

### Tourism management theories

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**Abstract:** Today tourism is one of the best tools for cultural exchange and interaction, also touring and traveling into different lands is a successful way to spend leisure time. According to an international definition, "a tourist is a person who travels to other countries in order to visit spectacular places, medical treatment, and business, sport, pilgrimage provided that his staying time is not less than 24 hours and more than 6 month and the distance is not less than 70 km". If we want to study the tourism history, we will encounter to memoir and adventures of whom traveled to different parts of the world, spend short or long period of time among other ethnic groups, closely visited their manner of living artistic works, handicrafts and other nations specification or heard about them from other ones. After coming back they wrote the seen and heard some of which specified as a myth. These remnant written works help to understand the history, location geography and government conditions of the predecessors. Moreover, occasionally the tourism activities influences societies and different ethnic's fate such as Christopher Columbus navigation whose hardship and suffrage led to discover a new land called America.

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#### 1. Introduction

Tourism as an excellent industry in the field of economic- social and cultural development should be managed smartly because it is able to attract attention to important environmental matters and found some plans aim to protect and support environment and along to achieve the goal, establishing university courses at high level-workshop- seminars, public informing and so on can be part of general management process and tourism planning, tourism is a new industry makes the economic, social and cultural aspects more beautiful. In most countries, tourism is only part of the development. In the beautiful resting places with spectacular nature and rich culture, tourism can be the main cause of changes in the geographic area. Tourism as a loving mother provides a clean environment, creates jobs powerfully and increases incomes (Hudman, L. E.; Hawkins, D. E.1989). In developed world, the cultural changes is proceeding slowly- in developing world often there is a hasty period of modernism which caused relatively quick changes. Surely a country is able to strengthen and consolidate its cultural development - can encourage artists to create art and allow arts to be flourished in the country, but it cannot stop the wave of cultural effects influencing and changing the world intensely.

#### 1.1. The history and theoretical literature of research

In 1964, a definition approved by United Nations and based on international transportation and tourism conference proposals which is without description as follow: a procedure in which a person or group of people travel to different parts of the world other than their own residence in order to have pleasure, visit the spectacular places, cure, study, trade, sport or pilgrimage provided that their residing time will not be less than 24 hours and more than half of year. The attempts to decreasing country's economic dependency to oil revenue and optimal exploiting from natural recourses are considered as main goals for economical, social and cultural development plans and requires other exchange creating affairs such as touring and traveling(Wang, Chao-Hung. 2004) . In researchers opinion, the tourism industry was begun by fomentation of mineral bath in 18th century and medically used in some countries, although internal and external traveling have enjoyed great background, its exact starting time as an industry is not clearly known. The term of visitor (tourist) is borrowed from French word of "tour". The word has been used publicly among England people since early nineteenth century and gradually was prevalent among other countries. Since long-lasting travels and tourism needs fast vehicles in its original sense, they were done via ship at sea and carriage on the land at past times. By developing land-based tourism in order to reduce travel distance and time, manufacturing the fast

vehicles was focused and gradually the carriages were replaced by bicycles. Inventing tire and using it in bicycle by an Irish veterinarian named Mr. Dunlop, made it easier to use these vehicles and attract more people attention to this device (Murphy, P. (1985). Inventing steam machines and manufacturing steam engines and applying them into ships, trains even automobiles create a great transition and development in tourism industry. Alternatively airplane manufacturing was emphasized besides of making and developing automobiles- ships and trains; despite of spreading the industry and establishing several airlines between countries, till 30s the planes were not capable to transport passengers, thus all journeys were conducted through land or sea. The longtime journeys require residing and resting because of those vehicle types in that time, so it necessitated to construct hotels and restaurants. The first hotel had been established in New York City in 1974 and after that constructing hotels and restaurants were gradually expanded in UK and France (Getz, Donald.2008).

### **2.1. Association of international tourism (AIT)**

An association was established in 1883 named tourism association and after that the term of tourism was shaped in Norway tourism association that officially acts in 1868. In following similar associations was established in Sweden, Finland, Denmark and other centers were introduced as a tourism center such as France tourism institute (1890), Italian tourism institute (1894), Belgium tourism institute (1895) Swiss and Luxemburg... Developing the tourism and automobile clubs and increasing their number, the idea for emerging International Union and following the general directions and public principles of most forums and rules proposed by some countries, was introduced. The first innovation in holding congress in this field had been conducted by Netherlands clubs ANWB in Feb 1897, and then on July 27th, 12 institutions set up its congress in Brussels aimed to establish a union or international federation in tourism industry. In August of 1898, the congress was set up at Luxemburg under the direction of Sweden tourism center. At the end of this congress, international tourism union namely I.T.A.T was organized by presence of 17 centers and organizations and among them 8 organization exist from bicycling federations. Starting the First World War and the resignation of several institutions from membership of the ITAT Union, the union was dissolved. But it was configured again in Paris in 1919 named AIT (Owen, R.Elwyn, Witt, Stephen F. 1993). since the tourism began to grow once more.

Several conferences had been held and expanded the economical potential of the area, good understanding and friendship between nations. By contrast of Heraclius` idea that "war is the father of all or things", by ending the war, the spirit of association and cooperation was promoted among the nations, the inclination for peace was strengthened among people and tourism industry was developed. War despite of its associated destruction and death caused the importance of developing construction industry in developed countries and progress the technology, so part of this technology served the automotive industry directly. AIT made close cooperation with international organizations and agencies, making close relationship with newly formed organizations like the International Road Transport Union (IRU) and the International Road Federation (IR AIT close cooperation with international organizations and agencies established and newly formed organizations like the International Road Transport Union (IRU) and the International Road Federation (IRF) facilitated the land and air travelling. Aside from the emerging and manufacturing the automobiles vehicles, steam machines, ships and airplane were the most important factors in developing of the tourism industry, along this enforcing the labor act for 5 working days per week encouraged people to have short trips. AIT conducted major activities to improve tourism in different countries during the past periods in order to facilitate passengers` travelling (H.R. Seddighi, A.L. 2006). It is worthy to say that the problems in tourism and the one will be made in tourism will be solved mainly at the light of cooperation among member states. AIT with more than 15 years of experience emphasized people simple travelling and their freedom of as an active organization and ministrant to tourists and respected them.

### **3.1. The managerial entity for administering tourism affairs (GTA)**

So, the means of administering tourism affairs by state, absorptive capacity and cultured compatibility are examined. The governmental management aims to form a framework by which the state can provide all its citizens with public welfare and strengthen it and meanwhile support their rights. Generally in all countries, Constitution defines people rights and public welfare, and then will be interpreted to reflect the policies of the ruling party. Governmental management focused on law ruling so much. As an example, a series of Acts are approved that help companies to achieve their own goals as well as providing social ends. Without these legal frameworks, the active firms in tourism will not be able to act effectively (Weaver, D.; Oppermann, M.2000).

#### 4.1. Differences between private and public sector

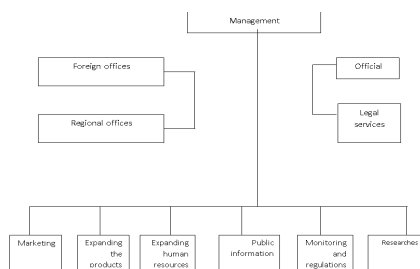
Generally the public sector falls into challenge more by these restrictions. Private sector can rapidly test, absorb and balance. It can import scarce resources and start to learn required skills and techniques. It is able to be compatible to changes which reflected by affecting the culture and restore and in return cause other changes. It is part of development process. In contrast, public sector is severe and inflexible and less or no prepared to encounter to changes and accept them. The authorities in public sector show hardness and resistance toward changes and are less risk-taker than their counterparts in private sector but in comparison they are more loyal to their cultural properties and beliefs.

#### 5.1. The role and scope of government tourism management

States found the tourism sector management based on the style, methods, domestic and local preferences. Public entity attempts to address tourism affairs by their special own way. When there is no united or optimum organization, there should be so many responsibilities to be covered.

Public centers are established for planning and managing tourism sector as an administrator of tourism affairs and make close relationships with other interested centers in related areas. This collection is not devolved the executive responsibilities managerially. Meanwhile the public collections coordinate the tourism planning and often times the private sector enforce them. So the entity's role is considered indicative or indirect.

#### 6.1. The organizational chart for public entity administer for tourism affairs



#### 7.1. The strategic management

It is integrated decision and activities aims to develop executive effective strategies and controlling their results. So it includes the strategic management of related activities to evaluating and selecting the strategies, adopting any interior and exterior measures to enforce the strategies and finally monitoring the conducted efforts. Management consists of the organization ensuring process to a procedure arise from applying suitable strategies.

Accordingly, a suitable strategy may be defined in consist of organization requirements. The process of strategic management involves 6 successive and continues steps:

- 1- Analyzing the environment
- 2- Foundation the direction of organization
- 3- Targeting the goals.

#### 8.1. Definition: Strategy and strategic management

So far there were several and sometimes contradictory definitions of strategy and strategy management. On a management expert idea, the expression is as similar as “art”, it can be detected when it is seen although it is too difficult to be defined or described. However, it is tried to present a definition containing the essence of all concepts.

##### 1.8.1. Strategy:

It is a fundamental pattern of current and designed purposes- exploiting and allocation of resources and organization interactions with markets, competitors and other environmental factors. Accordingly, a strategy should specify three things: what goals should be met, which industries, markets and products should be focused, how resources should be allocated to exploit environmental opportunities, encountering to environmental risks to achieve competitive advantage and what efforts should be conducted. The necessities for applying strategic management with a keen looking at the concept of strategic management, the necessity of applying it can be realized. According to the environmental changes that has occurred with high rate today, and the complexity of organizational decisions, the need for applying a comprehensive program for dealing with these issues becomes more tangible than ago. This program is nothing but a strategic plan. Strategic management is based on dynamic, provident, holistic and positioning mentality is the just solution for many organization problems (Foster, D. 1985). The base of management is founded on the level of managers' understanding of competitors, markets, prices, material suppliers, states, oblige (creditor), stakeholders and customers in all over the world and the factors are determinant elements in today world. So strategic management is one of the major tools would be applied by organizations to achieve to successes in future.

##### 2.8.1. Strategic management advantages:

Strategic management allows the organization to operate innovatively and no passively to make its future. This managerial method makes it possible for organization to be innovative and act in way to be influencing (not to react against acts), destine its fate and control the future. Historically, the main benefit of strategic management is to assist

the organization in selecting the more regulated, reasonable and logical ways or strategic alternatives and hereby formulate optimum strategies. Undoubtedly it is the main advantages of strategic management although the current researches indicate that the process can play a more important role in strategic management. Managers and employees obliged to support the organization by involving into the process. Making good understanding and obligation for employees and managers may be the other advantage of strategic management. The other great benefit of strategic management is to provide opportunities to confer authorities to employees. It is an affair which encourages the employees to involve decision-making process, exercising the innovation-creativity and visionary and so their effectiveness will be increased (Poon, A .1993). Strategy is not a plan but needs planning to emerge, grow and be influential. No organization can merely be handled by strategy. Planning is the infrastructure for administering the organization. Analytical structure is made of three main parts: Strategy and program management tools are complementary. The analytical strategy is composed of three main parts: strategic seeking the opportunities, bottleneck (lane) analysis, and strategic progression. This structure expresses the strategy evolutionary process. In efficiency strategy approach, there is no algorithmic to achieve certain strategy. By contrast, it is the attitude toward how a strategy to be evolved that directs it to exploit strategic thinking. Strategic management is a decision-making process that determines the long term direction of organization and enforcing the decision was taken. It is a procedure by which managers assign the organization activities for long time, specify the operational objects and design the strategies to achieve the goal given the internal and external situation and select operational programs to enforce the strategies.

Strategic management is a dynamic process, because any part of this process entails a fundamental process. Should the process be continued like as or the changes are required? Changes in organization situation (internal and external environment) and financial fluctuations are permanent impression forces to change and regulate the strategies. In the other words, strategic management relates to decision making on the strategies and planning how to enforce them and three main elements can be considered for them: Strategic analyzing during which strategy tends to understand the strategic situation of organization; second, the strategic selection which formulates the possible practical ways- evaluates and enacts the strategies. Finally, strategy enforcement relates to planning and way of enacting the strategies. However, in practice, these steps are not linear and

have been conducted relating to each other and alternatively. For example may be it starts by evaluating the strategy and enforcing it. Nowadays, management is necessarily means good strategic management. Having strategic insight in dealing with management issues and learning how the strategic analytical tool can be applied in regulating and enforcing the strategy help managers to encounter new perspective to lead the organization. The new strategic movement related issues and its correct implementation inside the organization possess important preference in manager's agenda. Official strategic analysis and annual reviewing of strategy is one of the standard activities in most firms that are directed by professional managers. Currently the significant part of modern literature is allocated to strategic concept, strategic thinking, strategic analysis method and other related debates to making compatibility between institute internal operations with strategic requirements. Hence, knowing the strategic management nature and its components is necessary for everybody who wants to enter into management world.

The other definition can be presented on strategy: "strategy is a united, comprehensive and integrated plan which interconnect the strong and weak points to environmental factors and changes and is designed in a way that ensure achieving organization main goals by its proper implementation." The management theorists define strategy as a way for optimal allocation of scarce resources to achieve to economic activities. Strategy determines the activity field in a complex, dynamic and instrumental environment that revitalize the human element in an organizational system and provoke them. Ansoff as a first scientist who describes strategy comprehensively and meaningfully, believes that more compatibility between organization goal and current activity is associated with more the growth rate and disciplined. Chandler (1962) defines strategy as follow: "Strategy includes a united, comprehensive and integrated plan which interconnects organization strong and weak points to environmental opportunities and threats and makes it possible to achieve to organization main goals(Morley,Clive L.1992). Andrews 1971 says: "strategy is a pattern of objects, main directions, and plans to achieve to goals."

Mintzberg presented a short definition on strategy. In his opinion, strategy is a pattern to implement the adopted decisions. Tourism management strategies (Mansfeld, Y.; Pizam, A. 2006). Different field of tourism management can be similar to several sectors of public entities administered tourism affairs namely managing the mentioned entity, supervising the laws

implementation- researches- marketing- expanding the products- expanding the human resource and public information.

Starting the framework of managerial designing will be specified by policies and strategies planning. The strategies will be examined continuously and adjusted according to variant situations and opportunities.

### 9.1. Demand and supply management

If tourism management can increase production in coordination and compatible to demand, there will be suitable situation for organization, but since the demands are not anticipated and the applied resources are not receivable, it is difficult and sometimes impossible. In balancing between supply and demand, the fixed and variable costs must be considered. The rate of demand is varied in tourism services day to day. For example, in the interval of hotel reservation, two peak- time of activity can be detected. The first is the time for discharging usually between 7 to 10 am. Second is the late afternoon and early evening that usually the passengers arrive to hotel. Therefore, the rate of demand is variable in all tourism circles and changes depend on the season, week, and time of day and so on.

### 10.1. Strategy

Strategy establishes a basis for determining the goals and results and recounting the required activities to achieve the goals. Strategy should represent the real shape of tourism; to this end strategy should emphasize and focused fundamentally on marketing opportunities. Strategy also can determine what kind of tourism and where should be developed- how many hotels and other facility services should be added, what kinds of hotel they should be, where they should be added, what kind of tourism attraction are there and where. Strategy can conduct necessary reforms in facilities and services.

### 11.1. Supply and demand management

If tourism management can increase the production in coordination and consist to the demand rate, very good conditions will be provided in organization. Since we cannot predicted the exact amount of demand and the resource cannot be reserved, it is difficult or sometimes impossible. In balancing between supply and demand, the fixed and variable costs must be taken into consideration. The rate of demands in tourism may vary day to day. For example, in the range of hotels reservation, two peaks can be detected. The first peak time relates to room discharge which is usually between 7 to 10 hours of

the morning. The second peak time is late of afternoon and early evening which is the time usually the passengers arrive to hotel. Thus, the rate of demand is varied in all tourism circles and can change depend on season, week, and day time and so on.

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