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Management Development Institute of Singapore in Tashkent



The Round Table Proceedings on
**“The sphere of service, tourism and
hospitality: sustainable development
and innovation”**

September 13, 2019



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устойчивое развитие и инновации»

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Analysis of Readiness of some Touristic Objects of Tashkent for Tourist Flow-Growing

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Tourism usually refers to temporary departures from places of their permanent residence for educational, professional, working, sports, medical, religious and other purposes that do not imply the implementation of paid work at the place of residence (Shtyurmer, 1978). Currently, the most comprehensive and frequently used is the definition proposed by the UN Statistical Commission. This definition was formulated in 1993 with the aim of collecting statistics in the field of tourism, after which the World Tourism Organization included it in the International Recommendations for Statistics in Tourism in 2008 (WTO, 2008). According to this definition, tourism is an activity in which people move and stay in places that are not those of their permanent residence for a maximum period of one year for any reason other than paid work.

Tourism is a complex system, based primarily on the common use of objects: beaches, historical and cultural monuments, natural areas, etc. These objects are used to attract tourist interest and obtain economic benefits, which, in turn, creates a network consisting of companies providing travel services, intermediaries and users of the services offered.

Over the past twenty years, the volume of the international tourism market has grown several times. According to the estimates of organizations working in this field, by 2020 the number of international tourists around the world can reach 1.6 billion people (Voskresensky, 2010).

In the Republic of Uzbekistan, in total, in 2017, the services sector accounted for 38.85% of GDP, and the number of people employed in it in 2018 reached 40.94% of the total. In 2018, the country hosted five million tourists, with the goal of reaching ten million annual visits by 2030 (State Committee of the Republic of Uzbekistan on Statistics, 2019).

The development of the services sector, including tourism, is one of the priority areas of the national economy. One of the problematic topics in this area is the development of infrastructure suitable for receiving an increasing number of tourist flow. Infrastructure, as well as various objects of interest to visitors, must meet modern quality standards and be able to attract and welcome tourists with different characteristics.

This article is a brief overview of four tourist sites in Tashkent with a number of suggestions related to improving their characteristics and increasing tourist attractiveness. Information for the article was collected as part of the Management Development Institute of Singapore Tourism Research Team work during the period from April to June 2019. The places below were selected from the general list of tourist sites in Tashkent:

- State Museum of Applied Arts of Uzbekistan;
- Square named after Amir Temur and surrounding areas;
- Bazaar "Chorsu"; and,
- Ensemble "Hazrati-imam"

Tourist sites were paired according to the principle of territorial proximity to each other, so we could also analyze the route between each pair, the indicators and accessibility. In each tourist site, the researchers analyzed the following characteristics in terms of the following:

- the information provided to the visitors about the place;
- the accessibility;
- the variety of offer;
- the quality of service; and,
- the remarks about places of interest nearby.

The State Museum of Applied Arts of Uzbekistan is characterized by its unique collection of art and day-by-day objects that represent different periods of Uzbekistan's history. The museum houses more than 7000 examples of folk applied art: handmade embroidery, skullcaps, jewelry, carpets and other craftsmanship from the beginning of the 19th century to the present day. The museum itself is located in the building of the Palace, once owned by the Russian diplomat Alexander Polovtsev, known for his reverent attitude to architecture and art. The building is an example of architectural and decorative art.

Not far from the Museum the square named after Amir Temur is located. That emblematic place was constructed in 1882, being in those times the biggest square in the city. Here nowadays the tourists and local residents can find a monument dedicated to Tamerlan, the statesman and commander of the Middle Ages, one of the founders of Uzbek statehood.

The Chorsu bazaar, one of the largest markets in Uzbekistan and Central Asia, is located in the old part of Tashkent called "Eski Shahar". It was known in the Middle Ages and had a great importance for the Great Silk Road. Here the buyers can find a variety of goods and products: from fruits, vegetables and beverages to clothes, household supplies and souvenirs.

Next to the bazaar the visitors of the city can find the ensemble "Hazrati-imam", one of the main religious complexes in Tashkent. The ensemble was built near the grave of the imam of the city of Tashkent, a scholar, one of the first preachers of Islam in Tashkent, a poet and craftsman Hazrati Imam. Nowadays the complex counts also with a mosque, a library of oriental manuscripts and madrasa, used by craftsmen to promote and sell their products.

All the places of interest analyzed share several characteristics, both positive and negative. First, they are located in the center of the city, being accessible thanks to metro stations and public transport. Second, between the monuments of each pair you can move on foot, without having to use taxi services or any other means of transport. Third, tourists eager to visit these places can find essential information on the Internet in Russian, Uzbek and English. For the most part, the information presented is actualized and can be used as a guide during the visit.

Among the characteristics to be improved, the following can be named. First, although these places of interest are close to each other, it is difficult to move between them, since there are practically no indications of the nearest monuments. Second, the information present in each territory is scarce or is offered only in Uzbek, which complicates the orientation of a foreign tourist. Third, there are no emerging service contacts and there is no information about the nearest tourist police post. Fourth, none of the places of interest is adequately equipped for people with reduced mobility or disabilities of any kind. Fifth, it would be advisable to apply, where possible, the new technologies to make the visits more interactive for both adults and children. For example, the museum could take advantage of its rich collection and project some images with the use of virtual reality. It would also be interesting to see the process of creating different objects of applied arts in the form of short videos.

The “Hazrati-imam” complex, to give another example, does not use its capabilities like those of a cultural and artisanal center for one hundred percent. On the one hand, there is a need for a logo that artisans could put in their work to show that it is produced specifically in this center. On the other hand, no master-classes are offered to visitors, which could attract more tourism to the area and be an additional source of income for artisans.

In summary, we can conclude that the exploratory analysis carried out by the MDIST tourism research team detected some problems in the presentation and development of four places of interest in the city of Tashkent. If the necessary measures are taken to improve the situation, the growth of the tourist flow to the studied areas can be expected. However, we cannot draw conclusions about the state of the tourist industry in the city based on the results obtained. It is necessary to collect more data in other monuments and places of interest and combine them with information provided by tourists and representatives of the city's tourism sector.

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Волонтерство как метод приобретения мягких навыков для будущего специалиста в индустрии туризма

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Аннотация. На сегодняшний день темпы научно-технического прогресса таковы, что мир изменяется и преобразуется буквально на глазах. Молодым людям необходимо постоянно развивать так называемые универсальные компетенции, мягкие навыки, чтобы успешно достигать поставленных целей, быть достойным конкурентом на рынке труда в том числе и туристической отрасли. Формировать и развивать компетенции возможно через активные методы обучения и в практической деятельности.

Ключевые слова: *мягкие навыки, Soft Skills, волонтерская деятельность, конкурентоспособность.*

Abstract. Today, the pace of scientific and technological progress is such that the world is changing and transforming literally before our eyes. Young people need to constantly develop the so-called universal competencies, soft skills in order to successfully achieve their goals, to be a worthy competitor in the labor market, including the tourism industry. It is possible to form and develop competencies through active teaching methods and in practical activities.

Keywords: *Soft Skills, volunteering, competitiveness.*

1. Введение

Soft Skills – это комплекс специальных умений, компетенций, которые нужны учащимся для общения, помогающие человеку не только в служебном подъеме, но и в нормальной жизни. В соответствии с Оксфордским словарём, «мягкие навыки» — это индивидуальные свойства, которые позволяют продуктивно и слаженно взаимодействовать с остальными людьми.

В дословном переводе с английского языка этот термин обозначает «мягкие навыки», то есть те умения, владение которыми не показывается

характерным качеством конкретной профессиональной группы, или общественные данные. К ним традиционно причисляют искусство общаться, действовать в команде, проектировать собственную деятельность, знания тайм-менеджмента, способность работать с данными, стрессоустойчивость, обучаемость и др.

Умения Soft Skills значительны как на службе, так и в жизни. Главная часть этих умений применяется для достижения поставленных целей. И чем выше индивид поднимается по служебной лестнице, тем «универсальные» умения в жизни играют наибольшую значимость. В профессиональной сфере успех человека на 85% зависит от «мягких» компетенций, и на 15% от «жестких», поэтому часто на собеседовании требуют пройти испытания: задают вопросы, не имеющие фактически ничего общего с профессиональными умениями, свойственными конкретной деятельности.

Современные исследования позволяют выделить следующие группы «мягких» навыков Soft Skills:

1. Коммуникативные

- умение слушать
- убеждение и аргументация
- самопрезентация
- публичные выступления

2. Межличностные способности:

- способность к командной работе;
- вдохновлять других на участие в работе;
- разрешать конфликты

3. Аналитические/исследовательские навыки:

- способность оценить ситуацию
- креативное мышление
- логическое мышление
- поиск и анализ информации
- проектное мышление

4. Гибкость / адаптивность / управление несколькими приоритетами:

- управление эмоциями
- управление стрессом
- управление собственным развитием
- планирование и тайм-менеджмент

5. Лидерство / навыки управления:

- способность взять на себя ответственность
- организаторские способности
- контроль реализации задач
- Управление исполнением
- Планирование
- Делегирование
- Управление изменениями и принятие решений

6. Саморазвития:

- способность к обучению
- ответственность
- развитие научного и творческого потенциала.

2. Материалы и методы

Для написания статьи использованы информационно-аналитические доклады. Метод исследования – анализ.

3. Обсуждение

Волонтерская деятельность – это широкий круг деятельности, включающий традиционные формы взаимопомощи и самопомощи, основанный на гражданском участии физических лиц в благотворительной деятельности без расчета на какое-либо вознаграждение, безвозмездное оказание услуг обществу.

Волонтеры работают, не получая каких-либо вознаграждений за проделанную работу. Вместо этого они получают бесценный опыт работы с различными категориями людей, опыт работы в команде, а также моральное удовлетворение от того, что общество нуждалось в их помощи и волонтеры смогли ему пригодиться.

Молодежь, состоящая в волонтерских организациях, получает первичный опыт для предстоящей в будущем работы, учится применять,

полученные в ходе обучения знания, удовлетворяет твои амбиции и тренирует лидерские качества. Волонтерское движение объединено общей идеей, характеризующей себя уважением к себе и к окружающим, желанием быть полезным для общества, стремлением достичь лучших результатов в своей деятельности.

Центр подготовки волонтеров «Форвард» Сочинского государственного университета – является крупнейшим вузовским волонтерским центром России, где к XXII Олимпийским зимним играм и XI Паралимпийским зимним играм в Сочи 2014 года было подготовлено около 7000 тысяч олимпийских и городских волонтеров.

Игры закончились, а волонтерская деятельность продолжает развиваться и дальше бурными темпами, потому как в 2018 году Россия стала страной проведения Чемпионата мира по футболу. Чемпионат мира по футболу – это международный спортивный турнир, проводящийся под эгидой FIFA, в котором соревнуются лучшие национальные сборные планеты.

В Сочи в рамках волонтерской программы Оргкомитета «Россия-2018» СГУ подготовило 1700 волонтеров к Чемпионату мира по футболу 2018 года. Волонтеры работали на 20 различных функциях. А именно: сервисы для зрителей, аккредитация, билетная программа, информационные технологии, программа «гостеприимство», кейтринг (общественное питание), обеспечение работы СМИ, прибытия и отъезды, протокол, работа с командами, размещение, сервисы для зрителей, транспорт, управление волонтерами, управление объектом, церемонии и т.д.

Участие в данном мероприятии, безусловно, открывает большие перспективы перед человеком в той области, в которой он работал. Кроме того, улучшаются такие навыки как работа в команде, управление и коммуникация. Участники программы получили массу новых знакомств и впечатлений, стали причастными к организации события мирового масштаба.

Толерантное восприятие социальных, этнических, национальных и культурных особенностей людей служило помощью в общении с людьми, проживающими в других странах, принадлежащими к различным религиям, имеющими различные национальности, а также люди,

принадлежащие к особой физической группе лиц (категория людей с ограниченными физическими возможностями).

Также волонтеры СГУ ежемесячно отрабатывают на «домашних» играх Хоккейного клуба «Сочи», и ежегодно участвуют на этапе Гран-при России по кольцевым автогонкам Formula 1. Большое внимание волонтерам СГУ уделяется социальным и экологическим проектам: шефство над дендрологическим парком «Южные культуры», работа с детьми-аутистами, реализация проекта «Юридическая клиника» для населения Сочи.

Студенты СГУ постепенно нарабатывают те или иные компетенции в рамках волонтерской деятельности на различных мероприятиях. И эти компетенции совмещаются со знаниями, которые студенты получают в период учебного процесса.

Во время прохождения любого мероприятия встречается достаточное количество конфликтных ситуаций. Например, одна из конфликтных ситуаций произошла около входа на стадион «Фишт» во время Чемпионата мира по футболу 2018 года, сущность которого была такова: иностранный болельщик перед входом на стадион приобрёл сувенирный мяч и сразу же отправился ко входу, не оставляя его в камере хранения, что следовало бы сделать по правилам FIFA. Отстоявши очередь и практически подойдя ко входу, к нему обратился стюард, и сказал, что ему необходимо занести мяч в камеру хранения. Со стороны гостя сразу же последовали возмущения, так как до начала матча оставалось совсем немного и со всеми этими переходами он боялся опоздать. Данная ситуация имела два негативных следствий, первое – это ухудшение настроения болельщика, что, как говорили волонтерам, неприемлемо, а также торможение очереди на входе в стадион. Участниками конфликта являются: иностранный болельщик, стюард работающий на входе и волонтер.

По теории, волонтер при возникновении подобной ситуации обязан обратиться за помощью к тим-лидеру, но на практике это не всегда было возможно из-за частой сильной загрузки на позиции. Волонтером было сделано следующее предложение возмущенному болельщику: на время футбольного матча взять на хранение его сувенир, а также обменяться номерами, и уже после окончания болельщик сможет его забрать. Таким образом, в данной конфликтной ситуации выбрана стратегия компромисса. Компромисс – стратегия поведения в конфликте, состоит в желании участников завершить конфликт частичными уступками. Метод решения

конфликта – нахождение индивидуального подхода к гостю. Вывод: при нестандартном подходе к решению задач, с учетом индивидуальности каждого гостя, можно решить практически любую конфликтную ситуацию не используя помощь своего руководителя.

Таким образом, для достижения высокого уровня конкурентоспособности в отрасли туризма, необходимо обладать не только развитыми профессиональными навыками, но и рядом «мягких» навыков («Soft Skills»).

4. Заключение

Применение имеющихся знаний, взаимодействие с людьми, точное понимание их требований – всё это составляет конечный результат, ожидаемый от прохождения практической работы. Полученный в ходе волонтерской деятельности опыт, безусловно, будет полезен при дальнейшем трудоустройстве по специальности. Опыт работы на данном предприятии является важным шагом к успешному построению карьеры в будущем. Принятие участия в событии мирового масштаба, усовершенствование знаний иностранного языка и применение умений работы в команде являются бесценным опытом, который так нужен для предоставления качественных услуг в индустрии туризма.

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Ethical Responsibility of Hospitality Operators. Inbound Tourism in Uzbekistan. Law doesn't always have an answer.

Aziza Tulyaganova

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This speech is designed to attract attention to the importance of following ethical principles by the inbound tour operators mainly bringing domestic tourists to the recently opened places of the reservation areas. It has been prompted by the unfortunate events of leaving garbage and insulting the feelings of the local populations by breaking the ethical codes of conduct. It shows the limits of law and a great potential of codes of ethics and active civil position, if taken by the stakeholders.

It is a common fact, that law is simply defined as a body of rules to be obeyed. Unlike other rules such as the rules of morality and ethics, the legal rules are capable of being enforced working mainly through the mechanism of compensation in civil law and punishment in criminal law.

In contrast, ethics, which refers to the behaviour of an individual towards another individual or group, is not supported by such enforcement mechanism, if there is no mirroring provision in law and /or company policy.

Ethical behaviour refers to behaviour that is considered “right” or the “right thing to do.” Choosing ethical behaviour over behaviour which is unethical will go a long way to avoid legal difficulty. This is true because hospitality operators often will not know what the law call for in a given situation.

Barth suggests 7 guidelines to determine what constitutes ethical behaviour. The origins lie in the works of many ancient and modern philosophers.

- Is it legal? Does the law or company policy prohibit this activity?
- Does it hurt anyone? Will this action negatively affect any stakeholders?
- Is it fair? Is it fair to all the stakeholders?
- Am I being honest? Are you being honest with yourself and with the company?
- Would I care if it happened to me? Would it bother you if you were the recipient of the action?

- Would I publicize my action? Would you be embarrassed if stakeholders became aware of your action?
- What if everyone did it? Could the business effectively operate in an equitable fashion?

An example illustrating the difference between ethics and law could be when we analyze the case of setting a salary for a full-time working cleaner. The Law of RoF Uz sets currently the minimum salary at not less 577172. However, in the current economic situation, it would not suffice to satisfy the basic needs. On the other hand, if a business is a start-up, it usually does not have income. There are different stakeholders, including the firm, the cleaner, the staff, and the balance had to be reached ensuring that the start-up operates in an equitable fashion.

Recently, what attracted my attention were the early signs of human –caused ecological catastrophes in the Urungach lakes areas as well as Arashan lakes. The latter is associated with the saint pilgrimage site of Arashan-bob. Both places are located remotely in the mountains, but since the permissions were granted recently to visit them, and with the recent development of all-terrain vehicles capable of taking quite big groups of interested tourists, inbound tour firms capitalizing on the so-called “freshness”, previous inaccessibility, started regularly taking tourists there. The result was a growing number of unrecyclable (e.g., plastic bottles) and recyclable garbage, as well as breaking ethical rules of behavior on the sites, e.g., swimming in Arashan Lake, which is considered to be a saint lake. The latter has caused distress among the people.

While at least some of the several tour agencies declare that they have a clear “Take your garbage with you policy”, it appears, that none of them fully understands the status of the place such as Arashan lake associated with the Arashan pilgrimage site, openly calling for taking a swimming suit and “enjoy a swim” in the virgin waters of the lakes and then posting such photos in swimming suits in social networks.

While Uzbekistan is clearly a secular state, it also follows the principles of respect for religious feelings of people. The law has not yet provided for liability for such breaches such as swimming in the pilgrimage sites, however, conducting analysis even under the modern version of the 7 principles as presented by Barth, leads to clear-cut conclusion that it is unethical and socially irresponsible.

I propose that the Ministry of Tourism through the Center of Tourism Education, conducts a special ethics training for the inbound tour operators,

reintroducing them to the concept of corporate responsibility and explaining the short –term and long-term consequences of such activities.

In the developing stage, where Uzbekistan is now, inbound tour operators' ethical attitude is a key to the formation of the sustainable equitable internal tourism policy. Uzbekistan is a beautiful country with many places yet to be discovered, and with the right approach, these places can be preserved for the coming generations to appreciate and admire. The tour operators could also play in a good way, an educational and spiritual role, by informing the tourists about such places and reminding them to respect the heritage of our Motherland.

The Development of Domestic and International Tourism: New Approaches

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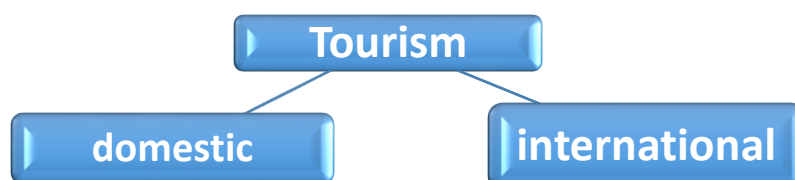
Abstract: This thesis gives information about the recent development in tourism industry. And also it analyzes new methods and approaches which are being used for the further development of both international and domestic tourism in the countries.

Keywords: *domestic tourism, tourist destinations, visitor, tourist, global economy, development, international tourism.*

Nowadays, many developing countries are paying great attention to develop tourism industry effectively due to the fact that tourism has undoubtedly become an integral part of the life of modern society. The role of tourism industry in the world economy is continually growing. UNWTO estimates that worldwide international tourist arrivals (overnight visitors) increased 6% to 1.4 billion in 2018, clearly above the 3.7% growth registered in the global economy. [1]

Tourism is one of the fastest developing industries of the economy that has an important role in providing employment of the population, increasing incomes and socio-economic development of the country.

Tourism may be domestic and international (Picture 1): domestic tourism refers that the residents of the country visit any tourist destinations inside the country while international tourism means that visitors or tourists move from one country to another country for leisure and other purposes.



Picture 1. Types of tourism

Generally, both international and domestic tourism are important for the country's economy, for example, foreign visitors usually visit countries in the particular season of the year that means other times they do not want to visit or travel. At that time it is definitely true that the income from this industry may decrease. So governments focus on developing domestic tourism in order to prevent this condition.

Over the years, new forms of tourism appeared, for instance, halal tourism, virtual tourism, culinary tourism and others. Countries do their best and use their potential to attract tourists from abroad. Just in Uzbekistan, the government has created favorable conditions and opportunities like tax preferences for the business entities whose business is related to tourism. A lot of legislation documents have been signed recently. Furthermore, conferences have been held in touristic destinations among top bloggers and influencers of the world. Additionally, most countries are implementing various paid activities such as summer camps, MUN conferences, international summits, etc. to attract foreign students and it is also popular to offer special honeymoon for new-married couples.

According to Taleb Rifai who is the former Secretary General of UNWTO, "Youth travel has become one of the fastest growing segments of international tourism, representing more than 23% of the over one billion tourists travelling internationally each year. This growth represents tremendous socioeconomic opportunities for local communities as youth travellers stimulate local tourism businesses, foster closer social interaction with host populations and champion environmental protection. Young people, recognised by the United Nations as a major force for development and social change, have the potential to drive sustainable development in the tourism sector." [2]

All things considered, efforts and measures which are being made by countries to develop tourism industry show incredible growth of the industry in the countries that is why tourism industry is already considered as a key role in increasing incomes, employment of the unemployed and socio-economic development of the country.

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MICE industry is as a driver of the tourism and economic development of the country

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Abstract

This statement investigates the impact of meetings, incentives, conferences and exhibitions on tourism demand, as well as to the development of the global economy. New strategic approaches to increase the market share of event industry are exemplified in order to utilize as a model to develop efficiently the segment in Uzbekistan regions, assumed predictions of MICE industry all over the world and in Uzbekistan.

Keywords: *business tourism, meetings, incentives, conferences, exhibitions, shareholders, seasonality, international festivals, global MICE industry forecast, social media, meeting apps, strategic approach, international MICE certifications, Convention and Visitors Bureau.*

Introduction

Tourism covers a great amount of spheres in which business tourism does also exist. For so many centuries special events and meeting among people have played an intrinsic role in their social lives. Compare to today we can consider them as an entertainment, simultaneously the way of earning tremendous amount of revenue, which in turn will influence to the development of this industry and country's economy also. The term MICE in the context of travel is an acronym for meetings, incentives, conferences, and exhibitions. The industry refers to a specialized niche of group tourism dedicated to planning, booking and facilitating conferences, seminars, and other events, and it is the highest revenue contributor to the travel industry.

Significance of MICE segment in development of Global Tourism

In tourism and travel MICE industry has a great impact, as it attracts potential foreign tourists as well as local businesses which in turn will cause the collaboration of other participants (as we call them shareholders). The industry is complex, consisting of participants, sponsors, planners, convention and visitors

bureaus, meeting venues, accommodations, and suppliers generally being involved in the planning and execution of an event. Undoubtedly these types of highly demandable events will be beneficial to shareholding companies. The meetings and event market is highly fragmented with plenty of downstream suppliers as mentioned above and due to the presence of so many suppliers, the M&E industry is highly competitive, which enables low switching costs to the suppliers.

According to a new report published by allied market research, titled ‘MICE industry by event type: Global Opportunity analysis and industry forecast, 2018-2025’, “the global MICE industry size was 805 billion dollar in 2017, and is projected to reach Global MICE industry to 1.439.3 billion dollars, in 2025, registering CAGR of 7.6 % from 2018 to 2025. ‘Recent MICE industry trends such as rise of social media, tailor-made experiences, shift towards virtual and augmented elements, and demand for non-traditional event spaces propel the global MICE industry.’ (Shankar Bhaldarkar, senior research analyst, Consumer Goods at Allied market research.)

As it is known, tourism market share is increasing in the global economy as in specific appealing countries also, that shows the importance of keeping stable and increased pace of development tourism and hospitality industry of every region. Unfortunately for some countries it is complicated task to attract foreigners in low seasons. According to Fletcher (2012), seasonality is a major problem for tourism destinations creating labor force and capacity utilization issues. A strategic approach to event should address the issue of seasonality by targeting events that attract visitors during off-peak periods (Chalip, 2004). The good prototype for that would be Uzbekistan, the winter season can be defined as a passive in tourists arrival to the country. As well as when the certain type of tour product is chosen by travellers, specifically cultural tourism, nostalgic tourism, gastronomic tourism, pilgrimage tourism and so on. However by getting intercultural relationships we can find out that low season in tourism field can be transformed with MICE industry, where some of the shareholders will have an opportunity to stabilize their ROI and then come back to pick season of tourists.

Current Event sector of Uzbekistan

Meetings, incentive travels, conventions, and exhibitions are so essential for the development of other industries, simple example would be international negotiations, meetings of company representatives, job or product exhibitions as a way of marketing to public, social events and also international festivals. In

Uzbekistan traditional festivals such as “Sharq taronalari”(Melody of the east), “Silk and Spices” as well as “Makom Challenge” are well-known by many tourists. Interesting facts about these events are the international concentration of target market as well as involvement of local participants to these events. In the process of holding an event the meeting venues are so significant to have in the region, which will create amenities in implementation of the project. These can be conference halls of the hotels, restaurants, expo centers, and so forth. In Tashkent according to found out facts majority of huge exhibitions have been holding in the ‘International Expo Center’, that shows lack of venues in the region and influence of this to the improvement of the MICE industry overall. One of the highlights in this process is the role of CVB (Convention and Visitors Bureau). Having CVBs helps in organizing decent facilities to hold exhilarating events in the area to meeting planners and event organizers, at the same time to control and manage safety of participants.

The segment is also estimated to witness a healthy growth rate in the future, owing to rise in number of international business travelers, surge in governmental initiatives for development of MICE segment as well as SME sector coupled with ongoing MICE industry growth trends of organizing hybrid meetings and use of social media and meeting apps. One of the leading companies in Uzbekistan that is working in this market segment is ‘Unique Present Media holding’. Though the competition in this field is not so high, the company created an amazing working team, and has been holding a tremendous amount of events mostly in capital city Tashkent. Special courses that company is offering to prepare professionals of event management is affecting to the increase of the market segment around regions.

The process of developing MICE industry is essential as it reflects its ramifications in tourism industry and whole economy. In fulfilling this goal government must address its attention not only potential types of tourist product that country can offer, but to create an interest among local population to create entrepreneurial ventures specialized in this market segment, as a result to offer interesting opportunities in international level by attracting business people to our country. Also notable fact is tandem development of MICE shareholders which affect to tourism industry.

Model strategic approach of development MICE industry

However, proper strategy of improvement the segment should be organized. For instance, in Thailand for the purpose of development of MICE sector, TCEB has planned the development scheme for MICE personnel in 2 levels, including local and international scales (Theodore Koumelis). First, the development of local occupation with department of skill development, ministry of labor, Thai exhibition association, business of Creative and Event Management Association and Thailand Incentive and Convention Association, under which the national skill standards for profession electrician in electronics and computer and electrician for MICE were established. Notable fact is that Thailand is hence first country in the world to establish the national standards for MICE personnel, having the electrician for MICE as the first field of expertise. Second, the development of international occupational standards involves the import of international certifications under the copyright of international MICE associations, specifically IAEE, EIC, MPI, SITE. As Mr.Chiruit said, ‘the collaboration with prominent associates to advance the skill standard development project for MICE professionals of all levels, which is now in decent progress, serves as a key force that drives Thai MICE to fly higher with stability and sustainability. In the report covering the first quarter of 2018 till 30 September 2019, TCEB president confirmed that Thailand welcomed 241.407 high spending international MICE travelers, increasing 60.66%’(traveldailynews.asia).

Perspectives of MICE industry in Uzbekistan

By learning decent strategic approaches of other countries we are capable to create potential atmosphere for MICE industry in Uzbekistan. One of the intrinsic tasks to accomplish these all is establishment of success strategy in the field, which will include in it: strengthening MICE education, managing MICE models (businesses), engaging with community projects, promoting MICE by applying leading marketing strategies, intercultural cooperation with pre-eminent MICE associations, applying hybrid collaboration of MICE and meeting apps and so on.

The crucial step to develop MICE industry in tandem with Tourism in Uzbekistan was the conference in international level, which was initiated by President of the Republic of Uzbekistan Shavkat Mirziyoyev under the auspices of UNESCO for the first time not only in Uzbekistan, but also in the whole region of Central Asia in the topic ‘The preservation of tangible and intangible cultural

heritage: topical issues and strategies to resolve them'. It is assumed that by hosting this high prestigious international event solution of preservation of world heritage is discussed around nations, but Uzbekistan MICE industry and tourism are getting bolstered and marketed worldwide. Furthermore it should be mentioned that based on forecasts of UNWTO and WTTC the number of tourist arrival to Uzbekistan will increase to 9.09 million in 2025 (uzdaily.uz), which influence deeply to MICE sector of the tourism also. In terms of providing proper qualification of specialists in MICE segment in Uzbekistan, the International University of Tourism was established by initiatives of the President. International internship study approaches are organized for students to be the best specialists of the field. (visit university site silkroadiut.uz).

Conclusion

In conclusion, it can be said that MICE industry in the development of the tourism and economy plays an essential role, as it provides more job opportunities for local people and bolsters the future prosperity of tourism field by attracting international co-operations and creates entrepreneurial perspectives both for population of the country as well as decent revenue for all shareholders of the field. Implementation of strategic approaches as mentioned above in the MICE sector will be a strong cornerstone to create potential successful way of development both tourism sector and countries economy.

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Abbreviations and acronyms:

1. CVB- Convention and Visitors Bureau
2. EIC- Events Industry Council
3. IAEE- International Associations of Exhibitions and Events
4. M&E- Meetings and Events
5. MICE- Meetings, Incentives, Conferences, Exhibitions
6. MPI-Meeting Professionals International
7. ROI- Return on Invest
8. SITE-Society of Incentive Travel Excellence
9. TCEB-Thailand Convention and Exhibition Bureau

Training in the tourism industry

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Abstract

This article discusses questions about the existing training system in the tourism industry as a whole and highlights the prospects of a competency-based approach. The features of the development of tourism in developed and developing countries are considered. The interrelation of traditional and modern teaching methods is given. The tourism industry is one of the largest and fastest growing industries in the world. In this regard, there is a need for the active development of professional training of personnel and the labor market. The presented work is an introductory attempt to generalize the conceptualization of the specifics of training in the tourism industry. The article also analyzes the tourism and hospitality industry of Uzbekistan, where problems with the quality of training are solved.

Keywords: *training, competence-based approach, tourism, traditional method, modern method, labor market, tourism and hospitality industry of Uzbekistan*

Introduction

Tourism includes various industries and activities. Such components of tourism are distinguished as accommodation, sale of services, transfer, excursion service, food, leisure and entertainment. Among the areas of activity, it should be noted the hotel and restaurant business, the MICE industry. The tourism sector is a whole complex, whose goal is to satisfy the needs of tourists and guests. By recognizing the goals, the tasks to achieve a well-established tourism infrastructure are identified, which includes organizations and objects that provide service and reception of guests, as well as the organization of their leisure.

The importance of training in the tourism industry

We all know that tourism as a form of activity has appeared recently. In many countries, it managed to become a leading industry in the economy. Based on this, we can compare the development of the tourism industry in the developed and developing countries. In developed countries, a large specialization of personnel, long training, good wages, which in turn stimulates interest among future specialists, are characteristic.

For developing countries, things are more distinctive, they are in the role of catching up. The tourism employment rate is very high in developing countries, due to the low cost of labor, the low level of professionalism of workers and training. This creates different conditions for the tourism product, technical supply, pricing (1). You can't put one area of activity higher than another, be it MICE management or hotel business, etc. They are all components of one whole, for which highly qualified specialists are needed. Improving the quality of service in everything raises the level of experience in all segments of the tourism industry. Thanks to this it manages to create new types of tourism with high added value. It should be noted that vocational education should be adapted to the needs of the tourism market (2). This allows you to increase the competitiveness of personnel in the market, as well as facilitate the process of their adaptation to professional activities. You can call this one of the priority areas - a competent approach, which includes a combination of the traditional method (lectures, seminars, practical orientation) with the modern method (master classes, internships, presentation of projects). Outsourcing and out staffing can also be referred to the modern training method. Outsourcing - the transfer of non-core functions of a third-party organization for servicing. Out staffing is providing staff with professional skills, knowledge and experience. A competent approach allows future specialists to self-develop, temper critical thinking, and quickly adapt to the changing situation on the labor market and new requirements.

The relevance of the problem of personnel policy

The shortage of personnel is emphasized by the need to reform the education system. Improving the educational system has a stimulating effect on the development of human resources in the tourism industry. In this regard, the comparison of foreign experience in the field of training, retraining and advanced training of tourism personnel becomes relevant for developing countries. A detailed study of the tourism potential of developed and developing countries is necessary for a peculiar diagnosis of the current situation and the discovery of

prospects. It is also important to determine which country's experience is most likely to implement as a model. The problem with personnel policy is that the middle class of relatively successful countries makes up no more than 25% of the population. The low salary leads to the fact that in most cases the employees of a tourism organization are people who are not aimed at permanent work. This leads to frequent changes in line personnel.

Training in Uzbekistan

During the years of independence, our country made a significant breakthrough in the field of tourism, together with the preservation and enhancement of the historical and cultural heritage of the people, the revival of national traditions and customs, the restoration and arrangement of the sights of the republic. But still, it was in the shade compared to other sectors of the economy. The leadership of tourism infrastructure in recent years has been raised to a high level. This indicates the importance of this sphere in the global economy.

It is worth noting that a consistent policy is being pursued in the republic to develop tourism as one of the strategic sectors of the national economy, which in the future can contribute to the solution of such social problems as creating new jobs and ensuring the accelerated development of regions. Prioritize the creation of new tourism products. It is also important that the government undertook training. The Silk Road International Tourism University, created by a resolution of the President of the country on June 28, 2018 in the city of Samarkand, is confirmed by this (4). The university conducts its activities in various areas of tourism, for the in-depth study of any areas of tourism. Material, legal and organizational conditions are being created to ensure the mobility of students and faculty, and two-degree programs are being developed at the undergraduate and graduate levels. The Republican Scientific and Educational Consulting Center (RNUK) NK "Uzbektourism" was transformed into the State Unitary Enterprise "Republican Center for Advanced Training and Retraining of Personnel in the Tourism Field" under the State Committee of the Republic of Uzbekistan for Tourism Development. By a decree of the President of the Republic of Uzbekistan on August 13, 2019, in order to strengthen the human resources of the tourism industry, the establishment of the Institute of Tourism Development under the State Committee for Tourism Development of the Republic of Uzbekistan was approved. Where the main activities of the Institute are: 1) the implementation of research activities in the field of tourism, the coordination of scientific research and scientific and applied developments in this

field, the identification of systemic problems and the development of proposals for their solution 2) the scientific and methodological coordination of the activities of educational institutions, providing training for the tourism industry, supporting the activities of consulting and training centers (5).

Conclusion

In conclusion, it should be noted that during the implementation of this article, the importance of training specialized personnel in the development of the infrastructure of the tourism industry was identified and countries should pay more attention to its state and development. The specificity of tourism education lies in its versatility. It is a complex process subject to constant modernization, which allows introducing innovative programs and using foreign experience to train personnel in the tourism industry. Resolving the issues outlined requires government support. In Uzbekistan, tourism higher education is dominated by theoretical knowledge. In my opinion, there should be a focus more on practical training, which will allow to actively train personnel in production, and this is very valuable for such a dynamically developing industry as tourism.

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Pilgrim Tourism as a Way of Knowing the Cultural Development of the Country

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Pilgrim tourism, also known as “faith tourism” is a version of tourism whereby the people of faith travel individually or in groups for particular reasons related to religion. Pilgrim tourism has now become the most outbreak way of tourism as it enables travellers to recognize the history, historical architecture, religious beliefs of the country that they are visiting and religious and pilgrim tourism are likely to have bright prospect in our country.

As Uzbekistan is located in the crossroads of Central Asia and was one of the main hubs in the period when the Silk Road existed, it has even in today's period maintained its historical significance and appearance and therefore attracts a myriad of tourists from different faraway places every year.

Uzbekistan is unique country on whose borders the most ancient cultures and civilization born and developed, magnificent monuments of history and majestic examples of ancient architecture were preserved. Among them are sacred places that pull tourists from all over the world. For instance, pivotal and holy people of Islamic religion, such as Kusam ibn Abbas, the cousin of prophet Muhammad (the pray be upon him), Imam al - Bukhari, Imam at-Termizi, Imam al -Moturudi, Baha-ud-din Naqshband, Makhmud Zamakhshari and many other well-known philosophers, scientists and scholars were born or buried here. Their mausoleums are now essential potential destinations for boosting tourism in Uzbekistan. Tourism reform, in particular the development of ziyarati (Islamic pilgrimage) tourism, marks a remarkable new approach from the government of Uzbekistan in order to enhance tourism.

Further, and even more pivotally, in Samarkand, one cannot neglect the place where not only Muslims, but also Christians and Jews visit and worship. This place is the mausoleum of prophet Daniyar, or as Christians or Jews call, Saint Daniel. Among the visitors, we can see the representatives of different religions, cultures and countries and witness the great instance of internship between cultures.

As a way of conclusion, I once reaffirm that religious or pilgrim tourism is one of the major and efficient ways of recognising and acknowledging the cultural and religious roots of the nation of the country that each and every traveller visits.

Туризмда Имконияти Чекланган Шахсларга Яратилаётган Шароитлар: Муаммо ва Ечим

Жасур Жумаев

*Камолиддин Беҳзод номидаги Миллий рассомлик ва дизайн
институтининг катта ўқитувчиси*

Аннотация

Мазкур мақолада бугунги кунда туризмни ривожлантиришга ҳалақит берадиган, имконияти чекланган шахсларни чеклаб қўядиган кўплаб муаммолар хусусида сўз боради. Унда муаллиф ўзи бошидан кечирган воқеаларни, яъни дунё миқёсидаги туризм объектларида имконияти чекланган шахсларга яратилган шароитларни мамлакатимиздаги имкониятлар билан таққослайди. Холис, аниқ ва самимий фикрлар кишини ўйлашга, фикр юритишга, энг муҳими, ечимини излаётган муаммоларга йўл топишга ундайди. Гарчи имконияти чекланган бўлишига қарамай, ўз меҳнати ва ижодий изланиши ортдан мамлакатимизнинг бир қанча юксак мукофотларига сазовор бўлган муаллиф бу муаммо ҳақида фикр юритишини анча йиллардан буён мақсад қилган. Бугун ана шу мақсадига эришди.

Қадимги файласуфлардан бири “Табиат инсонга юксак ақл-идрок ато этган. Фақатгина уни тушуниш, тўғри фойдаланиш инсоннинг қўлидадир” деган эди. Ҳар гал мана шу фикрни шарҳлашга уринарканман, ўйлаб қоламан: “нима учун айнан ҳаммага”. Ҳа, айнан ҳаммага деган гап қанчалар тўғри? Биз яшаётган дунёда ҳамма ҳам бирдек ақлли, идрокли эмас-ку. Йиллар ўтгани сайин мен файласуфнинг ўша гапини қайсидир маънода тушунгандек бўляпман. Дарҳақиқат, табиат инсонга кўп имкониятлар тухфа этган. Аммо, ундан ҳамма ҳам фойдалана олмас экан. Тўғрироғи, аксарият одамлар ўз устида мунтазам ишлаш, ақлни ривожлантириш ва янги имкониятларни кашф қилишга хайрихоҳ эмас. Чунки уларда энг буюк ракиб – дангасалик ҳамиша ғолиб. Ҳаётда шундай воқеалар бўладики, гоҳида инсон ўз тақдирига кўнишга, керак бўлса, ундан ҳам ҳикмат излашга мажбур бўлади. Мана шундай вазиятларда у ўзини кимдандир ожизроқ

сезиши мумкин. Ҳамма қила олган ишларни у бажаролмаслиги мумкин. Бу – тақдир.

Бугун ҳаёт шиддат билан ривожланиб бормоқда. Ҳар бир кунимизни истиқбол сари қўйган дадил қадамларимиз билан ўлчаймиз. Бизга нима қилиб беришди эмас, биз нима қила олдик деб яшаймиз, яшаймиз ҳам. Айнан ўзим ҳақимда гапирадиган бўлсам, мен ҳам қайсидир маънода, кимларнингдир назарида ногирон, ҳамма қила олиши мумкин бўлган ишларни қила олишга қурби етмайдиган одам сифатида гавдаланишим мумкин. Аммо бу кимларнингдир фикри, холос. Мен ўзимни кимдандир ортда қолган ёки тараққиёт учун ҳисса қўшиш ўрнига бошқа юмушлар билан банд бўлган кишидек тасаввур қилмайман. Тўғри, ҳаёт бешафқат. Гоҳида бизнинг айтганларимиз фақатгина сўзлигича қолади. Тилакларимиз, ниятларимиз, орзуларимиз ушалмаслиги мумкин. Аслида ҳам ҳеч ким “мен бировдан ортда қолай” деб ният қилмайди. Аксинча, ҳамма-ҳамма фақатгина юксак орзулар билан яшайди. Бир пайтлари мен ҳам ана шундай – табиат инъом этган бус-бутун жуссам билан баланд марраларни забт этиш ҳақида орзу қилганман. Аммо шундай вақт келдики, мендаги мана шу жусса бири камга айланди-ю, фақатгина орзулар қолди. ...Бу сўзларни эшитган ёки ўқиган одам борки, бир оз сукут сақламслигининг сира иложи йўқ. Тақдирми ёки пешонами. Умуман олганда мен ҳамма қатори ўз оёқларимда эмин-эркин юра олиш қобилиятимдан мосуво бўлганимда, фақатгина юрагимнинг тубидаги ўша – бугун мен эришиб турган зафарлар ҳақидаги ҳаёлларгина бор эди, холос.

Бугун ҳаммаси бошқача. Мен жамиятдаги соғлом инсонлар билан бир қаторда меҳнат қилиб, ўз юртим истиқболи учун ҳиссамни қўшиб келяпман. Ўзим истаган касбнинг эгасиман. Қай даражада истеъдодли эканлигимни билмайман, аммо меҳнат, меҳнат ва яна меҳнат билан зафарлар сари қатъий одимламоқдаман. Мана, кўп йиллардан буён санъатнинг ноёб турларидан бири бўлган, ҳайрат ва ҳавасни уйғотадиган сомон санъати билан шуғулланиб келаман. Мана шундай паллаларда ортга назар ташласам, бир пайтлари менинг орзуларим, ҳавасларимга айланган нарсаларга мен бугун эга эканлигимни кўраман. Санъатга ҳавас менда айнан қачон уйғонганини эслолмайман-у, бироқ менинг болалигим ўтган табиати сўлим Сижжак қишлоғида санъаткор бўлмасликнинг ҳам иложи йўқ эди. Йилнинг тўрт фаслида ҳам ҳамиша кўркем бу масканга нафақат юртимиздан, балки хорижий мамлакатлардан ҳам кўплаб меҳмонлар ташриф буюришади. Улар

ҳар гал келишганида ҳамиша ҳайрат билан пурвиқор тоғларнинг салобатига боқадилар. Бир пайтлари оддийгина қишлоқ бўлган жойлар, бугун чет эллик меҳмонлар билан гавжум. Улар ҳам экотуризм ривожини билан қизиқиб, энг аввало, экотуристлик саёҳатларини Бўстонликдан бошлайдилар. Буни қарангки, бугун ҳукуматимизнинг назарига тушган бу маскан Чорвоқ туристик зонасига айлантирилди. Демак, бундан кўриниб турибдики, энди бу ерга ташриф буюрувчи меҳмонларнинг сони ҳам ортади. Сон ортиши билан ўз навбатида сифат кўрсаткичларига ҳам бир бора назар ташлаб қўйиш мақсадга мувофиқ бўлади, чамамда.

Мен юқоридаги фикрларимни давом эттирар эканман, туризм зоналарига меҳмонлар ташрифи ортганидан қанчалар хурсандлигимни билдирсам, мен каби, юрагида бир олам орзулар билан яшаётган инсонларга яратиб берилаётган имкониятлардан кўнглим бир оз тўлмаяпти. Бир воқеа ҳеч қачон ёдимдан кўтарилимайди. Ўшанда мен Камолиддин Беҳзод номидаги Миллий рассомлик ва дизайн институти магистратура босқичи талабаси эдим. Нима ҳам бўлдики, биз талабалар билан юртимизнинг тарихий шаҳарларидан бўлган Самарқандга саёҳатга борадиган бўлдик. Ҳамма шод-хуррам, ўзимизча йўлга ул-бул олволдик. Ҳаммамиз келишиб, саёҳат давомида қиладиган ишларимизни режалаштириб олдик. Буни қарангки, аввалига мен бир оз ҳижолат бўлдим. Борсамми ёки бормасамми деб ўйладим. Шунда дўстларим бор-ку, дедимда, уларга эргашдим. Кўҳна шаҳарга саёҳатимиз энг аввало “Шоҳи зинда” мақбарасидан бошланди. Маҳобатли бинолар ҳам ҳайратимни, ҳам ҳавасимни уйғотарди. Шунда ўйлаб қолдим: “Мен ҳам агар ҳамма қатори юра олганимда эди...” Шу зайлда мен хаёлга чўмган пайтим уч-тўртта талаба дўстларим мени аравачам билан зинадан тепага қараб кўтариб кетаётганини ҳис қилдим. Бояқиш болалар то зинанинг охирига қадар мени кўтариб чиқариб қўйишди. Энди мен ҳам уларга қўшилиб қадамжони айланадиган бўлдим. Аммо зинадан кўтарилиш ҳолатини эсласам борми, яна ортга қайтишимни ўйладим. Бироқ дўстларим бу вазиятдан мени олиб чиқишди. Шу пайт зинанинг юқори қисмидан пастга қараб, ўйладим: “Эҳ, агар бир кунда менга ўхшаган имконияти чекланган инсонлардан камида ўн нафари келса, уларни ким олиб чиқаркин. Наҳотки бизга ўхшаган инсонлар ҳақида қайғурадиганлар топилмаса”. Самарқанд узра бизнинг ноқулай зиёратимиз давом этар. Бу менинг ўша вақтда ўйлаган фикрларим эди.

Бугунги кунда хизмат юзасидан дунёнинг кўплаб мамлакатларида ижодий сафарларда бўлиб қайтаман. Бир-биридан гўзал шаҳарларни кўраман. Ҳар гал қайсидир бир мамлакатга ташриф буюрсам, у ердаги қадамжо ва тарихий объектларга ташриф буюриб, уларни зиёрат қиламан. Ҳар бир сафарим мана шундай таассуротларга бой тарзда кечади. Буни қарангки, мен ташриф буюрган тарихий объектларда ҳам зиналар бор. Мана шу зиналардан кўтарилмасдан туриб объектларнинг ичига кириш имкони бўлмайди. Аммо негадир қайси мамлакатга бормай, мен у ерда бу каби ҳолатларда муаммоларга учрамайман. Чунки уларда шаҳарсозлик ва биносозликнинг жаҳон стандартлари асосида мен каби имконияти чекланганларга ҳам алоҳида шарт-шароитлар яратилган. Қисқаси, у ерда сизни кимдир опичлаб зинадан кўтариб қўймайди. Аксинча, махсус лифтлар ёки пандуслар биз каби инсонларга хизмат кўрсатади. Фикримнинг яққол исботи сифатида сўнгги бора ижодий сафарда бўлганим – Хиндистоннинг Агра шаҳрида жойлашган дунёнинг етти мўъжизасидан бири бўлган Тожмаҳал обидасига ташриф буюрганимда, у ерда имконияти чекланганларга яратилган шароитлар мени жуда қувонтирди. Айниқса, бино ичида имконияти чекланган шахслар учун мўлжалланган пандуслар тўлиқ жаҳон стандартларига жавоб беришини кўриш мумкин эди. Аниқроғи, сиз ҳеч кимнинг ёрдамисиз ҳам бинони айланиб чиқа олишингиз бу ажабтовур ҳолат. Мана шунинг гувоҳи бўлиб келганимдан сўнг жуда узоқ ўйладим. Дунё мамлакатларига юртимизни қиёсладим. Ривожланишлар, имкониятлар, шиддат билан одимлаш биз учун бугун оддий ҳол. Аммо имконияти чекланган шахслар ҳақида қайғуриш, уларнинг ҳам барча қатори ҳуқуқлари борлигини яхши тушунган инсонлар албатта шаҳарсозликнинг таркибидан бирига айланган имконияти чекланган инсонлар имкониятларини ҳам инобатга олган ҳолда биноларни қуриши мақсадга мувофиқ деб ўйлайман. Айниқса, тарихий объектларга ташриф буюрувчи имконияти чекланган туристларга ҳам шароитлар яратилса, уларнинг атрофидаги маиший хизмат кўрсатиш, озиқ-овқат ва савдо масканлари, дорихоналар, жамоат бинолари ҳам имконияти чекланган шахслар ташриф буюриши учун мўлжалланса, керакли қўшимча шароитлар яратилса, менимча, нафақат юртимиз аҳли учун, балки минглаб хорижий туристлар учун ҳам айти муддао бўлар эди. Энг муҳими, яратиладиган шароитлар мамлакатимизга ташриф буюрувчи меҳмонлар сонини оширади. Бу билан эса, мамлакат иқтисодиётига сезиларли даражада ижобий таъсир кўрсатиши мумкин деб ўйлайман.

Ҳамма нарсанинг ҳам аввали ва охири бўлгани сингари, мен ҳам фикрларимни мухтасар қилар эканман, бугун катта истиқболли ўзгаришлар бўсағасида турган мамлакатимизнинг шон-шуҳрати ҳам энг аввало у ерда инсонлар учун яратиб бериладиган шароитлар билан бевосита боғлиқ эканлигини айтиб ўтмоқчиман. Шу муבורак заминда умргузаронлик қилиб, тинч-тотув, шод-хуррам яшаётган бахтиёр халқнинг бир вакили сифатида, гарчи ногирон деган номга сазовор бўлсам-да, ўз куч-ғайратимни беминнат сафарбар қилиш менинг олий мақсадимдир. Ҳар бир эришаётган зафарларим, ижодий ютуқларим, барча-барчаси албатта юртимнинг номи билан боғлиқдир.

Operations Management in LOOOK

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Operations Management is part of a business that is responsible for generating commodities and services. Commodities are tangible items that comprise raw materials, assembling parts, sub - assemblies like tires that into vehicles, and final commodities such as mobile phones and computers. Services are set of actions that contribute certain amount of time, location, form or else intellectual value.

Fundamental primary actions of any enterprise are operations management, marketing, finance, human resource and supply chain management. In the operations function, management of both long term strategic and daily commodities and services are required.

According to (Slack, Chambers & Johnston 2010) operations management can be well distinguished as providing outstanding output or service at the most lowered credible costs. This objective is ought to be carried out once everything in the company authorized and managed appropriately. There are certain items within the company that ought to be managed appropriately, like, finances, human resources, investment etc. Proper and explicit management of the above mentioned value added resources can have a positive effect on operations management.

In this article, the researchers will analyze the operations management of food chain LOOKS as it is gaining its popularity in tourist and restaurant sectors in the city of Tashkent.

As it is stated in (Kotler et al. 2009), SWOT analysis is business tool that any organization is able to conduct for each and every of its commodities, services, and markets when selecting the most appropriate approach to complete forthcoming goals. The techniques comprise establishing the strengths, weaknesses, opportunities, and threats that exists in the industry it is involved in.

LOOOK's Strengths (internal factors)

- Strong brand image among Fast Food outlets in Uzbekistan. In short span of time of 3 years LOOOK has established its powerful name among its competitors.
- Bright number of various products, from Burgers to Pizzas and salads.
- All outlets are nicely designed and has playgrounds for children.

LOOOK's Weaknesses (internal factors)

- The business could easily be duplicated.
- Persistent change of employee turnover
- Certain items on the menu are considered as unhealthy

Opportunities for LOOOK (external factors)

- Diversification of products, widening menu range
- Improving service quality
- Market expansion and development

Threats facing LOOOK (external factors)

- Increase in the prices of raw materials, this may influence the fast food market entirely, and no exception that LOOOK will get affected by that.
- Tough competition from its competitors like Drujba Burger, Evos lavash, Oq-Tepa lavash, Les Alies.
- Changing habits of consumers into healthier eating patterns.

There are number of tools Marketers utilize to extract strongly wished for desires of their purposefully assigned market. One of these tools is called Marketing Mix. Marketing mix is a group of tools that organization uses to chase its marketing goals in the target market. This specific tool was split into four large groups the he named 4Ps of Marketing, and they are: product, price, place and promotions (Gary et al. 1994). Below in Table 1 are the specifications of 4Ps as seen in LOOOK fast food restaurant.

Table 1, Specifications of 4Ps analyzed through LOOOK fast food restaurant.

Product	The main aim of LOOOK is to provide one of a kind fast food items such as, hamburgers, subs, pizzas and many more.
Price	LOOK has its own price range, according to external environment, and competitor's prices, prices at LOOK rarely vary.
Place	For the convenience of its loyal consumers, LOOK has several outlets across Tashkent. And its online delivery system which is quite simple and user friendly.
Promotions	The research and development sector of the LOOK is always on the look to more sales and promotional campaigns for gain and keep loyal customers.

Relying on the fundamental outcomes of the research project and examining other publications by field experts, one is able to derive suggestions for the food industry organizations that is looking forward to enhance the quality of their businesses. As of today, LOOK has established its brand name as one of the giants of fast food chain in Tashkent City, Uzbekistan. The researcher's first recommendation is quite common, LOOK management should consider opening more stores around the town and spread across twelve boroughs of Uzbekistan. Also, in an attempt to become number one fast food outlet in Uzbekistan, LOOK should consider strengthening its brand name and image. Researcher believes that for this attempt LOOK first of all should consider strengthening its internal operating structure. Thus, the orders and marketing strategies should not be discussed only among top management but also lower level employees such as cashiers, line cooks and housekeeping staff should also be involved in decision making process. Once internal customers are taken care of, it is strongly believed that they sure will take care of the external customers. When prior mentioned are all well settled down the final suggestion here is to start franchising system. Franchising doesn't only help to locally develop but also this means going global.

In a nutshell, it should be stated that managers of any organization should be aware of challenges around them. So far LOOK is on the right track towards

its goals. Store visits has indicated that organization pays specific attention to details, if not done so those little details pile up to be a big problem. In depth analysis of the research provides us with clear view that all the strategies they implement and tactics they utilize enables LOOOK to remain in business for many years to come. Among its competitors, LOOOK has established its reputation as being the most innovative. According to the knowledge of the researcher, if the business does not consider to implement innovative ideas and look for the innovative opportunities the chances of surviving in a fast paced business environment are extremely low. LOOOK outlets are equipped with the latest technological business tools that help the business run smoothly both for its customers and employees. It is expected that LOOOK will never stop looking and implementing breakthrough ideas into its operations management.

Effect of Transformational Leadership on Employee Performance, Job Satisfaction and Organizational Commitment

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The effects of transformational leadership on different aspects of employees and organizational outcomes were studied by several scholars for a long time, (Patiar & Wang, 2016), (Lan M & Chong, 2015), (ElKordy, 2013), (Braun, Peus, Weisweiler, & D, 2013), (Steyrer, Schiffinger, & and Lang, 2008), (Karabayb & Efec, 2012), (Syafii, Thoyib, & Nimran, 2015). Most of the performance indicators were performance, job satisfaction and commitment.

According to quantitative research carried out by (Patiar & Wang, 2016), Transformational Leadership and Organizational Commitment are influential factors on employee and organizational performance. Transformational leadership positively attitudes to Organizational Commitment in a different Organizational Cultures and settings (Bono & Judge, 2003). Employee Commitment mirrors the characteristics and quality of a leader in the organization and likewise behavior of the leadership reflects the Organizational Commitment (Stum, 1999). Transformational leader is a person who stimulate followers' commitment by highlighting the links between individuals' hard work and effort on reaching the goal, also by setting "high levels of intrinsic values associated with goal accomplishment" (Avolio, Walumbwa, & Weber, 2009). Importantly, Transformational Leaders nurtures an environment where subordinates get inspired and intellectually stimulated to share organizational visions and inspiring followers to set high values and ideals. Organizational culture is affected by transformational leader through perceiving honest, fairness and trust (distributive justice) toward compensations and contributions (Dai, Dai, Chen, & Wu, 2013). Therefore, transformational leader and his followers are directly committed to common organizational goals, vision and mission (Shamir, Zakay, Breinin, & Popper, 1998). By lowering stress, absenteeism and turnover intention at work Transformational Leaders guide to higher quality, job satisfaction and productivity (Mowday, Porter, & Steers, 1982).

Lan and Chong (2015) analyzed effect of Transformational Leadership aspects (visionary, moral, charisma, consideration) on Employee Satisfaction and

Work Attitude. Different dimensions of Transformational Leadership “will affect employees work attitude, and the effect on job satisfaction and organizational commitment can be accomplished through to promote work meaning and competence”, also have “positive role in promoting for work meaning” (Lan M & Chong, 2015). The study indicated that moral scores of the leaders are directly reflected on followers’ work meaning scores, forming work attitude of subordinates. As a result, “moral modelling will affect employees’ attitudes, and its impact on job satisfaction and organizational commitment is achieved through to enhance the meaning of work by employees” (Lan M & Chong, 2015).

ElKordy (2013) in his study confirmed the significance “of job satisfaction as a predictor of employees' commitment to their organization”, and point out the importance of the leader in sharing norms and values that form organizational culture which is vital in reaching organizational commitment and job satisfaction.

Another empirical research on multi-level effect of Transformational Leadership, carried out by Braun showed significant association between job satisfaction and Transformational Leadership at individual and group level. He set 3 hypotheses, related to this issue, and they were positively supported (Braun, Peus, Weisweiler, & D, 2013).

According to Steyrer and his scholar research, job satisfaction directly relates to quality of the work performed, while transformational leaders have intension to make friendly environment to promote innovation and creativity to achieve better performance (Steyrer, Schiffinger, & and Lang, 2008), (Bass, 1999), (Avolio, Walumbwa, & Weber, 2009) .

Karabay and Efec (2012) studied the correlations of transformational leadership and job satisfaction. Apparently, findings indicated the highest correlations between them. Organizational success is build up on fundamental factors as effective leadership and workers job satisfaction (Karabayb & Efec, 2012).

A group of Syafii, Thoyib and Nimran (2015) detected the significant correlation between Transformational leadership and Employee Performance. Also, the research had second part that analyzed the effect of Transformational leadership on Employee Performance taking in to consideration the Organizational Culture as mediation variable. The effect remained as significant as before, thus the TRL and OC has strong influence on Employee Performance (Syafii, Thoyib, & Nimran, 2015).

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