

# Modern management principles applied in leading and organization of agro-tourism farms and guesthouses

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## ABSTRACT

Apply an effective and efficient management seems today the key to success for any enterprise in our country and beyond. Quality managers and management applied to them can ensure the continued growth and sustained economic entities, regardless of the profile and scope of their activities. Agro-tourism is the moment for our country and for a number of European countries a highly attractive area for both potential investors and customers. Offer in the Romanian rural area is still lacking. However, there is already approved and classified two specific forms of agro units, namely: agro-tourism farms and guesthouses. During their performance management problem often arises in the context in which they are often family businesses, and the manager is actually the head of the farm (agricultural exploitation).

**Keywords:** agro-tourism, management, agro-tourism farms and guesthouses, manager.

## INTRODUCTION

If the definition management reached an universal conclusions adopted by specialists, the controversy over the identity of rural tourism and agro-tourism there are still some authors stating that the two concepts have the same content, others, identifying differences between the two concepts. As for us, we embrace a second opinion, but while emphasizing the positive aspects of the two common forms of tourism, namely: their development in rural areas, local resources and regional tourism activity, promotion of rural environmental protection and conservation, etc. However, can not be ignored numerous specific features of agro-tourism, which it defines and individualized, as a concept, namely:

- existence of specific accommodation structures – agro-tourism farms and guesthouses;
- combining farming with tourism at the same time and the same place;
- direct involvement of tourists in rural community life and current activities of the homestead;

- obligation by service obtaining part of agro food products offered to tourists in the food sector;
- economic activity is a complementary farm (homestead) and not an alternative or substitute for it;
- agro-tourism offer is accessible and low-income people who can spend vacations or holidays in the picturesque rural dream;
- agro-tourism is incompatible with the mass tourism conducted in resorts and tourist centers etc.

Can be highlighted further differences between rural tourism and agro-tourism concepts, in the technical, organizational, economic and legal approach, confirming the legitimacy of agro-tourism as a new concept, independently.

**Agro-tourism** includes two large sides (important issues), namely:

- on the one hand *tourism activity* itself, embodied in accommodation, food services - the system board - tourist movement, basic and supplementary services;
- on the other hand, *practiced farming* agro service providers (hosts tourists), reflected in the production and primary processing of agricultural products in the household, and marketing them directly to tourists or various commercial networks.

In time, due to the demands of increasingly larger accommodations and food on farms and agro hostels was necessary to establish a national body to coordinate and promote agro-tourism activity in Romania. The organization was founded ANTREC (National Association of Rural, Ecological and Cultural) to organize and protect agro-tourism providers and develop a new breed specific legislation represented by agro tourism. Agro-tourism uses catering accommodation for tourists and its specific structure, namely agro-tourism farms and guesthouses, defined, approved and classified, according to current legislation.

**Agro-tourism farm** is an accommodation structure for up to 20 rooms, categorized from 1 - 3 daisies, that works in a tourist farms provide food and fresh produce and local own sources.

**Agro-tourism guesthouse** with accommodation capacity of 3 - 20 rooms, categorized with 1 - 4 daisies and offers guests complete mandatory services, namely accommodation, meals and entertainment.

## 1. PRINCIPLES OF MANAGERIAL

In recent years, the number of tourism operators rose and began to develop more and more businesses, defending the new investors (Romanian and foreign) willing to exploit this field and occupy the market segment still out in some areas with high demand, represented by tourism. Consequently, tourism so-called "rural" is to generate business and rural world a new opportunity to exploit its heritage, landscape and culture. But to get customers and to drive a tourist company need "to do this science" that, unfortunately, those in rural areas do not have it yet. Tourism development in rural areas needs organization and cohesion of the actors, who still sometimes lacking reality.

In this context, for some specialists, **rural tourism** should be entrusted with the main operators at the same time managing the necessary capital and professional technicality. Making this choice means actually despise the very specificity of green tourism, which is by its nature, tourism craft, whose interest lies mainly city dwellers just this feature. In fact to be like

"industrialization of crafts", there is a paradox that everyone unfortunately not perceive it yet. Unfortunately, in many units received from all countries, lacking basic knowledge and specialized people to be a good host.

However, everyone can learn, if you make some efforts. In all countries have improved education and training opportunities for the home side, as there are a number of specific knowledge that the owner must acquire them. Both hosts (individuals) and public sector workers should support and streamline the activities of units and structures of rural tourism associations and service providers. Currently all European countries offering rural tourism market products. In many of these countries, rural hosts were associated organizations, based on the idea that in an organized are better opportunities management and marketing, supply structure, advertising and marketing offers (products) in rural areas than acting alone (individual). In Romania, the organization of the rural tourism and agro-tourism businesses through service providers as under the provisions of Decree Law no. 54/1990 on free enterprise, and Law no. 31/1991 on the organization and functioning of companies, is specific tourist-oriented areas, which have many advantages in the development of tourism activities in rural areas.

Businesses agro service providers (private, family, businesses, etc.), authorized under existing legislation, can become active members of federations, foundations or associations such as NGOs, not pursuing profit and, together, constitute rural tourism networks and tourism which have their own management, its own programs and may join national and international tours.

**Agro-tourism farms and guesthouses** are forms of organization and practice of tourism at the individual level, in households that have accommodation and are able to offer tourists some services, such as accommodation, providing food, providing food products of basic household items or local sources, organizing specific forms of leisure homestead or carried in its surroundings, which mainly aim exploitation of natural resources, cultural and historical etc. regional.

In the area in general and the tourism or agro-tourism, particularly, the human factor has a primary character, since the effectiveness of management, reflected in the results obtained from an establishment (agricultural, agro-tourism, etc.) Or an organizational subdivision it depends, crucially, the qualities of the person who is driving or manager. The person responsible for the management of the economic unit, regardless of its scope of activity has had in the evolution of management science, different names such as: leadership, management framework, director, and most recently the manager, a concept that has gained unanimous recognition and was generalized in all fields. Service sector activity in the field of management has a high degree of complexity, determined primarily by the large number of factors that contribute to the "product" and its characteristics, namely: intangibility, perishability, variability and inseparability. This determines the need for management staff (managers) service stations have a number of qualities, knowledge and skills specific nature intended as support their efficiency.

Given the applications of management science, a major role in its design it holds new systems, methods, techniques, procedures, enterprise management as a whole and its major components.

Developed based on the study of relations and management processes and regularities discovered methodological elements of management science are tools available to managers and their staff to streamline business activities in accordance with the scope of work and the demands of consumers, in our case the tourists.

Characteristic of modern management science, regardless of type, is placing in its investigations cent, of man in all its complexity, the subject and object of management against the objectives incumbent and interrelated objectives, resources and means systems in which it is integrated. The effect of this approach is the analysis of multilateral relations and management processes that reflect the multidisciplinary nature of knowledge management directly subordinated to increase economic efficiency and social enterprises.

**Agro-tourism management** is a component of general management that developed with the agricultural extension activity, knowing the market conditions, significant changes in optical and application. A convincing illustration of this reality is the fact that all the books that studying tourism phenomenon in its various forms, whole chapters are devoted to the presentation of this sector management, namely how effective management of the tourism facilities and / or agro-tourism.

Management principles to be applied in agro-tourism units include:

- ordering and scheduling all activities of agro-tourism drive to achieve goals (attracting and retaining tourists to obtain appropriate and sustainable profits, respect local specificity etc.);
- assessment and decision activity plans and establishing procedures to control and natural resources program, technical, material, financial and human resources through these plans;
- recruiting, testing, guidance, integration, motivation and supervision of staff required and existing agro unit and tracking activity.

## 2. QUALITIES MANAGER

Depending on the nature of the contents and their management qualities are structured in several groups, namely:

1. *Intellectual qualities*, resulting in: intelligence, ability to learn easily and well, capacity to observe, collect, select and evaluate facts, capacity to recognize and implement new, creative imagination, inductive and deductive reasoning ability, capacity to synthesize and summarize the data, efficiency and durability of memory and so on;

2. *Related quality of character*, which refers to: a sincere desire to help others, friendliness, honesty, determination, the ability to recognize the limits of their competence, honesty, ability to admit mistakes and learn from failures, perseverance; modesty and so on;

3. *Staffing capabilities*, namely the ability to understand people and work with them, which involves: respect and tolerance for other people, carrying light human contact, the ability to anticipate and evaluate human reactions in various situations, the ability to gain trust and respect etc.;

4. *The ability to communicate*, persuade and motivate, which include: the ability to listen and understand the officials and subordinates; ease to communicate verbally and in writing; quality pedagogical training people, ability to lead people and motivate them to action;

5. *Refers to temperament qualities and human energy*, such as health and vigor; forbearance, energy and balance, healthy and constructive ambition, courage, initiative and perseverance in action, entrepreneurship, ability to face and deal effectively problems or conflicts;

6. *Intellectual and emotional maturity*, assuming: behavioral and emotional stability, balanced ability to act in a calm and objective manner regardless of the situation, flexibility and adaptability in terms of unpredictable changes, ability to withstand pressure, frustration and insecurity, self in contingencies.

The vicissitudes of the market economy and economic peculiarities of farming or determine the need for managers who can and farm owners (agricultural, agro etc.) They run, possess knowledge, not only technical, but also economic and legal designed to help an efficient economic management of their efforts from the production of goods or services.

The success of agro-tourism units depends largely on: the site and the location of the unit, tariffs and particularly the experience of people who lead, or managers. In this sense it is understandable that a manager will actively seek to attract as many customers on the farm or guesthouse with as few costs from these potential tourists, which should offer a better framework conducive to conduct various activities arranged tourism and non-tourism desired by them. Especially during the season acute problem arises agro-tourism establishments supplement their income by promoting more special programs such as business tourism, eco tourism, spiritual or cultural level.

Consequently, it can be seen that the managers of agro complex must be persons who possess a number of outstanding professional and personal qualities, in order to provide an effective and efficient management, namely: to be an open person, willing to accumulate more useful knowledge domain as agro-tourism (languages of international circulation, computer, modern management and marketing principles, ecology, etc..) to be a good manager, and an organizer of farming and agro-tourism in his unit; known to be a promoter of local customs and traditions and to organize local events that involve specific area and tourists, to know and to utilize agro-tourism activity all local resources (natural, cultural, historical, craft, architecture, etc.), to use local labor and be actively involved in the community in terms of institutional, social, environmental, cultural, etc.

## CONCLUSION

a. Management as a science has crystallized through the efforts of a large number of specialists around the globe in response to the urgent needs of social practice and economic development continue, being approached from multiple points of view, which often differ substantially from one another but have common key.

b. Analysis of the factors that determines the characteristics of relationship management in the tourism units reveals a triple determination: socio-economic, technical, material and human. These measurements provide socio-economic characteristics and basic human entities, such as foundation work on the same principles of management, use of certain methods of forecasting, organizing, motivating staff, etc.

Regarding the use of modern management principles and specific tourism in the current period have emphasized the need to take them into account permanent and intense, their organic integration of current management activities, taking into account their specific objectives and content.

c. Tourism / agro-tourism management is actually the process of establishing and achieving goals through the use and coordination of human, technical and financial resources in the context of protecting the environment and ensuring sustainable development. In this respect

we need: good management, based on setting and achieving goals tourist units / agro-tourism, tourism facilities / agro led and coordinated in order to develop products and services demanded by consumers and gainful; managers able to decide analysis objectives tourist units / agro, use of natural resources, human, technological and financial resources to fulfill the purposes of tourism or agro-tourism units; protecting the environment by making decisions about location, operation and management of tourism unit / agro-tourism, application management view of competition, customer demands, etc. restrictions imposed by legislation.

d. In conclusion, it is assumed that management is the administration of an economic unit, where our tourism profile that includes development strategy and long-term planning at the top level as well, organizing, coordinating and controlling activities related to production (goods and services), sales, finance, marketing, personnel, research - development at medium.

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