SCALAR SYSTEM AS A TOOL TO IMPROVE THE EFFICIENCY OF MANAGEMENT IN TOURISM ACTIVITIES

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Abstract. The aim of the article is to increase the efficiency of management in tourism activities and to improve the quality of planning; procedures for developing a plan are proposed, ways of formalizing the planning procedures are analyzed.

Key words: organizational planning, project management, SCALAR methodology

At the moment, there are a number of project management techniques. The article considers the methodological system of project management SCALAR (the system of control of shares of individuals and of developmental shares) (Fig. 1), which combines the tree of the goals of the development process with the network schedule for their achievement. The minimum load on the tops of the target tree includes information about documents in four sectors: who, what, when and how, and on connections with other tops. This is enough to track the process of deploying the plan, reconciling the links between its parts and returning, and if it is not possible, then returning to the previous step of the process. To facilitate the “manual” work with large maps of the development process, the coloring of sectors with different colors is envisaged [1, 2, 4].

Within the framework of the SCALAR system, a target program is formed that determines how the goal is to be achieved, as well as the target structure for managing the implementation of this program. Management here is a repetitive cyclic process aimed at maintaining the target structure [1, 4]. Currently, various modifications of SCALAR are used in the USA, Japan, Germany and Russia.

Figure 1. The three-dimensional structure of the project plan

Effective management eliminates the haphazard preparation of information for top managers. Systematic preparation of information on all the works and topics that are being carried out frees the attention and time of top managers for solving the main problems, for strategic and tactical planning and management.

The presence of the systematic management disciplines the team, encouraging everyone to correctly formulate the goals of their work, to understand the place of these goals in the overall program of activities, to monitor the timely completion of each stage of work, to reduce the time for implementation of large projects by 5-15% without increasing costs (and in some cases reducing costs up to 5-10%), an it also increases labor productivity in the organization up to 38% [1, 3, 5].

The solutions to this range of problems is provided by the use of SCALAR system. SCALAR system works through using a symbolic substitute in the form of a circle with colored sectors, which “represents” one line of the plan.

In the SCALAR system, standard types of possible solutions are classified.
The first type: choice of a person who is personally responsible for particular part of the plan. This includes the encouragement or punishment of the person personally responsible and can end with the removal of one and the appointment of a new person in charge for a certain part of the plan.

The second type: content of a certain part of the plan; it is the answer to the question of what exactly needs to be done. This type includes technical characteristics of the target object or of some particular subsystem of a large complex object.

The third type: timing of completion for a particular element of the overall plan, i.e. when exactly this or that should be done. This type sets the deadline for the assignment which can be either distant or close.

The fourth type: the place for the planned activities — where this or that object should be made or worked on. It may turn out that the need for a given object in one place has disappeared, but the same object should be relocated elsewhere.

The fifth type: material, technical and labor expenses, i.e. how much resources (money) has been allocated for the completion of a certain task.

The sixth type: the method of achieving the goal; this type may retain the same goal and change the method of achieving it. This type is focused on “how exactly the final result will be achieved”.

The entirety of these six types ensures that there are no superfluous and forgotten elements [1]. In order to prove it, we shall consider the possible consequences that will occur if one or another element is removed from the list (Table 1).

| Elements of knowledge | The consequences of the absence of a certain element |
|-----------------------|--------------------------------------------------|
| 1 What for? – Goal    | Ignorance and misunderstanding of purpose. A waste of time and energy. |
| 2 Why? – Reason       | Ignorance and misunderstanding of the cause. Generates nonsensical, unconscious actions leading to an unjustified loss of time. |
| 3 Who? – Subject      | Ignorance of the subject of action generates collective irresponsibility. |
| 4 What? – Object      | Ignorance of the object of action (or measurement) generates inaction or illusion of action, false goals. |
| 5 How? – Rules        | Ignorance of the rules of action (or measurement) generates disorganization, conflicts, chaos. |
| 6 How much? – Value   | Ignorance of value (or price) generates distorted, false ideas about the possibilities of achieving goals and is the reason for the unachieved goal. |
| 7 Where? – Place      | Ignorance of the place for actions (or measurement) generates the inability to carry out real actions, generates phantom actions and false goals. |
| 8 When? – Time        | Ignorance of the time of action generates a situation of time loss, and hence the loss of resources, and leads to the impossibility of achieving the goal. |

To ensure effective management in tourism activities, a multi-level planning system is needed, allowing the manager to assess the organizational environment when implementing a particular product (or program). This requirement is basic for effective management in tourism activities.

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