. In addition, the technologies and industrial progress allow us to do it.

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Operations management in Watson Engineering Tooling Company

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Year 3, Business and Management

Introduction

The aim of this work is to analyze operations management processes of Watson engineering company and to provide sound recommendations that will help to implement company wide operations improvement strategy.

About Watson Engineering Tooling Company

Watson Engineering Tooling Company established in the North East of England, in the early 1980's. Company's manufacture covered the initial product range, which supplied the local engineering company, then it was enlarged. It included micrometers& a limited range of specific items which was necessary high quality of materials, skills to produce accurate. Although the product range commanded great respect throughout the industry, this business activity was untenable in the long term. In order to survive they needed develop radical strategy. Watson Engineering production was well – equipped with a strong financial base, employees was loyal. Most Employees were pupils & students.

Children of the owner also worked at that company & they tried to improve their Company. The business, itself, had to develop engineering organization and be capable of supply customers globally with delivery, cost& quality. In 2016, Management Board made an approach to Watson Engineering Tooling Company for the manufacture & design of hand held accuracy medical equipment, initially for research work. The Board signed a 2 years contract with this Company to manufacture these products onto a larger range with increased volumes being delivered at the correct time, quality & at the correct cost. Current market rapidly improved over the last two years & Watson is receiving worldwide recognition for its product range & company image. However, Nowadays, The company recognizes that the business, itself, have to be project to investors, suppliers & customers as a world class, 21st century organization with conscience, vision & energy.

Management of Operations, itself, is managing & controlling resources that are dedicated to create and deliver products. It is considered to be core function of Watson Engineering Tooling Company. Operations Management in Watson Company has a higher desire – to gain a profit from delivering & creating its products. Moreover, Operations Management utilizes resources to effectively shape products which exceed ongoing customer demands. (Nigel, S. 2016)

Operation of Company creates & delivers products by adjusting inputs into outputs using an "input – transformation – output" process.

- Watson Engineering Tooling's Input – Valuable Managers, Educated Engineers, Strong financial base, Comfortable Equipments to work for employees, Metals, Steels & others
- Transformation – process of manufacturing, with an operations management,
- Output – Valuable Engineering Tools, engineering callipers, scribes local customers &then researching medical equipments for European Hospital Management Board" process.

Processes in Watson Company transform inputs (4Vs), are particularly essential:

- **The volume –** The size of the output how many items are manufactured in Watson Company
- **The variety** – The size of product range in Engineering Company
- **The variation on the demand –** the extent of which each product maybe customized or not. The level of demand may change over time.
- **The degree of visibility of the creation –** How many quantity the operation is exposed to its customers (Chopra, S. 2013).

Operations Performance in Watson Engineering Tooling Company

Operations Performance is vital in Watson Engineering Company. Operations Management can either "make or break" Company. The positive effects of a well-run operation include a focus on improvement& an understanding of the processes that are the building blocks of Company's Operations. The negative effects of a poorly run operation involve a failure. (Bourne, M. 2005)

Watson Engineering Company. Operations has an interest keeping their costs as low as is compatible with five performance objectives (quality, cost, dependability, speed & flexibility) that their customers require. (Kennerley, M. 2005)

Operations Strategy & Perspectives on Operations Strategy in Watson Tooling Company

Operations strategy deals with the pattern of strategic decisions & actions that set the role, objectives & activities of the operation. It is important to differentiate between the content & the process of operations strategy. The process of operations strategy is the method which is used to make the specific decisions.

The "top – down" perspective says strategic decisions at various levels. Corporate strategy makes the objectives for the Watson Engineering Tooling Company. Business strategy can set objectives for Watson Company & how it finds its position in its marketplace. Functional strategies set the aims for each function's mission to its business strategy.

The "bottom – up" view of operations strategy may see overall strategy as appearing from day – to – day operational experience.(Pisano, G. P.2005)

Product Innovation, Design & Creativity

Innovation is the activity of introducing something new. Design is to "conceive the looks, arrangement, & workings of something". Ability of creativity is to move beyond conventional ideas, rules or assumptions, in order to generate significant new ideas. Good design includes innovative ideas & makes them practical. These are an increasingly common acceptance that design can add very significant value to Watson Engineering Tooling Company. Producing design innovations for productions is a process that conforms to the input – transformation – output model described in 2.1(Christensen, C. 1997)

Process Design in Watson Engineering Tooling Company

The aim of the design is to gain a satisfaction the demands of customers. Design begins with a concept and finishes with a translation of that concept into a specification of something which can be manufactured. The design of Watson Engineering Company process should be controlled by the volume & variety it is required to produce. Watson Company's the most significant manufacturing processes are:

- *Processes of jobbing* concern with high variety & low volume. In this processes each product must share the operations resources with others.
- *Batch processes* might be similar with job processes but do not pose the same degree of variety.
- *Mass processes* manufacture items in high volume & relatively low variety

- *Continuous process* has higher volume & lower variety comparing to mass processes. They can operate for longer period of time.

Process Technology in Watson Engineering Tooling Company

Process technologies are tools & the machines that help operations to manufacture outputs. Watson Engineering Tooling Company's technologies should be evaluated by assessing the influence which process technology will have on the operation's performance (Arthur, 2010)

People in Operations in Watson Engineering Tooling Company

Human resources are in Watson Engineering Tooling Company & therefore in Watson Engineering Tooling Company greatest asset. Human resource strategy is long term approach & it involves defining the number & people that are needed to manage, run & develop Watson Engineering Tooling Company to it meets its strategic business objectives that develop, attract & retain appropriate staff. Designing behavioural approaches in Watson Engineering Tooling Company which are: Techniques of job design, core job characteristics, mental status, performance & personal outcomes (Herzberg, F. 1987).

Delivering in Watson Engineering Tooling Company

Delivering is planning & controlling ongoing operations. Delivering includes Planning & control their systems, Capacity management, Supply Chain Management, Lean Operations, Inventory Management in Watson Engineering Tooling Company

Planning & control their systems in Watson Engineering Tooling Company.

Planning & controlling is the connection of the potential of its operation to supply & the demands of Watson Company's customers on the Operation. Planning & Control provides the systems, procedures & decisions which bring different aspects of supply & demand together.

It is necessary to have in balance Watson Engineering Company planning & control schedule.

Long – term planning & control, Medium – term planning & control, Short – term planning & control

Capacity management in Watson Engineering Tooling Company

The capacity of Watson Engineering Tooling Company's operation is the maximum level of value– added activity over period of time that the process can be achieved under normal operating conditions. Watson Company's Capacity management is the activity of understanding the nature of demand for products, planning & controlling capacity in the short term, medium term & long term. (Gunther, N. J. 2007)

Watson Engineering Tooling Company's operations managers should consider 3 different measures of capacity such as *design capacity, effective capacity* & *actual output.*

Supply Chain Management in Watson Engineering Tooling Company

Supply Chain Management is the management of bond & flows between operations & processes. Main objective of supply chain management is to satisfy the needs of the end customer. So, Watson Engineering Tooling Company's operation in the chain should contribute above requirements (Christopher, M. 2011) such as:

- *Quality* – the value of a product when it gets the consumers is a fulfilment of the quality performance of Watson Engineering Tooling Company's operation in the chain that supplied it.
- *Speed* –how fast customers can be served an important element in Watson Engineering Tooling Company's ability to compete. But, quick customer response can be achieved simply by resourcing within supply chain.
- *Dependability* – can almost guarantee 'exact time' delivery by keeping resources, such as inventory, within chain. On the other hand, dependability of throughput time is much more desirable aim due to it minimizes uncertainty within the chain. Delivery dependability in Watson Company is often measured as 'on time, in full' in supply chains.
- *Flexibility* – the chain's ability to cope with changes & disturbances. Agility includes issues such as focusing on the customer & ensuring quick throughput & responsiveness to customer needs.
- *Cost* – costs incurred within Watson Company's operation to transform its inputs into outputs. Many of the recent developments in supply chain management, such as partnership agreements or reducing suppliers, are an attempt to reduce transaction costs
- Lean Operations in Watson Engineering Tooling Company

Lean Production is based on the **Toyota Production System** which is widely recognized as the manufacturing system which achieves the highest level of customer satisfaction; most effective operating levels in Watson Engineering Tooling Company. Lean production requires being faster & dependable to produce higher quality products & operates at low cost (Slack 2007) Lean Production is a total system of philosophies, procedures, mindset, and people practices. **Kaizen** is continuous, small scale improvements at all levels of the organization (Mann, D. 2010)

Inventory Management in Watson Engineering Tooling Company

Inventory is accumulation of Watson Engineering Tooling Company's materials, customers & information. It means that physical stock of products.

ABC= Always Better Control analysis, in inventory management

This analysis applies the 80/20 rule. A analysis: 80% is Product's Value, 20% is Product's Quantity; however, Considering Class B & C together, the quantity of product is approximately 80%, Value of product is 20%. (See Figure 10) Class A would be considered the most important inventory to management, Class C the least important, & Class B an intermediary level.

Developing Operations in Watson Engineering Tooling Company

Developing is improving the operation's capabilities. Development includes Operations Improvement, Quality Management, Management & Risk recovery, Project Management in Watson Engineering Tooling Company.

Operations Improvement is the prime responsibility of Watson Company. These functions are really concerned with development in the long term. There are improvement approaches which Watson Engineering Tooling Company should utilize: Total Quality Management (TQM), Lean, Business process re-engineering (BPR) & Six Sigma (Ahlstrom, J. 2015)

BPR is rethinking & redesign of Watson Company's Process to achieve high improvements in critical measures of performance. Example of BPR A part before Reengineering Process B part after Reengineering process.

Six Sigma is methodology of determining, decomposing, developing & directing the quality of Watson Company's products, processes & transactions with the eventual aim of virtually eliminating all weaknesses.

Quality Management in Watson Engineering Tooling Company

Quality Management is 'consecutive conformity to consumers' assumptions. It is essential due to it has a remarkable effect on profitableness. Total Quality Management is a valuable system for consolidating the progress of quality, maintenance of quality & quality elaboration strives various groups in Watson Engineering Tooling Company.

Total Quality Management in Watson Engineering Tooling Company includes:

- Knowing the needs & hopes of Customers
- Covering all parts of Watson Engineering Tooling Company
- Including every person in Watson Engineering Tooling Company
- Examining all costs of the Watson Company are related to quality & getting things 'right first time'
- Evolving the methods & operations that boost quality & improvement.

Managing risk & recovery in Watson Engineering Tooling Company

Risk Management is the operation that aims to help Watson Engineering Tooling Company comprehend, analyse & take measure on all Company's risks with a aspect to enlarging the probability of their success & reducing the likelihood of failure. It consists of 4 broad activities:

- Realizing what failures could expose.
- Avoiding failures occurring.
- Reducing the negative results of failure, called risk 'mitigation'
- Recovery from failures when they do emerge
- Recovery can be better by a systematic approach to discovering what cause to failure, acting to inform, contain & follow up the results of failure, identifying the cause of the failure & maintaining it from taking place again & planning to avoid the failure in the future (Nigel Slack, 2016)

Project Management in Watson Engineering Tooling Company

A project is a set of actions with a defined starting & a defined ending, which objectives a defined goal & utilizes a defined set of resources. It is the application of knowledge, skills, tools & techniques to project Watson Engineering Tooling Company.

Project management which illustrates the planning, scheduling, budgeting & control of this work with a usage of integrated team of employees & specialists.

Recommendations

From the analysis it is shown The Company's Operations Performance Productivity of the Operation is essential, with good design & innovative ideas Watson Company can get more Value.

As Loyalty & commitment of employees was recognized & rewarded, so Watson Company should keep up these actions.

The Company should have one of the most essential manufacturing processes which are Project, Jobbing, Batch, Mass & Continuous processes.

Company's technologies must be evaluated by assessing the influence process technology. It is necessary to have in balance Watson Engineering Company planning & control schedule. The Company's utilization & efficiency can be shown by design & effective capacity.

Watson Company should not hire people from School & university.

All hired employees must be professional on their jobs. So, Watson Company should not employ who has lack of abilities to work.

The chain should contribute to whatever mix quality, speed, dependability, flexibility & cost that the end customer requires. The Watson Company should have ABC analysis.

Watson Company need to satisfy not only local customers but also European Medical Board. Partnership agreements or reducing the number of suppliers, are an attempt to minimize transaction costs but if Britain Exist from EU, It will be difficult to Watson Company working with European Board in a partnership.

Operations improvement should be utilized in Watson Company and these TQM, Lean, BPR & Six Sigma.

Risk & Recovery management is consists of 4 activities, it must be operate in Watson Engineering Tooling Company.

Projects must have vision, conscience & energy, which is the most important not only to customers but also to investors & suppliers.

Conclusion

This Report illustrates the most essential Operation Management tools of Watson Engineering Tooling Company: Operations Management – considers to make & bring products to the customers on the right way & on the right time; Input-transformation process-output; Operations Performance & Strategy; Product Innovation & Creativity; Process Design & Technology; Human Resource Management; Planning & Control

Systems; Capacity & Supply Chain Management; Operations Improvement; Quality, risk, recovery & Project Management, Lean Operations. In order to satisfy both local & European Medical Board consumers, this company should follow these operations functions.

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Practical application of personal and professional methods

Nurulla BEKTURDIEV

Year 3, Business and Management

Introduction

The main focus of this article is to show my most important and significant personal strength and my reflection on this, as well as this illustrates the key quality that emerges from the various workshops exercises and it expresses my best quality in more deep means.

Personal quality

First what is personal quality for me? It can be both bad and good for example honesty, creativity, and friendship. It is the quality that makes me who am I, that's what am thinking is Personal Quality. Coming to the tests that identify personality I personally think they are quite good coz they even know something that person do not know about him or herself there millions of that kind of test but the most famous ones are the followings. (Koval Bravn 2000)

MBTI

The Myers–Briggs Type Indicator is the well-known personal test that identify psychological preferences and how human being perceive the surroundings (Myers, Isabel Briggs with Peter B. Myers) and I have passed this test and this what this test says that my personality is Introverted intuitive Thinking Perceiving (INTP) they are pensive, analytical folks. "They may venture so deeply into thought as to seem detached, and often actually are oblivious to the world around them." (Joe Butt. MBTI)

According to test "INTPs" (in this report this kind of abbreviations will be used in order to describe me) will habitually address others if the gloom of standing is somewhat off. While irritating to the less brief, this fine separation capacity gives INTPs so slanted a characteristic preferred standpoint as, grammarians and language specialists. INTPs are generally nice and agreeable to nearly anything until the point that their standards are damaged, about which they may end up candid and firm. They like to return, nonetheless, to a held yet considerate climate, not wishing to make exhibitions of themselves.

The main fear

A chief apprehension for me is the haunting sagacity of forthcoming failure. It says we spend considerable time second-guessing ourselves. “The open-endedness conjoined with the need for competence (NT) is expressed in a sense that one's conclusion may well be met by an equally plausible alternative solution, and that, after all, one may very well have overlooked some critical bit of data. An INTP arguing a point may very well be trying to convince himself as much as his opposition. In this way INTPs are markedly different from INTJs” who are considerably more certain about their fitness and willing to follow up on their feelings. (Block, Melissa)

Introverted Thinking

My introvert thinking endeavors to abstract the core of the Idea from various outsourcers that rapid it. “In the extreme, this conceptual essence wants no form or substance to verify its reality. Knowing the Truth is enough for INTP” the learning that this fact can (or could) be shown is adequate to fulfill the person. (Hunsley, J.; Lee)

Extraverted intuition

Instinct mellows and associates thinking, fleshing out the fragile bones of facts shaped in the overwhelming internal world. “That which isn't debatable; yet real application diffuses information to the degree that learning needs capability and setting to be of any outcome in this remote world of substance.” (Bess, T.L.; and Harvey, R.J.)

If deep thinking able to desist, the “INTP” it means me free to brainstorm, calling up the perceptions of the unconscious (i.e., intuition) which are mirrored in patterns in the realm of matter, time and space. “These recognitions, as hypotheses or hunches, should at last concede to the inward standards, or if nothing else they should not invalidate them”. (Bess, T.L.; and Harvey, R.J.)

Logic as a tool

Coming to logic every time when there is an obstacles positioning me I prefer to use logic, as it is known blunders are not regularly because of poor rationale - clear violation of social norms in thinking are typically an aftereffect of ignoring points of interest or of off base setting. Diversions NTs (NTs is me as this test pretend) appear to especially acknowledge join Risk, and word diversions of various types. “The INTP mailing list has delighted in a series of Metaphor, virtual volleyball, and a couple of complete the arrangement's mind mysteries. INTPs in the fundamental are not close knit. With a readership presently in triple figures, was in its early stage loaded with every one of the challenges of the Panama waterway:" (Bess, T.L.; and Harvey, R.J.) I practiced struggle choosing: despite whether there should be such a social occasion, definitely what such a get-together should be called, and which of me would need to expect the risk for affiliation and upkeep of the previously mentioned everything

Introverted Sensing

Sensing is of an independent, inner flora similar to that of the "SJs". It stores attention to the types of faculties instead of the crude, analogic boosts. Raw numbers try to be tidied up for examination with a regularly developing scope of recently experienced information. Sensing assists intuition in sorting out and arranging information into the building blocks for Thinking's elaborate systems. The disguising idea of the "INTP's Sensing capacity leaves" a general nonattendance of natural mindfulness with the exception of core curiosity. "Cognizance of such conditions is, best case scenario an at some point thing." (Jung, Carl Gustav)

Extraverted Feeling

Feeling tends to be all or none. When present, the INTP's concern for others is intense, albeit naive. In a crisis, this feeling judgment is often silenced by the emergence of thinking, "who rushes in to avert chaos and destruction. In the absence of a clear principle, however, INTPs have been known to defer judgment and to allow decisions about interpersonal matters to be left hanging lest someone be offended or somehow injured." INTPs are in danger of being cleared away by the sleuth as their own forceful passionate motivations. (Jung, Carl Gustav)

For the most part, INTPs manufacture fruitful professions in zones requiring escalated scholarly endeavors and calling for imaginative methodology. INTPs are regularly found in research, advancement and scientific offices. INTPs frequently make an exceptionally effective vocation in the scholarly community because of their solid and adaptable state of mind and innovation. An INTP's enthusiasm for taking in a subject is driven by the scan for a response to the inquiry, the more inside and out and multi-faceted the appropriate response they get amid the learning procedure, the more prominent their enthusiasm for the subject and the more noteworthy their craving to make sense of it. "Their desire to study something is driven both by the search for solutions to fundamental issues, as well as by the desire to get to the bottom of how" multipart arrangements slog. (Jung, Carl Gustav)

INTPs effortlessly understand learning material when it is exhibited in a theoretical shape and new data streams coherently from that given previously. They always search for a hypothetical premise to which new data can be connected. Their comprehension of new material is profound and expository. INTPs are prepared to do freely examining broad and complex material. Notwithstanding adapting admirably efficiently (e.g., a sorted out degree or confirmation program), they are likewise equipped for gaining from sources not bound together by a solitary formal learning process (Jung, C. G. (1971).

INTPs can precisely recreate got data, particularly on the off chance that it is rationally sorted out in a theoretical frame. They basically duplicate data dependent on its hypothetical establishment. Dynamic learning techniques, for example, discussions, introductions, and instructive amusements don't fundamentally enhance their learning. INTPs are able to do effectively applying material they have adapted well and comprehended to their work, and they can additionally create it toward a path that intrigues them. Draws in them and completely assimilates their consideration. “INTPs have” a critical level of resistance to abnormal amounts of learning related pressure. They don't generally adjust their endeavors in adapting new material yet are fit for learning it through brief times of concentrated exertion. (Krauskopf, Charles J)

According to test analysis learning skills enhanced when:

- “Learning is systematic and intensive”
- “They work independently with the study material”
- “Material is delivered at a moderate pace (INTPs can get distracted, trying to come up with a theoretical connection between pieces of information)”
- “The same material is presented from different points of view (improves retention)”
- “The subject significantly expands and deepens their knowledge and understanding of the topic and is presented on a conceptual basis”
- “The material is complex (increases drive)”

The result vise-versa when:

- “Material is trivial (sharply reduces interest)”
- “The knowledge gained does not significantly broaden and deepen their understanding in the given field”
- “They participate in group work with the study material”
- “Significant amounts of information lacking logical flow are presented at a fast pace (INTPs try to find a unifying pattern and lose acuity and focus in receptiveness)”

INTPs endeavor to classify everything around them and to approve the legitimate meticulousness of these arrangements. They feel the best when their classifications turn out not exclusively to be coherently right, but at the same time are affirmed, in actuality. When imparting, INTPs seem to be aware, well thoroughly considered, and to the point, however now and again may show up somewhat remote. They may seem lacking warmness and warmth. In any case, with individuals of equivalent insight they may go into exchanges or discussions. INTPs frequently remove themselves from shallow acquaintanceship and keep to a group of friends of associates and similar people. (Krauskopf, Charles J)

INTPs attempt to keep up a goal evaluation, notwithstanding while examining subjects identifying with the better sentiments of the spirit. In this manner, for example, discourses of adoration and verse don't evoke in them as a lot of an enthusiastic reverberation contrasted with the drive to examine the subject of the emotions.

EI discussion

Now and again, INTPs appear somewhat shut and separated in discussion. Be that as it may, it is amid this time they reconsider their arrangements or potentially take part in the formation of new ones. The individuals who can accumulate the explanations for INTPs' inclination to appear to be removed can without much of a stretch start a discussion by making a basic remark in regards to orders they fabricate. (Krauskopf, Charles J)

The social contacts of INTPs can be very few and are for the most part constrained to their hover of relatives and companions - most of the last are made up by individuals from the equivalent instinctive/thinking typological gathering (NT). (Schuwirth, L)

Despite the fact that INTPs frequently don't have that numerous business contacts, regardless, their business correspondence can be genuinely serious. This is clarified by the way that their partners (or other individuals working in a similar field) think that it is vital to get an INTP's inside and out master sentiment on numerous expert issues. Their business correspondence normally incorporates trade of feelings, thoughts, ideas, and methodological methodologies. (Schuwirth, L)

Correspondence

When speaking with individuals of instinctive/thinking types “(NT) including ENTJ, INTJ, ENTP, and INTP identity types”, i.e. with individuals in their own typological gathering, INTPs can be available to a functioning dialog. Individuals in this gathering have about indistinguishable method for taking a gander at the world from this sort does and along these lines INTPs think that it is simple to impart their perspectives to different NTs and thusly appreciate their thinking and perspectives. (Myers, Isabel Briggs)

Locus of control

It is a concept in psychology that describes whether you think your life circumstances are within your control. An article in Psychology Today defines it as "an individual's belief system regarding the causes of his or her experiences and the factors to which that person attributes success or failure."

Coming to my experience the time when I was sure that I have strong locus of control appears in any satiations where I am in danger or when I am talking with girlfriend so its better not to show feeling in many situations but from time to time everyone gets angry but its quite hard to make me angry because I have a good locus of control.

Self-esteem

The most muddled is correspondence among INTPs and “tangible/feeling” types (SF) including “ESFJ,” “ISFJ”, “ESFP,” and “ISFP” identity types. When speaking with SF individuals, INTPs should keep to correspondence that depends on sentiments, realities and solid sensations. The issue, notwithstanding, is that INTPs think that its hard to keep up discourse along these lines. They wind up stressing to advance argumentation that can be effectively appreciated by the SFs, which regularly prompts INTPs endeavoring to wrap up the discussion. With the end goal to achieve a worthy dimension of correspondence for the two sides, INTPs need to set themselves up for a correspondence style most appropriate for delegates of the SF gathering, in advance. (Myers, Isabel Briggs)

Conclusion

To conclude everything so gathering information about yourself it’s the best thing for me as well as identifying strong areas and areas which need to develop in this assignment I have discussed and examined my areas for developing and strong aspects of me choosing one quality and key challenges for me in workshops as well as how might this quality can help me in future and so on. And let me finish with quote of my favorite actor “Always be yourself, express yourself, have faith in yourself, do not go out and look for a successful personality and duplicate it” Bruce Lee.

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Analysis of quality improvement strategy of Parker Engineering Company

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Year 3, Business and Financial Management

Introduction

This article will emphasise the implementation stage of the companywide total quality improvement strategy for the next three year period. The aims and the initiatives of the report are built to strengthen and improve the quality process in the long term. This is to ensure that Parker Engineering Company can gain recognition and build its reputation to meet the 21st century's requirement.

The brief history of Parker Engineering

The Parker Engineering company was established in 1980s by the young graduate (Ken Parker) in the North East England, in which the main production has been focusing on automotive steering components for the automotive industry within the United Kingdom. As the diminish in the sphere effected the business, the company decided to expand their horizon and to enter the Europe. Therefore, being a Quality Director, it is necessary to implement a quality improvement strategic that include total quality management (TQM), quality assurance (QA), and quality control(QC) based on six sigma approach. First, the report will analyse the literature of TQM, the importance of team management in TQM, the role and effects of Brexit and belts of six sigma. Second, an analysis about QC and costs of conformance and non-conformance, belts of six sigma and problem levels will be represented. Third, QA tools, ISO standard will be examined from the point of Parker Engineering.

Total quality management

The term Total Quality Management is to establish the highest quality at the affordable prices and to fulfill all the standards of qualities. Six sigma(SS) in accordance with TQM is important as it set up goals and achieves them much higher than just applying TQM, as TQM based on the achievement of quality levels that are predetermined, which without any doubt increases efficiency but does not permit the organization to reveal the full potential. Six sigma with TQM is used to achieve consistent improvements in the sphere of quality by achieving quality levels step by step, and does not stop until the business is fully optimised. It is a great tool for Parker Engineering (PE) to enter the Europe. The way to struggle with the fore coming problem identification is to start implementing long term total quality management by using two sub categories of six sigma's methodology aspect. Precisely, DMAIC (define, measure, analyse, improve, control) and DMADV (define, measure, analyse, design, verify). (source: (researchgate, 2018))

Forming stage of a team management

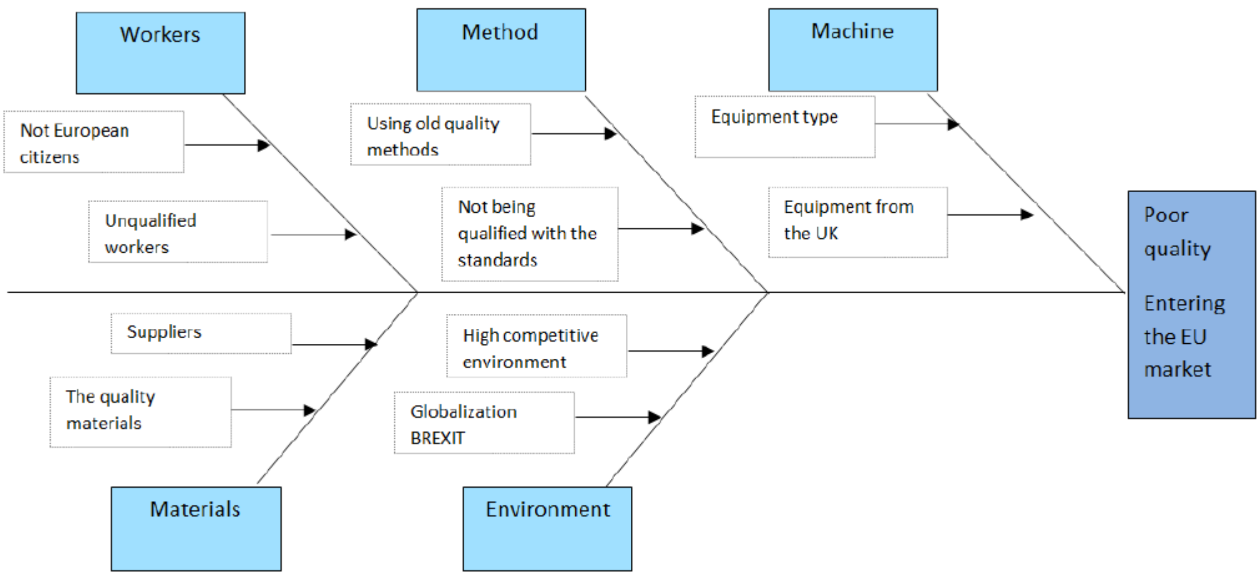
Initially, there should be a team with its forming that consists of a quality inspector, regulator, yellow&green&black&master black belt owners of six sigma and a leader with a transformational leadership style in order to control, operate and penetrate into the EU with a help of all the sources that is present in Parker Engineering. Transformational leadership style can help with the presence of each and every employee in decision making process and changing their roles and places in the organizational structure. The result, that is expected from this way of approaching can be satisfaction of the initial customers of the company (employees), as well as, enhanced level of participation in the organizational issues and work. (adapted from: (Goetsch and Davis, 2016))

Storming stage

During the storming stage, the mission and the vision of a company will be introduced to the team members and it is a great option to discuss the further steps for the decision making process in order to find out the best option suitable for PE and to gather the team together. It is also important to explain the benefits of the utilization of SS in coherence with TQM. So, here are some main reasons of why it is the best method for PE:

- Approach is based on the data-this tool will use statistical analyzes regularly, so the decisions will be based on hard facts, rough figures, which is in turn will lead to desired outcomes of an excellence
- Soars customer satisfaction and builds loyalties-in a customer centric business world, making, consumers satisfied with a product is quite hard, as it requires the highest quality that conglomerates with the lowest price. As these technique mix focuses on abovementioned factors, the end destination is increased satisfaction and having loyal buyers. (source: (quora, 2018))

In the next stage, the team will be trained to SPC (Statistical Process Control) in order to understand that SS that works in accordance with TQM is the base where a pyramid starts with customers as well as employees, and then lifts up to supervisors. The objective of a team is to find causes why this organization cannot enter the Europe. The main goal is to penetrate into the EU successfully, so to expand the horizons of a company. In this stage, the Fishbone method that was created by Ishikawa can point out successfully the causes of a problem.



(source: Ibm.com, 2018)

The role of Brexit

The problem consists of causes occurring in the process of entering the European market with a TQM strategy. The initial decline can occur from the Brexit, which explains that by exiting the European Union, the UK is agreed with facing problems in the sphere of penetrating and economics. However, the sanctions that are "focused on suspending some benefits…. with a help of an internal market", can help to get the freedom for the EU to make a punishment towards Britain without premature termination of the transitioning period and without risking with the possible damages that can be obtained to its economic interests. (source: (Boffey, 2018))

Norming stage: six sigma belts

As problems are identified the role of a team management is to be divided by the problems and to start finding ideas by using a norming stage to know each other's role in this project.

Yellow belt owners as it is known can be supporters but they are not able to own a project individually. In the team they can give basic understanding and support all the equalities or inequalities of team members. They can perform basic operations with a small techniques like "Kaizen" or "PDCA" (plan-do-check-act).

Green belt in six sigma reviews about the fact that these employees are familiar with all the aspects of six sigma's DMAIC methodology. They can perform tasks in the specified area under the supervision of black belts, who are in turn almost professionals of six sigma and responsible for the couching stage to explain six sigma into new environment.

It is recommended for managers and supervisors of a team obtain and acquire the masters of a black belt to be responsible for big organizational goals with the implementation strategies to apply six sigma properly by using both sub categories that are present in six sigma. (adapted from: (SixSigma.us, 2018))

Quality control

Quality inspectors can help to control the quality. Another step is to understand what quality control is and how to control and measure the quality in order to achieve the customer satisfaction in the new marketplace. Quality control is the process of inspecting the qualities of products, working with suppliers, and producing high quality goods at the most lowest affordable prices. Quality control is also identifies the ways to ensure that the product's quality is stable if it is already at the well quality or it is enhanced with the deduction of errors. QC needs the Parker Engineering to build an environment in which employees and their supervisors work for perfection. (source: (Investopedia, 2018))

Benchmarking

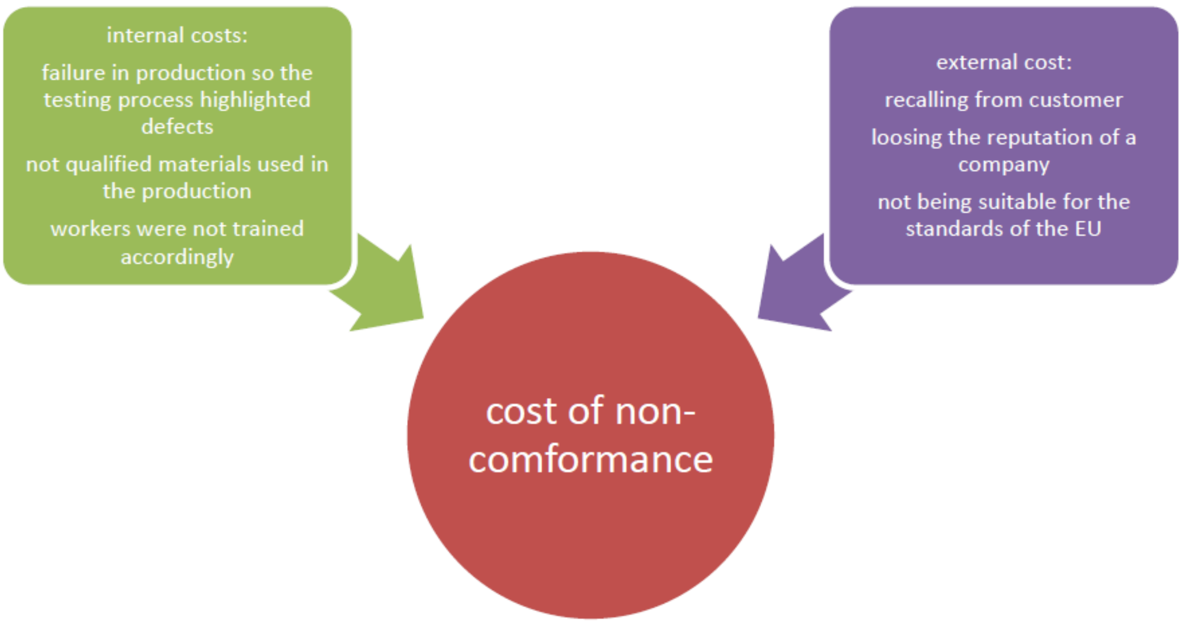
In this stage for Parker Engineering it is essential to create benchmarking to test the product quality. In order to accomplish this task, several working groups should interview consumers, up-to-date reviews, feedbacks or complaints should be observed and checked to define statistics in the first year of the initial market in the Europe. As a result, Parker Engineering company can know what customers want from they and to fulfill the needs and the wants of consumers (be customer-centric). (source: (Oakland and Morris, 2013))

The importance of Quality Control

After applying benchmarking systems, it is essential to know why it is important to acquire control of the quality in the Europe even if it is going to be expensive. The main reason is that, it is a car industry, which in turn complicates the quality standards as regarded to other industries-because if it is not qualitative, it is dangerous, the recalls can be even more expensive, also it helps to identify the problem before it is released to the customer market and save the reputation even though it seems like a huge investment it can be a great save in the long term. As the method is six sigma which has roots on the Kaizen(long term improvement strategy), in the case with the utilization of a methodology the plan can be assumed as a long term. (adapted from: (Engineering, 2018))

Cost of quality

It is essential to understand the cost of quality in order to know that if a production will make a change cost of non-conformance will be higher than the cost of conformance.



Performing stage of a team management – augmented reality

Furthermore, in the performing stage of the PE's team it is also important to teach them perform correctly from the lowest experienced factory worker the master black belt owners should be open to accept the issues and to adjust augmented reality technique in the design stage of six sigma to improve QC. Augmented reality is a set of digital constructions that can be projected to the locations of the real world. It is also better to be mentioned, that this technique is not widely accepted through all over the world but widely used across the EU, which means, it helps to create the atmosphere of being natural.

(source: (Facts, 2018)) Moreover, to make an organization perform effectively monthly checklists also one of the techniques that should be adopted to enhance the controlling stage.

The role of six sigma for Parker Engineering

In the defining stage of six sigma it is important to highlight that in case of PE, the company's new quality improvement will be using DMAIC (define, measure, analyze, improve, control) in order to achieve results faster and to save them stable. The problem is defined, measures are explained by creating team and the results and objectives are already analyzed with possibilities of risks in case of failure, which is recalling from customers and failure in the penetration. Improvement strategy is created and will start being implemented in every market place in the EU. However, PE still needs a quality assurance in order to enter a new market successfully.

Quality Assurance

QA in other words image processing has already become an integrated part of the production in the sphere of industrial manufacturing. Testing techniques during the planning stage of a production line have been noticed and applied instead of testing afterwards with the ready outcome to avoid any expensive remanufacturing processes. What is more interesting in an automotive industry surface inspection has already become as one of the most vital measures in QA. As a result, the QA and optimisation sector of an automobile sphere has risen up significantly. (source: (Fraunhofer Institute for Industrial Mathematics ITWM, 2018)).

The role of QA

First, it is important to create a culture of a quality, where every worker seeks to make his appropriately and to test the outcome before producing a report to the managers. This in turn can help to increase inner satisfaction in the company among the employees and make mindset that consists of quality assurance to achieve results faster.

Also, it helps to define defects as it is done in the control process but with checking the viability of a product to the standards. The result can be decrease in the number of recalls in the new marketplace and to gain more customer loyalty.

ISO standards

Another important aspect for Parker Engineering to enter the European market after exiting the EU and currently facing problems with brexit which is in turn creating more sanctions to control the businesses from the UK is to get an ISO 9000 certification. Let's define this certification in order to understand the importance of this document type.

ISO9000 is a generic European standard which set up the rules in accordance with regulations that should be followed in order to achieve&meet with the needs as well as the hidden wants of customers. It helps to be competitive as Parker Engineering were suffering from the globalization in the United Kingdom and diminish in this sphere. The ultimate goal that PE will get from the implementation of this strategy is the highest levels of consumer gratification. Moreover, there are two stated objectives of this certification type:

1. To be facilitated in the international exchange of goods and services in order to endorse development of standardization;
2. To promote collaboration in the activities that are scientific, intellectual, technological and economic activity.

Preparation stage of an ISO 9001

It is important to know the difference between ISO's. ISO 9000 and 9004 are the guidelines that should be followed in order to achieve a certification, whereas 9001, 9002 and 9003 are the categories under which a company can apply to the ISO certification.

The relationship between ISO and the TQM can be as following, as ISO is based on the following principles

Leadership	as it is already applied in the TQM stage with a transformational leadership style
Customer focus	receiving feedbacks, interviewing, being customer centric
Involvement of people	making all the levels of management involved in the decision making process
Process approach	dividing work into groups and sub groups to increase an efficiency of work
Systematic approach	an understanding of continual improvement and applying this techniques by controlling the quality and making checklists continually

Making supplier relationships mutually beneficial	keeping supply chain management in an ethical manner to keep beneficial communications in the process of supplying products

(source: (The British Assessment Bureau, 2018))

Documentation stage

As the preparation stage is done, the next step is to prepare documentations. The company already has and by giving examples already identified the way how documentation can be done, these are (operational management plan, total quality management plan, quality control and quality assurance), and moreover it is essential to note that documentations in ISO 9001 are generic so it can be changed to make it suitable to Parker Engineering. So in case with PE the most essential documents are policies and procedures that are designed to achieve improvements in the quality.

Implementation stage

The implementation stage will describe a system of quality management in the company. In this phase PE will introduce some newly arisen requirements that the company included in the customized ISO9001 quality management manual to the affected parties that consist of employees, managers and assistance them in their working path. It is also essential to make workers understand the benefits that they can gain from applying ISO 9001 certification.

Having internal audits is also one of the most essential parts, as it involves the reports to check what is already have been done and what defects seek for enhancement. Moreover, internal audits can increase the loyalty of workers, communications between top managers and employees and improve internal atmosphere of a company. In the process of getting and registering to the certification it is important to present with an internal audits that the requirements that were present in the ISO 9001 are being managed in the company.

Selecting ISO registrar

The last stage of ISO9001 certification is selecting PE's registrar. ISO9001 is the type of an independent standard entity that helps with issue relating and auditing services. For PE it is essential to get ISO9001 as it is specified category for manufacturing quality improvement as well as essential tool to enter the European market. (adapted from: (ISO, 2018))

Conclusion

In the course of report presenting all the quality improvement strategies were discussed from the point of Six sigma. To identify the problem the used method was defined by Ishikawa. Forming stage of a team management, measure the importance of a problem which was examined by storming and norming of team members, analyse it with a help of performing stage by round table discussions in which the company shows the pyramid of the levels of management up to down. Improving stage of six sigma's sub methodology involves implementation of TQM, QA, QC, ISO standards. The last controlling stage is the most important step in the enhancement process of the quality in the organization. This stage can be done easily with a help of a part in the ISO 9001 which is making internal audits, checklists and regular interviewing with consumers.

The expected outcome can be customer satisfaction, customer and employee loyalty, sustaining defect free organization, successfully entering the EU, and penetrating new plants step by step to the Europe, then to the world.

Recommendations

As the end goal is penetrating plants into Europe it would be better if a company acquires not only ISO certification, but also Malcolm Bridge quality award, which is an American standardization award to show that the company fulfills with the standard and requirements of the globe.

Another recommendation is to apply not only transformational leadership style, but also situational as the chain of actions requires being flexible to diverse situational outcomes that can affect the environment of an organization.

The last but not least recommendation consists of applying six sigma in accordance with lean manufacturing method which is based on using all the possible and present materials that PE can provide within the entering stage of a penetrating along with sustaining the best quality that is possible. The reason of mixing these two can be the fact that, it helps to be minimalistic and save as much as possible and to get the highest results that can be expected through the course of action.

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How to create a business: from idea to business plan

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Year 3, Business and Management

Introduction

These days, there is huge interest in entrepreneurship around the world because people see entrepreneurship as an attractive career path. The main reasons that "people want to have an entrepreneurial career are to be their own boss, pursue their own ideas and pursue financial rewards". (Barringer and Ireland, 2019)

For me, my life wasn't always picture-perfect, my hardworking parents' jobs included long days and even longer weeks. My mother is the hardest working person I know, but she failed to manage the balance between work and family. However, when you grow up with a mother who works hard, it inspires you, but at the same time teaches you that managing work and family is essential in today's dynamic world. As a result, I decided to become an entrepreneur to have the freedom to express my own ideas as well as to choose the work I like to do that makes the most of my strengths and skills.

These days, there are a lot of windows of opportunities in Uzbekistan for young entrepreneurs. The Uzbek government is welcoming and supporting start-ups and new projects that contribute to the development of the economy. This means that, it is the right time to start building a new business which is based on the knowledge and experience I have gained from University and my surroundings. Entrepreneurship is the "art of turning an idea into a business. It is essential to see what's needed in people's everyday lives and coming up with innovative new ideas and services that meet those needs". (Barringer and Ireland, 2019).

Where do business ideas come from and how can we nurture them?

This paper will argue that good business ideas come from social interaction where people from different backgrounds join together and exchange their thoughts and ideas with each other and turn them into something great. However, the main challenge is to push your brain into an environment where a new network of half-baked ideas will be formed and nurtured. Dunbar's study is used to prove that a socially connected environment leads to innovation by colliding different ideas from different backgrounds and interests.

At the same time, in general looking at and analysing our surroundings including consumers, existing products and services, and the environment generate business ideas for products and services. Also entrepreneurs use a multitude of methods to generate and put new ideas to the test, including Brainstorming with friends and colleagues, Focus groups, and a newish method called Brainwriting.

The networking of minds to nurture ideas

The great driver of scientific and technological innovation is connectivity where people from different backgrounds meet together and connect their hunches with other's hunches to turn them into something larger than the sum of their parts. The science author Steven Johnson claims that "the places or spaces that have historically led to innovation tend to look like Hogarth's (1755) famous painting of political dinner at a tavern but this is what the coffee shops looked back then". (Johnson S., 2010)

This is just the haphazard environment where ideas were likely to be spring up and people were able to interact with new with people from different and interesting backgrounds. It is right that ideas come from minds, but these minds are part of network that guides information and gives the inspiration that helps create wonderful ideas.

Dunbar's research and findings

Dunbar's research proves that the great business ideas come from connected environment and nurtures by colliding different ideas from different background and interests.

Psychologist Dunbar (1990) discovered a physical location, which is a connected environment, where most of the innovative breakthroughs occurred. He went to many science labs around the world and recorded everyone as they were going about every little task of their job. He recorded all of their conversations and found out that "almost all of the important breakthrough ideas didn't happen alone in the lab, in front of the microscope. The ideas happened at the conference table at the weekly lab meeting, when everybody got together and shared their kind of latest data and findings or when people shared the mistakes they were having" (Johnson, 2010).

Nurturing ideas through connection

The study shows that ideas can be nurtured in a connected environment with a high degree of social interaction of brains from different backgrounds. According to Edison, the challenging part is not come up with good ideas, but it is to make them work technically and commercially by nurturing them.

Connecting ideas to nurture them

In fact, a lot of great ideas take a long time to evolve and they spend a long time dormant in the background. “They have a feeling that there is an interesting problem, but they don’t quite have the tools yet to discover them because most great ideas come into the world half-baked, more hunch than revelation” (Johnson, 2010). Therefore, it is necessary to create the right environment where they can connect with other people’s hunches or ideas and add up to something bigger than just the individual ideas put together.

Drawbacks of protecting ideas

Ideally, ideas should connect and recombine with others ideas. However, today companies and entrepreneurs are trying to protect their ideas by using intellectual property, patents and trade secrets (Johnson, 2010). The problem is that closed environments reduce the amount of “connected minds” that could help solve specific problems.

Organization like IBM and Procter & Gamble, who have a long history of benefiting from patented, closed-door innovations, have introduced open innovation platforms over the past decade, sharing their leading-edge research with universities, partners, suppliers and customers.

The Global Positioning System (GPS)

A good example of nurturing of ideas in a connected environment is the Global Positioning System (GPS), a navigation system that uses satellites as reference points to calculate geographical positions, and was “developed by the American engineer Ivan Getting and his team at the Raytheon Corporation, at the behest of the U.S. Department of defence, after the initial foundation work of tracking the orbit of Russian Sputnik in 1957” (Johnson, 2010).

In October 4, 1957, Russians launched Sputnik that was orbiting the planet. After this big news, some scientists at the Johns Hopkins University Applied Physics Laboratory were having informal conversation with each other and they decided to track sputnik. Consequently, they managed to pick up the signals and to record it. Further, they thought to calculate the speed that satellite is traveling at; then they played around and discussed with two of their colleagues who had different specialities. Few weeks later, they came up with idea to figure out an unknown location on the ground if they know the location of the satellite. As a result, the GPS system was born.

Conclusion

It is true that all ideas form inside minds, but in most cases those minds are invariably connected to external factors that contour the flow of information and inspire the creation of ideas.

Many of these great ideas are further nurtured into technically and commercially viable propositions by even greater minds through being able to find and share the ideas through physical or data networks of minds. That is how innovation is taking place, as “the chance favours the connected minds” (Johnson, 2010).

Business Concept Plan: Oriental Sweets Project: Tashkent, Uzbekistan 2019

My idea “Oriental Sweets Uzbekistan” is focused on producing authentic Lebanese Baklava pastries, an exquisite taste in an attractive package with a 1-year shelf life at an affordable price, ready to be sold and distributed through different channels in Tashkent at first and then all over Uzbekistan.

Together with a friend from Lebanon, who will also be a partner in the venture and who´s family has been in the Baklava sweets business for three generations, we will setup a small factory / bakery to prepare authentic Baklava pastries to the highest standards and go on to market and sell the sweets in shops, supermarkets, hotels, restaurants, cafes and hopefully even on the trains and planes.

What will differentiate us will be mainly:

- Product quality consistency: Uzbekistan Market lacks good quality of Baklava sweets
- Building excellent brand value: Uzbekistan is a relatively virgin market in terms of good branding and package.
- Building smart attractive e-business website
- Building a good distribution network
- High quality service to all our clients.

Uzbekistan Market Economic Snapshot

Economic growth is estimated at 5.3% in 2019. Reforms are taking place to liberalise potential spheres of the economy including tourism, food processing, textiles and chemicals should fuel growth in the medium term.

With a population of over 32 million, a middle class that is steadily continuing to grow and over 50% urban inhabitation, Uzbekistan looks encouraging for any food business concept.

The Market for Sweets

Traditional Russian / Uzbek sweets dominate the local market at present but there is a strong trend especially among the many coffee shops towards European or foreign style sweets and pastries. There are actually over new 100 coffee/sweet shops that have opened up in Tashkent alone in the last couple of years. Traditionally the customers prefer freshly prepared sweets but a move towards packaged product is becoming visible due to customers need for standardised and more hygienic products. Tastes are also moving to other sweets like cookies and chocolate especially as gifts. This is due to the marketing, advertising and packaging of these other sweets, and the short shelf life of the traditional ones.

Competitors in the market

There are a few high-class sweet brands, which include Patchi (Lebanon) and Godiva in the local market already. A few café chains like Bon, Chaykof and Cake Lab have central kitchens where they make cakes and pastries that are sold in their cafes and also in limited amounts in Korzinka supermarkets. PepsiCo has also started some test production of sweets. This is more of the lower to middle range of sweets but they have an advantage of having a very wide distribution network. Authentic Lebanese Baklava is not available in the market at all and this provides a good first mover advantage.

Prospects

As lifestyles get busier, consumers will tend to increase snacking and this will fuel a strong demand and growth in the sweets / pastries niche. A strong marketing campaign, new products and good distribution channels will ensure that consumers demand for these sweets will increase dramatically over the coming period. Sweet snacks offer consumers a quick boost or pickup to their hectic day and will therefore continue to be the snack of choice.

Meetings / discussions for concept confirmation and Market research

Meeting 1:

While discussing the new sweets business with Mr. Ashurov, a wealthy well-known businessman and owner of the Bon café chain, he said that the Baklava sweet product can do well in Uzbekistan but we have to control the costs in order to have an affordable price for people to buy. While discussing with him the channels available for distribution, he said that food is not a product that is likely to be ordered via the Internet and people still prefer to buy their food physically.

Meeting 2:

A second meeting was held with Mr. Khashimov, another successful businessman and main shareholder Korzinka supermarket chain, we discussed with him the brand name and agreed to use a name that included "Oriental Sweets". We also understood that supermarkets are an ideal place to offer our product.

Target Market

Our products are not designed be sold to the masses in Uzbekistan.

We will start by aiming at the middle and upper middle class only.

Our target customer will be in the 25 to 60 age group with a disposable monthly income of at least 400 US Dollars located in Tashkent city for the first 2 years or so of operations.

We hope to expand our reach to Samarkand, Fergana and other major cities as soon as possible.

The sweet spot of growth for Uzbekistan is expected to happen in 2019-20 when people start leaving poverty and entering the middle class in large numbers.

Our Product and Marketing

We will start with Baklava and Maamool products.

1. The baklava market does exist in Uzbekistan but in very low quantities.
2. The quality of the product existing is in general a low- medium quality product
3. The price of baklava is similar to Lebanon despite the lower quality, which means that we can compete easily with the better quality at the same price.
4. For those who know Lebanese pastries, the product line is large, but apparently the most known product in Uzbekistan is the baklava line (mostly 2 to 3 shapes and fillings whereas in Lebanon there are more than 10 shapes and fillings).

5. Other lines do exist but not known in Uzbekistan, like Maamool (similar to cookies), and we will have to introduce this to the market.
6. Baklava and Maamool sweets will be sold_through a classic showroom selling procedure, through E-commerce selling procedure, Direct Distribution to hotels, restaurants, and through Distributors to Retailers.
7. We feel that new baklava pastries with different flavours (cinnamon, nutmeg) will be appreciated in Uzbekistan

Our Flagship showroom

Having a flagship showroom or large shopping mall counter will definitely give a more prestigious look to our brand and will assist us in better marketing our products. Staff with sweet sales experience would be a great advantage if available.

The flagship will also lead the way to other showrooms and counters in different areas and cities, which can be expandable through a franchise system adopted by the company.

Distribution

We will deliver our products to top hotels, restaurants as well as supermarkets in Tashkent. The products will be delivered weekly using at least 2 vehicles.

E-commerce

Our e-commerce initiative will take us to every city in Uzbekistan. E-commerce is growing fast in Uzbekistan and in a couple of years might be the best way that our product reaches many more potential customers.

Brand Identity

We have 3 suggestions for branding as below:

- Joy - Oriental Sweets
- Enjoy - Oriental Sweets
- Baklava Bite - Oriental Sweets

The package colour will be the Green or Red, which have been identified as the best two colours for food and sweets.

Human Resource

As our product is a highly refined one, our craftsmen should be very experienced to produce a unique quality of product.

We will require the following personnel:

- Production Personnel
  - 1 Chef that should be a Lebanese national
  - 2 Assistants preferably Lebanese nationals
  - 1 Quality control person
  - 1 Assistant for Fryer & Oven
  - 2 Storekeepers
  - 5 other workers

- Sales and Marketing Personnel
  - 1 Manager
  - 2 Salespersons
  - 2 e-commerce staff
- General and Administrative Personnel
  - 1 Overall General Manager
  - 1 Purchasing manager
  - 1 Accountant
  - 1 HR person
  - 5 Cleaners
  - 2 Drivers

Operations

The core of our operation is our factory. Our prime product is the baklava line. We will invest in machinery that will help us produce a top quality baklava product.

The factory will include the production area, the warehouse, the office, the packing area for the e-commerce and the packing area for the hotels and restaurants orders. It does also include the delivery area for the flagship shop orders.

The factory area should be at least 1500 sq. metres.

The maximum production capacity will be 2,000 Kg /day for Baklava.

Legal issues

Our venture will be setup as a limited liability company with 2 owners, my friend Mr Hallab and myself, with the ownership percentage to be valued by each parties contribution in due course.

Having some foreign capital, our company will benefit from some tax incentives.

As we will be spending a lot of money and effort on our brand and product quality we will register our brand in order to protect our intellectual property.

We will have strict Health and Safety control in place to avoid any potential issues.

Financial part

Our Assumption for start-up Sales is a total of 415 Kg / Day which is about 20% of Production capacity.

The forecast price of 1 kg of Baklava is $23.

We will have 5 different packages:

- 250 gr package @ $4 /pack
- 450 gr package @ $8/pack
- 900 gr package @$16/pack
- 3000 gr special package @$48/pack for hotels and restaurants
- For wholesale we apply a 30% discount on the $23/kg price
- Internet sales are expected to be 360 kg per month direct to customer @$23 / 1 kg pack

Start-up funding

Funds required for start-up amount to $352,110 and represent 6 months of fixed expenses as per the table Start-up costs in appendix.

Income and Profit / Loss

We expect income in the first year of production to be $2,760,100 increasing to $3,174,115 in the second year and $3,312,120 in year three.

Net profit after tax will average over $600,000 in the first three years, which is about 20% of earnings.

Risks, Contingency and Exit Strategies

The main risks to the venture´s success include: dependence on middle to high class, the cost factor associated with keeping our premium product affordable, competition from international and emerging local competitors, the demand not being as expected in Uzbekistan, and raw materials pricing increasing.

The better we are at identifying potential threats, the more likely we can position ourselves to proactively plan for and respond to them: Risk Management.

As an exit strategy we plan to sell a majority stake in the business to a large multinational like PepsiCo or the likes after about 4 years of profitable returns.

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