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TOTAL MANAGEMENT IN THE SPHERE OF TOURIST SERVICES

Abstract. Total management of tourist services, as a rule, is based on the participation of all members of the tourism organization, as it aims to achieve long-term success, bringing benefits to all stakeholders in accordance with international standards. Ensuring the quality of tourist services involves a regular check of the progress in achieving the goals in accordance with certain requirements for quality. The quality of tourist services is assured based on a previously approved quality plan, process maps, checklists and other quality documentation, as well as data on the quality of tourist services obtained as a result of monitoring and testing. In each case, it is necessary to find the optimal combination between the types of control, which depends on the nature of production and the contingent of tourist industry workers. The authors cited the wording of the ISO-9000 family of standards and the provisions of the TQM concept, which have differences.

Keywords: total management, tourist services, industry, travel agent, improvement, quality.

Introduction

Quality is a complete set of characteristics of an object, related to its ability to satisfy established or perceived needs [1; 473].

Needs are usually formulated using characteristics based on established criteria. Requirements may include, for example, performance, functional suitability, reliability (availability, dependability, maintainability), safety, environmental impact, economic, aesthetic and cultural-historical requirements.

The concept of "quality" should be distinguished from the concept of "gradation" (grade, class)." Under the latter category or category assigned to objects having the same functional application, but different quality requirements.

In project management, it is customary to distinguish four key aspects of quality [2; 608, 609]:

1. quality due to compliance with market needs and expectations. Achieved through the definition and updating of the needs and expectations of the consumer in order to meet them, as well as through an accurate analysis of market opportunities;

2. quality of project development and planning. Achieved through careful development of the project and its products;

3. quality of work on the project in accordance with the planning documentation. It is provided by maintaining the compliance of the project implementation with its plan and ensuring the developed characteristics of the project's products and the project itself;

4. the quality of the logistics of the project. It is achieved by means of material and technical support of the project throughout its entire life cycle.

These four aspects of the quality of tourist services are sufficient to manage the traditional ones, i.e. terminal projects.

MAIN PART

As noted in [1; 474], the modern concept of quality management is based on the following fundamental principles:

- - quality is an integral element of the project as a whole (and not some independent management function);
- - quality assessment is how the consumer assesses, not the manufacturer;
- - responsibility for quality should be targeted;
- - for real quality improvement, new technologies are needed;
- - quality can be improved only by the efforts of all employees of the enterprise;
- - to control the process is always more effective than the result (product);
- - The quality policy should be part of the overall policy of the enterprise.

These principles underlie the most popular and methodologically strong direction in quality management - Total Quality Management (hereinafter referred to as TQM)], whose constituent parts are called "total quality" (CWQC). - "company-wide quality management"), TQC (total quality control), etc. In the process of developing quality management systems, the focus of management was consistently on quality control, then the product under development, the process of its creation and, finally, with TQM, the entire system.

According to the definition given in ISO 9000: 2000, total quality management (management) is quality management covering the entire organization. That is, total quality management should be based on the participation of all members of the organization and is aimed at achieving long-term success, bringing benefits to all stakeholders.

The name "Total Quality Management" (TQM) was given to the system of practical implementation in industry and services 14 of the postulates of Edward W. Deming (1900-1993), the patriarch of TQM. The basic principle of TQM is that relations within the company are built based on cooperation: "My company is my family", as a result of which the company's management system changes completely, becoming a system of comprehensive quality management. In such an environment, taking care of the quality of products and the prestige of their company becomes the business of each employee.

The TQM philosophy is revealed in its most important elements [4; 14]:

- - to focus all the company's activities on the needs and wishes of both external and internal consumers;
- - provide opportunities for the real participation of each employee in the process of achieving the main goal - customer satisfaction;
- - focus on the processes, considering them as the optimal system for achieving the main goal - maximizing product value for the consumer and minimizing its cost for both the consumer of tourist services and the producer of tourist services;
- - continuously and continuously improve the quality of the product;
- - base all company decisions on facts.

The idea of TQM was proposed by Deming to transform post-war Japan with its exhausted economy. The main merit in the practical development of the TQM methodology belongs to Japan, who implemented this idea in the early 1960s. and came to the forefront in the world in a number of industries. Currently, the TQM methodology is used in all the leading countries of the world, both at the level of individual enterprises and their associations (holdings, etc.), and at the level of regions, industries, transnational companies, countries. The TQM methodology is important and applicable both in times of crisis, as it was in Japan, and at the stage of economic recovery, as it is now in many countries around the world.

In world practice, the TQM methodology has been introduced through the wide dissemination of international standards for the management systems of the new generation of tourist services. First of all, these include international standards of the quality management system ISO 9000 (MS ISO 9000: 2000). It is considered that these standards (especially their latest version, which appeared in 2000) most closely reflect the philosophy of TQM.

However, there are a number of differences between the formulations of the ISO-9000 family of standards and the provisions of the TQM concept, some of which are given in Figure 1.

Types	Standard	Details
Guidelines	ISO 9000	Quality Management and Quality Assurance Standards - Guidelines for Selection & Use
	ISO 9004	Quality Management and Quality System Elements - Guidelines
Quality Assurance Model	ISO 9001	Quality Systems - Model for Quality Assurance in Design/Development, Production, Installation and Servicing
	ISO 9002	Quality Systems - Model for Quality Assurance in Production and Installation
	ISO 9003	Quality Systems - Model for Quality Assurance in Final Inspection and Test

Figure 1 - The wording of the ISO-9000 family of standards and the provisions of the TQM concept

The main difference between the ISO-9000 standards and the TQM concept is that the standards are primarily aimed at reducing the likelihood of doing something wrong, while TQM is the pinnacle of modern quality management methods and is aimed at further improving the quality of products of tourist services, when a certain level of quality has been reached.

1. Planning the quality of tourist services - identifying requirements for the quality of the project and the project's products, as well as identifying ways to satisfy them.

To start the planning process, it is necessary to have information about the project's policy in terms of the quality, content (subject area) of the project, product description (preferably in the form of specific specifications received from the consumer), standards and requirements for the quality of products, services, information and implementation of technological processes, quality system documentation.

2. Ensuring the quality of tourist services involves a regular check of the progress of the project in order to establish compliance with previously defined quality requirements.

The quality of tourist services is assured based on a previously approved quality plan, process maps, checklists and other quality documentation, as well as quality data obtained as a result of monitoring and testing.

Quality assurance is carried out by scheduled and unscheduled inspections, inspections and other control and test activities with subsequent quality assessment and identification of the status of control and testing. The status of control and testing is the basis for improving the quality of the project or its products..

3. Quality control of tourist services - tracking specific results of project activities in order to determine their compliance with quality standards and requirements and identify ways to eliminate the causes of real and potential nonconformities.

For the analysis of the results of quality control, methods of statistical quality control (SQC) are widely used. The most famous among them were the "seven quality control tools", which were first widely used in quality circles in Japan, and then in other countries, due to their efficiency and accessibility for some employees of enterprises. The structure of these "seven instruments" includes: the method of stratification, graphics, scatter diagram, Pareto diagram, cause-and-effect diagram, control charts, histograms [6; 104].

The main problems in the implementation of the concept of "Total Quality Management" usually arise in the field of personnel management. Any organization that has decided to pursue quality improvement faces at least four obstacles.[3; 48]:

- 1) staff resilience to innovations;
- 2) limited understanding by managers of different levels of the relationship between product quality and organizational performance;
- 3) approach to the improvement of quality as a one-time event or another new-fashioned campaign;
- 4) giving the improvement of the quality of the status is not a managerial, but a statistical measure.

The introduction of quality improvement procedures often requires a fundamental change in the corporate culture. Particular attention should be paid to middle managers, their qualifications and adherence to the TQM concept. It is from this managerial level that it depends whether or not the ordinary employees of the organization can be involved in the process of comprehensive production improvement and quality control, to introduce into the minds of ordinary workers an understanding of the inverse relationship between quality level and cost level.

CONCLUSION

In general, to ensure the effectiveness of control over the provision of tourist services, besides the use of specific methods, it is also not necessary to keep in mind two general rules.

First, it is necessary that control cover all stages of work - from research and design to testing of finished products and supervision of their operation.

Secondly, it is important that the bulk of the control is carried out in the form of self-control, when the performers are interested in controlling themselves and themselves can eliminate the defects found. At the same time, independent control should also be maintained - for inspection, testing and acceptance of finished products.

In each case, you need to try to find the optimal combination between these two types of control, which will depend mainly on the nature of production and the number of employees. It is necessary to act here carefully, having first convinced of the effectiveness of self-control, so that the reduction of expenses on the maintenance of OTC controllers does not lead to an increase in losses from marriage and claims.

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УДК 378.1:338.482

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ТОТАЛЬНЫЙ МЕНЕДЖМЕНТ В СФЕРЕ ТУРИСТСКИХ УСЛУГ

Аннотация. Тотальный менеджмент туристских услуг, как правило основывается на участии всех членов туристской организации, так как нацелен на достижение долгосрочного успеха, приносящего выгоды для всех заинтересованных сторон в соответствии с международными стандартами. Обеспечение качества туристских услуг предполагает регулярную проверку хода достижения целей в соответствии с определенными требованиями к качеству. Обеспечение качества туристских услуг происходит исходя из ранее утвержденного плана качества, технологических карт, проверочных листов и иной документации по качеству, а также данных о качестве туристских услуг, полученных в результате контроля и испытаний. При

этом в каждом конкретном случае, необходимо изыскать оптимальное сочетание между видами контроля, которое зависит от характера производства и контингента работников турбизнеса. Авторы привели формулировки стандартов семейства ISO-9000 и положения концепции TQM, которые имеют различия.

Ключевые слова: тотальный менеджмент, туристские услуги, индустрия, турагент, совершенствование, качество

УДК 378.1:338.482

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ТУРИСТІК ҚЫЗМЕТТЕР САЛАСЫНДАҒЫ МҮЛТІКСІЗ МЕНЕДЖМЕНТІ

Андатпа. Туристік қызметтерді мүлтіксіз менеджменті, әдетте, туристік ұйымның барлық мүшелерінің қатысуымен негізделген, өйткені ол халықаралық стандарттарға сәйкес барлық мүдделі тараптарға пайда әкеледі, ұзақ мерзімді табысқа жетуге бағытталған. Туристік қызметтің сапасын қамтамасыз ету сапаға қойылатын белгілі бір талаптарға сәйкес мақсаттарға қолжеткізудегі прогресті жүйелі тексеруді қамтиды. Туристік қызметтердің сапасы бұрынбекітілген сапа жоспары, процестердің карталары, бақылау тізімдері және басқа сапа құжаттары, сондай-ақ мониторинг және тестілеу нәтижесінде алынған туристік қызметтердің сапасы туралы деректер негізінде қамтамасыз етіледі. Әржағдайда, өндірістің сипаты мен туристік бизнес-қызметкерлердің контингентіне байланысты басқару түрлері арасындағы оңтайлы үйлесімділікті табу керек. Авторлар ИСО-9000 стандарттарының отбасының тұжырымдамасына және TQM тұжырымдамасының ережелерімен ерекшеленді.

Түйін сөздер: мүлтіксіз менеджменті, туристік қызметтер, өнеркәсіп, турагент, жақсарту, сапа

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