

SINGIDUNUM UNIVERSITY

**DEPARTMENT OF
POSTGRADUATE STUDIES**

MASTER THESIS

**MANAGING HUMAN RESOURCES AND UTILIZATION OF
INFORMATION SYSTEMS IN THE HOTEL PREZIDENT IN
NOVI SAD**

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1. Introduction

People are the most significant resource in a hotel. Their abilities are used to the maximum, and this creates new opportunities for progress and development of hotels. For sustainability in the market it is very important to maintain the quality of services in hotels, thus increasing profits. Human resources are mainly meritorious for this. It is necessary to have applicable staff policy, in order to maintain an atmosphere where employees can provide their maximum. Human resources are the key factor in competitiveness. Finding and employing appropriate people today is difficult. Continuous improvement, a professional, high-quality approach, which must be innovative and flexible, is needed, and also the ability to provide top quality services. The result is a large number of satisfied guests in hotels. Human resource managers have a difficult task to do the selection. They must possess the ability to carry out a series of activities in order to establish the best possible team of employees in the hotel. Once the primary selection of potential employees is made, it is important to make an effort to introduce the chosen employees to the business, training them, organizing and inspiring, in order to provide excellent services. Sometimes the question is whether it is the managers or the employees who find this more difficult. However, their mutual co-operation must be managed without problems, in the best way possible, because without co-operation, there is no functioning of any enterprise, including hotels. Here this is even more important because employees are in direct contact with guests. As a conclusion, both the satisfaction of employees and human resources managers directly affect the satisfaction of a guest, which is the ultimate goal of every hotel company.

Information technologies (IT) have great impact on modern society since we live in an informational era. The quantity of information circulating in our daily lives is bigger than ever, which requires new ways of exchanging and transferring them. Having in mind that most of this information is transferred using IT, we can consider it a corporative part of our lives. Business and any communication rely mostly on PCs, mobile phones and numerous other types of technology. The increasingly complex demands of the ultimate users have triggered great progress of IT, and all the solutions it includes, with the purpose of improving the level of doing business.

In companies, hotels included, more and more IT experts are employed, without whom the functioning of a company cannot be imagined. Mastering the strategic utilization of IT is a must in almost all positions and can be regarded as a new kind of literacy.

The use of IT becomes increasingly important in forming hotel products and services. The main role of it is making business relationships and activities within the hotel itself easier and better. New forms of informational services such as buying services and products, booking and paying online, etc., make implementing the hotel policy effortless. This also refers to the internal functioning of sectors which cannot be imagined without computers because of the database and the flow of information they provide.

Human resources and IT in hotels have to be closely connected so that all tasks and processes are performed on time with precision and in an optimal way. One of the activities in managing human resources which especially depends on IT is the employing with all the phases it incorporates which could not function without an employee database, online advertising of vacant positions etc. The activities within the hotel also depend on different programs: international, domestic, as well as internal, which make the work of managers and workers much easier.

PART I

2. The methodological basis of the thesis

2.1. Importance and actuality of the topic

Intensive development of hotel industry requires close co-operation of hotels with other sectors, in order to adjust to modern standards which are slowly, but surely being introduced to our country after many years of numerous hurdles. In Serbia, according to the research carried out by The Ministry of Economy, there are currently 305 hotels, of which only 11 five-star ones¹. That is a devastating fact since almost all the neighboring countries have a better offer. Novi Sad has 3 five-star hotels, two of which are in the same ownership. Even though this is a small number, high-quality services are expected in these hotels, since in recent years Novi Sad has had more and more tourists, due to various events, e.g. EXIT festival and other festivals, numerous international fairs etc. After the implementation of the new hotel categorization regulations, it is necessary to incorporate numerous changes in hotels. Serbia, however, has a great predisposition for tourism development in the hotel industry. One of the biggest problems for the development of hotel industry is a lack of professional staff. This includes directors, senior and middle management, as well as workers who are in direct contact with guests. Therefore hotels make a great effort to develop human resources, i.e. employ appropriate staff and train them. The competent authorities have announced programs which will include seminars and trainings in the field of sales, development, communication and management, and all of that in order to improve the professional human resources in hotels.

Intensive development of a hotel industry requires adjustment to modern standards which, among other, include information technologies. Functioning of hotel organization, reaching it's goals, human resources and activities they include, are firmly connected with utilization of computers and other types of IT. Programs that are being used in daily tasks make jobs easier in such extent, that one can not imagine how it was possible before introducing IT. Considering that IT is highly developed in almost all sectors in business functioning, including hotels, we can say that this topic is very actual and significant for persistence of a hotel in the international market.

¹ Source: <http://www.turizam.privreda.gov.rs/index.php/sr/2010-02-11-17-24-30>

2.2. The subject of the work

The subject of this work deals with how much the essential human resources for the functioning of hotel organization are, as well as what the human resources management does, and all the other activities they include. The formation of this work will show how human resources management works in The Prezident Hotel in Novi Sad, and whether it is necessary for some suggestions to be given.

The subject of this work deals with how much the essential information technologies for the functioning of hotel organization are, as well as what the IT does, and all the other activities it includes. The formation of this work will show the utilization of information technologies in The Prezident Hotel in Novi Sad, the need of their implementation by human resources and whether it is necessary for some suggestions to be given.

2.3. The goal of the work

The goal of the work is to show the functioning of the human resources sector through an example of The Prezident Hotel in Novi Sad and through analyses to monitor the changes in the human resource management. The work will deal with the series of activities, such as planning and staff recruitment, their education, motivation, with monitoring the relationships among the employees, from the beginning till their retirement or other cause of terminating the employment.

The goal of the work is to show, through an example of The Prezident Hotel in Novi Sad, necessary utilization of information technologies in a hotel. The work will deal with expanding knowledge about the significance of IT in activities such as planning and staff recruitment, training, and other activities of human resources, without diminishing the significance of human factor as an important part of hotel business.

2.4. Hypotheses

- ❖ People are one of the most important resources in a hotel.
- ❖ After the introduction of the new regulation of hotel categorization, it is necessary to make some changes in the functioning of hotel business, and therefor in the human resource management department as well, as an important sector of every hotel.
- ❖ The complete organization of a hotel, as well as the relationships among the employees who directly communicate with guests, can be measured by the human resources manager.

- ❖ In a five-star hotel such as The Prezident Hotel, it is very important to perform at the highest professional level possible, and this requires monitoring whether the standards which are slowly but surely imposed to us are lived up to. If a hotel aspires to find a better place in the international market, it certainly must comply to these standards.
- ❖ Information technologies are necessary part in a hotel business;
- ❖ Quality implementation of human resource activities highly depend on utilization of information technologies;
- ❖ Using IT is necessary in order to reduce the time and subjectivity of human resource managers, to increase the efficiency of employees and to reach hotel's goals in a short period of time;
- ❖ In practice, programs that make jobs much easier are not fully supported in the domestic market, but they are used in international hotels in high extent, so this topic requires additional attention;
- ❖ In a five-star hotel such as The Prezident Hotel, it is very important to perform at the highest professional level possible, and this requires monitoring the latest programs in IT, in order to find a better place and to increase competitiveness in the international market.

2.5. Research methods

A method of synthesis is a procedure of scientific research by which we get certain knowledge on complex units through their individual and special parts, their blending and various mutual connections and relationships. The method of deduction is also used, in order to classify the scientific knowledge of human resources management and information systems, as well as its importance for hotel organization and business. Procedures of analysis, synthesis, generalization and abstraction procedures are also used in the work.

2.6. The structure of the work

In this project study the functioning of the human resources in The Prezident Hotel in Novi Sad is described.

- ❖ **I part** - Describes the methodological basis which will be discussed in the paper, clarifies the importance and actuality of the topic, the subject, as well as the goal of the work. Basic hypotheses used in the work are given, as well as the methods of research, the degree achieved in researching the problems and the analyses of the work are explained.
- ❖ **II part** – Describes tourism, touristic turnover and hospitality of Novi Sad, including statistic data.

- ❖ **III Part** - Human resource management is described , the emerging of the concept, the theory, the essential facts and its application in hospitality. Also, it shows the functioning and managing of human resources in The Prezident Hotel in Novi Sad. The planning of human resources, activities, objectives of recruitment, selection, approach to increasing motivation, better socialization, training and professional development are explained.
- ❖ **IV Part** - Describes the theory of information technologies and their influence on business functioning, including hotels;
- ❖ **V Part** - Describes influence of information systems on the functioning of The Hotel Prezident in Novi Sad, and also on the human resource activities. Programs used in daily tasks are also presented.

2.7. Degree of problems research

Human resources became a topic of discussion about 30 years ago. Nowadays, in the age of computers and high technology, people are still the key factor in the efficiency of business organizations, especially hotel enterprises. Good human resources represent a competitive advantage in the international market. There is a growing need for a qualified human resource management, so the degree of research of this problem becomes more and more important.

Since the first digital computer, about just 50 years ago, IT has progresses with remarkable speed, thus enabling parallel development of different business sectors. There is an increasing need for information systems and applications utilization, so the degree of research of this problem becomes more and more important.

2.8. Analysis of the work

Using professional and scientific literature, the analysis of this work is done. The bibliography on the following fields is used: hospitality, information technologies, management, human resources ecetera. The relationship between the desired standards in theory and the actual situation is analyzed. Business operations of the human resource management and information systems in The Prezident Hotel in Novi Sad is elaborately analyzed. After the analysis, it will be possible to deal with resolving any potential problems, as well as pointing to particular flaws in the current work of the hotel enterprise.

Part II

3. Tourism and touristic turnover in Novi Sad

3.1. The history of Novi Sad

The settlement, which later became Novi Sad was established after the persecution of Turks in 1691, when the construction of Petrovaradin fortress started. Novi Sad gets the status of a free royal town on February 1st, in 1748, when the citizens bought their freedom for 95,000 silver forints, and from then on the name was Neoplanta (Neoplanta), Nojzac (Neusatz), Ujvideki (Ujvidegh), which was later translated to “Novi Sad” in Serbian.

After that, the town becomes prosperous; religious and cultural development booms, as well as the development in handcrafts and trade. The town gets urbanized and has all the characteristics of a real city. In addition, the structure of the population becomes very mixed, which affected the overall development and progress of the city in a favorable way. This period is especially important due to the development of education and other cultural institutions.

Unfortunately, on 12th of June in 1849, the city is almost completely demolished, which leads to the necessity to rebuild the city almost from the ground. Svetozar Miletić is credited for building most of the constructions in the period to follow. The construction of a bridge made of prestressed concrete, second in the world, and first in Europe, came next; the late 20th and early 21st century witnessed the construction of The Serbian National Theater, the sports business center SPENS, the railway station, numerous housing estates, the construction of NIS (Oil Industry of Serbia), and many other important centers and facilities.²

3.2. Tourism of Novi Sad

As one of the candidates for the European cultural capital, Novi Sad has much to offer to local residents, as well as numerous tourists who visit the city relentlessly.

Culturally speaking, Novi Sad has numerous opportunities: The **theaters** - certainly the most famous is The Serbian National Theater located in the strict center of the city, which has a very diverse repertoire all year through. It offers numerous discounts during the winter and summer months, for organized groups and students; various performances such as the well known Novi Sad Jazz Festival, which is held every autumn. Besides this, there is The Youth Theater, as well as The Hungarian Theater (Ujvideki Szinhaz) and several other small ones with regular audience.

Museums: The Novi Sad City Museum, located on the Petrovaradin fortress, The Museum of Vojvodina (housing the events such as the sale and exchange of antiquities), The Museum of Contemporary Art of Vojvodina, The Theater Museum, ecetera.

² <http://www.turizmologija.com/clanak/istorija-naselja-novog-sad/> 06.02.2014.

There are numerous cultural centers, galleries, a planetarium and other places of interest.

A number of tourist agencies offer city tours, ranging from an hour walk (which includes the city center sightseeing), up to two day excursions which include the tour of Sremski Karlovci, a town known for its characteristic Austro-Hungarian architecture, in which there is a large number of wine cellars organizing wine testing with food served, and the purchasing wines at low prices. There are also sightseeing tours of the 16 monasteries located on Fruska Gora (near Novi Sad). After the monasteries, usually there is an organized tour of the ethno-houses and farms, Vojvodina is well-known for.

Considering entertainment, Novi Sad is well known for its nightclub life, as well as for the numerous events and festivals that are organized throughout the year. Without any doubt, the most famous is the EXIT festival, which was officially named the Best European Festival at the beginning of this year.

3.2.1. The Danube

The Danube River, which flows through ten countries, has always had an enormous effect on the development of these states throughout the history, their trade and tourism. Nowadays the Danube has a major impact on the life of Novi Sad. The potentials of the development of river tourism in the city in general are excellent. In the leg of the course through Novi Sad, the Danube has numerous beaches, little islands, river branches, which are perfect for fishing, boating, and vacationing in the numerous facilities for accommodation along the river. The most famous beach in Novi Sad is the Štrand, which is well designed even by high standards, and provides top services that, after swimming (owing to the high water temperature, possible even up to five months a year), in the numerous cafes and restaurants. There are many concerts, sports tournaments, among which the most distinctive is certainly head tennis (played with the head instead of arms). Because of that, and the fine sand along the entire beach, this part of the river is called the sea of Novi Sad.

Earlier on there used to be numerous cruises to Belgrade and back, but due to the economic crisis the idea has been abandoned. Yet, one of the Novi Sad tourist agencies still organizes a boat tour from Novi Sad to Sremski Karlovci, a sightseeing with a tourist guide and a lunch in a so-called „čarda“ (a little ethnic restaurant on water), before returning to Novi Sad by double-decker bus.

And if this is not enough, tourists have the opportunity to enjoy the river rafting, or to rent-a kayak, which is a favorite way of touring the Danube among the young.

An important tourist activity is cruising. It includes sailing by ships with accommodation and food provided, with docking in larger cities and towns. Novi Sad, which is a part in the touristic offer in tours along the middle and lower course of the Danube, in the last few years has recorded over 250 docking of these ships with around 35000 tourists annually.³

³<http://www.turizamns.rs/node/4281> 08.02.2014.

4. Fishing and hunting tourism

For passionate hunters Novi Sad yet again has something to offer. In a part of hunting ground called 'Vojvodina forests', hunting in enclosed areas near Novi Sad is allowed. Two autochthonous species – the deer and the wild boar, and two foreign species - the fallow deer and the moufflon are being bred. This kind of breeding is mostly aimed at foreign and domestic tourists. Hunting of roe game is also possible. Besides this game, there is a possibility for pheasant hunting. A large number of hunting areas offer contemporary hunting houses for accommodation.⁴

For fisherman, fishing numerous species of fish, characteristic for the European continent, in numerous piscatorial terrains along the Danube, and in the river branches is available. The river abundances in white fish, carp species, predators, silver carp ecetera. In the fish ponds you can fish a very popular fish nowadays – the carp.

4.1. Touristic turnover of Novi Sad

Based on the data from the Republican Bureau of Statistics of Republic of Serbia, it can be seen that Novi Sad year in year out has had an increased number of tourists, both foreign and domestic ones. In the following tables you can see the touristic turnover for whole Serbia, and for Novi Sad in particular for the last three years, with the percentage of the participation of Novi Sad in the overall republic touristic traffic calculated.⁵

The next table shows the arrivals and the overnight stays of tourists in the Republic of Serbia for 2011, 2012 and 2013:

Republic of Serbia						
Year	Tourists arrivals			Tourists overnight stays		
	Total	Domestic	Foreign	Total	Domestic	Foreign
2011	2.068.610	1.304.443	764.167	6.644.738	5.001.684	1.643.054
2012	2.079.643	1.269.676	809.967	6.484.702	4.688.485	1.796.217
2013	2.192.435	1.270.667	921.768	6.567.460	4.579.067	1.988.393

Table 1 - Tourist arrivals and overnight stays in Serbia for 2011,2012,2013.

The next table shows the arrivals and the overnight stays of tourists in Novi Sad for 2011:

⁴ <http://www.vojvodinasume.rs/lovstvo/> 02.10.2014.

⁵ Tables are made based on datas from the site <http://stat.gov.rs> 15.02.2014.

Novi Sad, 2011.					
Tourists arrivals			Tourists overnight stays		
Total	Domestic	Foreign	Total	Domestic	Foreign
111.170	45.136	66.034	225.009	76.812	148.197

Table 2 - Tourists arrivals and overnight stays in Novi Sad for 2011.

The next table shows the arrivals and the overnight stays of tourists in Novi Sad for 2012:

Novi Sad, 2012.					
Tourists arrivals			Tourists overnight stays		
Total	Domestic	Foreign	Total	Domestic	Foreign
114.013	48.323	65.690	231.289	79.845	151.444

Table 3 - Tourists arrivals and overnight stays in Novi Sad for 2012.

The next table shows the arrivals and the overnight stays of tourists in Novi Sad for 2013, monthly:

Novi Sad, 2013.						
	Total		Domestic		Foreign	
Month	Arrivals	Overnight stays	Arrivals	Overnight stays	Arrivals	Overnight stays
January	4.878	9.385	2.332	4.160	2.546	5.225
February	5.199	10.359	2.027	3.206	3.172	7.153
March	7.362	13.917	2.883	4.020	4.479	9.897
April	8.643	15.568	3.578	5.520	5.065	10.048
May	16.098	26.277	7.407	9.775	8.691	16.502
June	9.859	22.354	2.841	5.473	7.018	16.881
July	13.935	39.993	4.073	12.086	9.862	27.907
August	9.678	19.975	2.418	3.846	7.260	16.129
September	10.383	18.932	3.812	6.522	6.571	12.410
October	13.603	25.230	6.869	11.399	6.734	13.831
November	8.700	18.383	3.055	6.064	5.645	12.319
December	9.161	20.139	3.012	5.463	6.149	14.676
Total number of tourists for the entire year	117.499	240.512	44.307	77.534	73.192	162.978

Table 4 - Tourists arrivals and overnight stays in Novi Sad for 2013 - monthly

Taking into account all the data shown in the table for 2013, we can say that the months which are above average then the rest of the year are May, July, and October. It is in these months that the most important events for Novi Sad are held. In May there is a big international agricultural fair, the EXIT festival in July, and in October The Fair of Hunting and Fishing.

In 2011, the total number of arrivals of tourists in Serbia, Novi Sad is accounted for 5.3 %, and 3,3 % for the total number of overnight tourists.

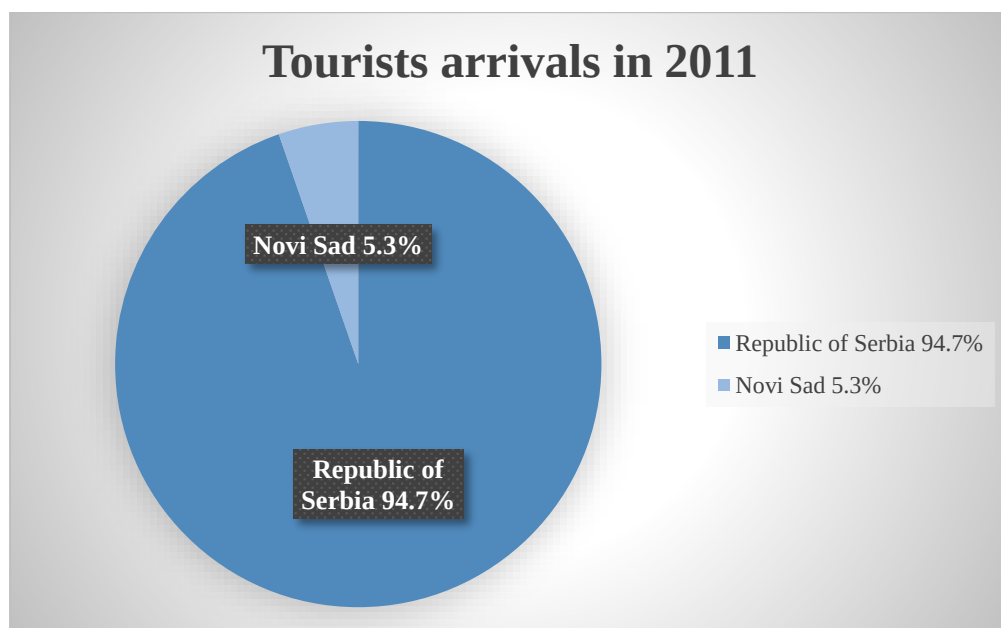


Chart 1 - Share of Novi Sad for tourists arrivals in Republic of Serbia in 2011.

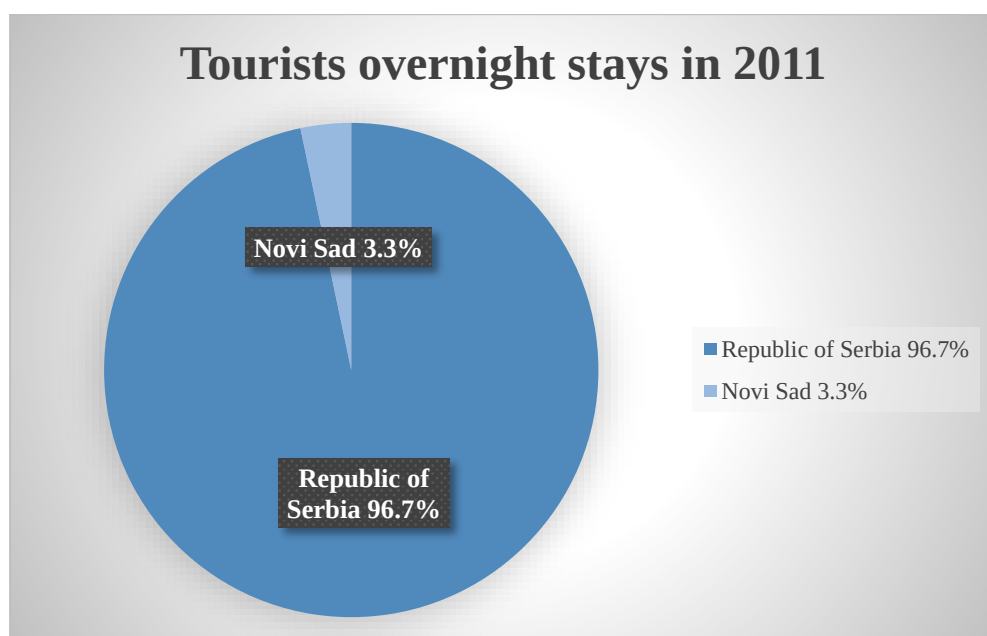


Chart 2 - Share of Novi Sad for tourists overnight stays in Republic of Serbia in 2011.

In 2012, the total number of arrivals tourists in Serbia, Novi Sad is accounted for 5,4%, and 3,5% for the total number of overnight tourists.

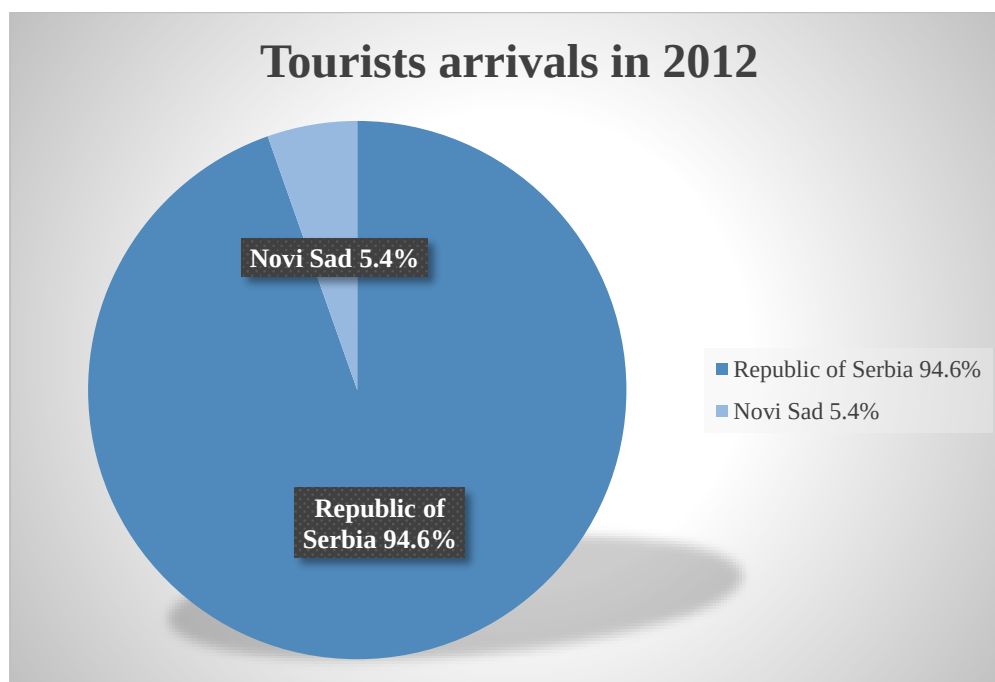


Chart 3 - Share of Novi Sad for tourists arrivals in Republic of Serbia in 2012.

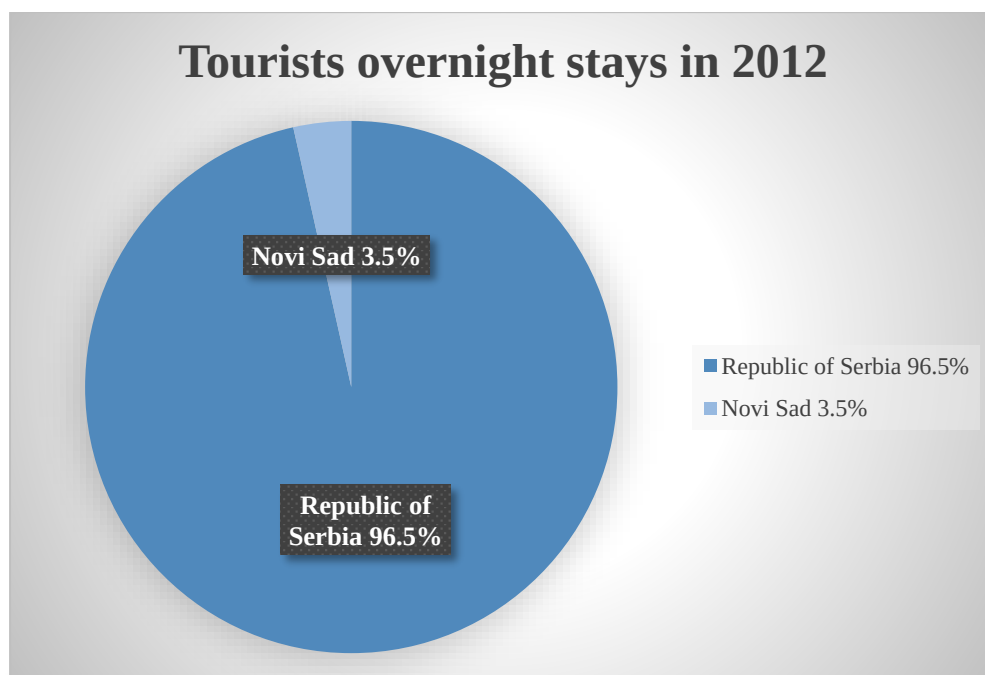


Chart 4 - Share of Novi Sad for tourists overnight stays in Republic of Serbia in 2012.

In 2013, the total number of tourists arrivals in Serbia, Novi Sad is accounted for 5,3% and 3,6% for the total number of overnight tourists.

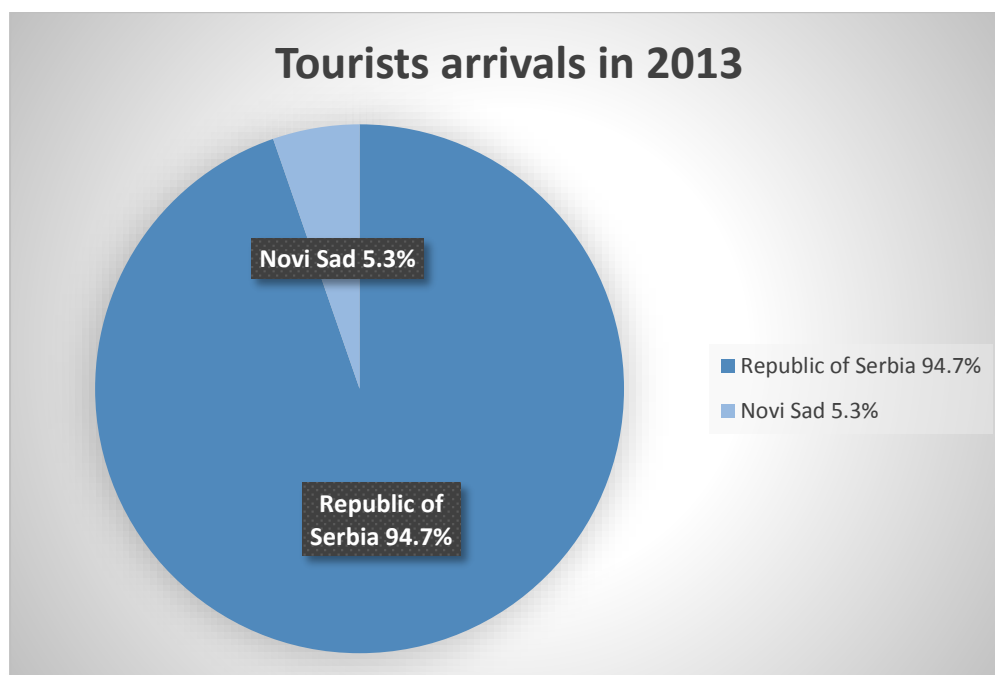


Chart 5 - Share of Novi Sad for tourists arrivals in Republic of Serbia in 2013.

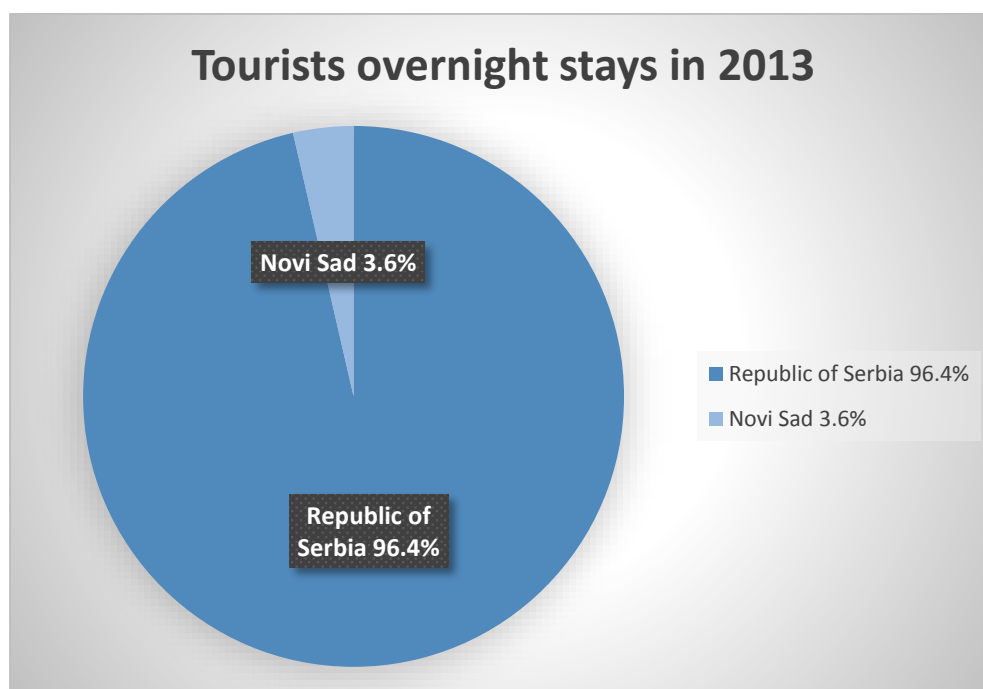


Chart 6 - Share of Novi Sad for tourists overnight stays in Republic of Serbia in 2013.

5. Hospitality of Novi Sad

There are diverse lodging capacities in Novi Sad. Prices and services vary considerably from a hotel to a hotel, thus meeting the needs of numerous tourists with different budgets. Simultaneously with the development of tourism and the increasing number of tourists in recent years, hotels have been developing, and new ones have opened at the same time.

According to the latest data from The Ministry of Economy from July 2013, Novi Sad has at its disposal:⁶

- ❖ 10 garni hotels:
 - 2 two stars garni hotels,
 - 4 three stars garni hotels,
 - 4 four stars garni hotels.
- ❖ 1 tourist resort;
- ❖ 12 hotels:
 - 1 two star hotel,
 - 6 three stars hotels,
 - 2 four stars hotels,
 - 3 five stars hotels.

5.1. Hotels in Novi Sad

In the following section some of the three, four and five-star hotels will be discussed:

The Putnik Hotel, a three star one, is a modern hotel which is located in the very center of the city. One part of it belongs to Tandurdžić Palace, which is one of the most distinguished facilities in Novi Sad. Rebuilt after the fire in 2010, it offers a combination of services meant for both tourists who come for a vacation, and for business alike. It offers 29 rooms with king size beds, 46 twin bed bedrooms and 6 suites. In addition, there is a congress hall with 100 seats and a press hall with 70 seats.⁷



Picture 1 - The Putnik Hotel⁸

⁶ <http://www.turizam.privreda.gov.rs/index.php/sr/2010-02-11-17-24-30> 17.02.2014.

⁷ <http://www.hotelputnik.rs> 18.02.2014.

⁸ Source: <http://www.hotelputnik.rs> 18.02.2014..

The Center Garni Hotel, four stars, is also located in the very center of the city, outside the pedestrian zone. Distinctive for its utterly modern look, and despite being relatively new in the market (opened in 2009), it is many tourists' choice. The Hotel has 49 rooms and 2 suites, and a congress hall with approximately 100 seats.⁹



Picture 2 - The Center Hotel¹⁰

There are three with five star hotels in Novi Sad currently: The Leopold Hotel and The Park Hotel owned by the same person, and The Prezident Hotel, which will be elaborately discussed.

The Park Hotel is located near the city center, and has been in the tourist market for 50 years now, since it meets all the set conditions for providing top quality services. In the hotel there is even a small shopping center in addition to other numerous offers, so it is often called "a city within a city". It is next to the biggest park in Novi Sad, thus being additionally isolated from the city noise, and since it is located close to The Novi Sad Fair it has become a place of choice for many business people. With 224 sleeping units, The Park Hotel is the largest hotel in Novi Sad. The Congress Center has 7 congress halls and a press center. Numerous city events are held here.¹¹



Picture 3 - The Park Hotel¹²

⁹ <http://www.hotel-centar.rs/> 18.02.2014.

¹⁰ Source: <http://www.hotel-centar.rs/> 18.02.2014.

¹¹ <http://www.hotelparkns.com> 20.02.2014.

¹² Source: <http://www.hotelparkns.com> 20.02.2014.

However, after **The Leopold Hotel** opened in 2007, it was this hotel that became the choice of many wealthy tourists coming to Novi Sad. It is located on the Petrovaradin fortress, with a spectacular view of the Danube and the whole Novi Sad. Currently it is considered the best hotel in the city in many circles. The Leopold Hotel is definitely the right place for tourists with an unlimited budget. Very stylish, with a renaissance charm, it also offers several specialized restaurants. There are 25 twin bed bedrooms, 20 rooms with king size beds, 11 luxury suited and 2 residences. The board hall has the capacity of 20 seats and is equipped with top technical equipment.¹³



Picture 4 - The Leopold Hotel¹⁴

¹³ <http://www.leopoldns.com> 20.02.2014.

¹⁴ Source: <http://www.leopoldns.com> 20.02.2014.

Part III

Human resource management in The Prezident Hotel in Novi Sad

6. Theory of human resource management

Human resource management is a scientific discipline with a practical aspect. Its aim is to formulate methods, models, procedures, and a number of activities upon which teams are formed, and motivation is increased; it has an impact on the professional development and performance of employees, resulting in achieving the set goals, and at the same time triggering job satisfaction in the company.¹⁵

Human resource management is a very demanding and responsible job. It is a tool by which a hotel enterprise can meet its goals, achieve the desired quality and survive in the international market. Human resource management provides influence on the behavior of employees in order to get the desired results. By proper managing of human resources, capable and proper personnel for each sector is provided, who in turn reach their maximum in the professional performing either with the help of the team they lead or they are part of.

Human resources are important for the company for two reasons:¹⁶

1. Economic effectiveness of the enterprises depends on people in many ways. They are responsible for production, providing services and products; financial resources depend on them, and they also determine the goals of the hotel enterprises, as well as its business strategy. Thanks to people, the enterprise can reach its goals.
2. Human resources have a big share of the expenses in a hotel business. In large companies in western countries, labor force costs make up to 20 - 30% of the total expenses, in some countries even up to 50 %. In less economically developed countries, the percentage is lower due to lower labor costs, but it is still not small.

Effectiveness of the company largely depends on the staff and individuals employed in it. People, as organization's most innovative factor, directly affect its competitiveness in the market. Almost without exception, educated staff with appropriate training and motivation are capable of facing everyday challenges and any new standards imposed.

¹⁵ Milojević, R., Đorđević, B. (2012), p. 23

¹⁶ Čerović, S. (2013), p. 20

Human resources management has three domains developing simultaneously in parallel:¹⁷

1. *Micro management of human resources* incorporates the staff activities. It can be further grouped into two main categories. The larger group of duties is dealing with individuals and small groups, including areas such as recruitment, selection, induction, training and development, performance management and financial compensation. The smaller group of functions deals with organizing work and different forms of organizing employees (including the management of trade unions relationships). It has less to do with psychological aspects and is more related to industrial connections.
2. *Management of strategic managing of human resource* deals with systemic issues and issues of greater importance: how the activities of the above mentioned can connect in a wider context, and with other organizational activities to achieve goals. Strategic human resource management focuses on the overall strategy of human resources that are adjusted to particular business units and the overall company business, and it strives to measure their impact on one's performances. Connections of strategic management are very important, especially if overviewed by the joint interest in the resources, and the processes in the strategic decision making.
3. *International management of human resource managing* - dealing with less theoretical issues which are of great importance for strategic human resource management, it refers to human resource management in companies that do business beyond national borders. It is strongly connected to issues important to international business, including the process of internationalization. The main activities are related to the process of selection and reward, adjusted to international business.

6.1. Activities of human resource management

Human Resources Management consists of activities related to employees themselves or aspects connected to them. This function consists of the following activities:¹⁸

- ❖ *Analysis and design of work*- is a process of collecting data on operations, doing analyses related to these operations and defining the necessary skills and knowledge for their implementation. Designing jobs also belong to this process;
- ❖ *Planning human resources* - refers to predicting the needs for human resources based on the changes in the internal and external surrounding. It also includes planning activities that will balance the offer and the demand;

¹⁷ Boxall, P., Pur Cell, J., Wright, P. (2007), pp. 2-4

¹⁸ Milojević, R., Đorđević, B. (2012), pp. 8,9

- ❖ *Recruitment of candidates* - is a process of attracting the optimum number of candidates who have the necessary qualifications, which allows an easier selection of the right candidates for the required jobs;
- ❖ *Selection of candidates* – refers to the process of selecting the right candidates among the available ones, who are considered to be potentially most successful in carrying out the tasks assigned;
- ❖ *Training of employees* - is a pre-planned process of changing the performance of the employees in order to let them master different skills and abilities, successfully daily performance depends on;
- ❖ *Development of employees* – increasing the work capacity for future tasks and requirements in the chosen career through the acquisition of additional skills and knowledge;
- ❖ *Evaluation of employees' performance* – means perceiving and estimating the stronger and the weaker points of employees both as individuals or as a part of a team unit, based on which their contribution to the hotel organization and the achievement of its goals is measured;
- ❖ *Rewarding employees* – it is a process of creating and implementing the salary system for the employees;
- ❖ *Relationship with employees* - represents a range of activities in order to create a better relationship between an employee and the employer, as a part of the legislation system related to work relationships;
- ❖ *Employees health and safety* - includes programs aimed at reducing accidents at work to the minimum, and refers to improving the general conditions for performing the daily tasks;
- ❖ *Management of abandoning an organization* - refers to leaving the hotel, and all that this includes, regardless of whether the decision of the employment termination was made by the enterprise, the employee, or was made according to the provisions of the law.



Picture 5 - Human resource activities¹⁹

We can say that activities undertaken by the human resources division in a hotel and the goals of the hotel are closely related, and can not exist each for themselves i.e. the goals are conditioned and directly dependent on the activities carried out.

The following table shows the intersection between the objectives and the activities of human resource management:

Objectives of human resource management	Activities of human resource management
Social objectives	1. Compliance with regulations 2. Benefits 3. Relationship between management and trade unions
Organizational objectives	1. Planning human resources 2. Relationship with workers 3. Selection 4. Training and development 5. Work results evaluation 6. Task force disposition 7. Control of goals achievement
Functional objectives	1. Work results evaluation 2. Disposition task force 3. Control of goals achievement
Personal objectives	1. Training and development 2. Evaluation of the work results 3. Task force disposition 4. Rewarding 5. Control of goals achievement

Table 5 - Intersection between the objectives and the activities of human resource management²⁰

¹⁹Source: <http://oelwingo.blogspot.com/2012/02/human-resource-management.html>

²⁰ Source: Čerović, S. (2013), p. 29

6.2. Vertical and horizontal integration of human resources

In the evaluation of the benefits of the strategic human resource management, which affects the organization performance and the total improvement of human resources management, it has been shown that the organizations which vertically and horizontally integrate the functions of the human resources, have better results in achieving objectives with more devoted and satisfied workers than the organizations that do not use these types of integration:²¹

Vertical integration refers to the adjustment of human resources in an organization in order to support certain organizational objectives. Vertical integration features include:

- ❖ Top management designs plans for human resources, demands and activities in the course of formation the policy goals;
- ❖ Top managers are trained to integrate all the management levels in an organization by hierarchy, and integrate all the departments in the decision-making process in the company;
- ❖ Human resources department is fully integrated into the strategic planning process.

Horizontal integration is a form of consistent connection among human resource management practices so they support each other in the best possible way and allow them to integrate with other departments. Features of horizontal integration are:

- ❖ Human resources department works hard on maintaining corporate partnership with individual managers;
- ❖ Human resources department regularly verifies, helped by other departments, the potential training needs of the company;
- ❖ Human resources department supports the sector managers in carrying out the activities of the human resource management in their units within their business activities.

²¹ Itika, J.S. (2011), p. 31

6.3. Approaches in human resources management

Human resources management is characterized by two possible approaches – the hard one and the soft one:²²

Hard approach - according to this approach, human resources should be treated as any other resources in an enterprise. Employees should be employed at a lower price, and they and their performance should be made use of as much as possible. This approach is characterized by conformity between the employees and the business strategy, and it is done through the following activities:

- ❖ *Selection* - Candidates should be selected in the way that will suit the business enterprise best;
- ❖ *Performances* - should be balanced so that it leads to reaching the company's goals best;
- ❖ *Performance evaluation* – the performance of the employees has to be monitored, evaluated with feedback afterwards.
- ❖ *Rewarding* - some form of reward is expected if employees have been successful in their performance.
- ❖ *Employees' skills and knowledge development* – the enterprise needs to invest as little as possible in the development of employees' skills in order to fulfill the goals of the company.

The hard approach hasn't been efficient in practice in all companies, because it puts the company's goals first, with maximum exploitation of employees' performance, while employees themselves come second, although the importance of motivation and rewarding can be considered as something positive. However, employees usually stay in such enterprises only briefly. And yet, enterprises that use this approach are more successful in the market.

The soft approach - unlike the hard one, this approach puts emphasis on the employees themselves, and on fulfilling the goals of the enterprise, using competitiveness through human resources. Achieving job satisfaction comes first, according to the policy: more satisfied employees equals a better performance. Basic characteristics of the soft approach are:

- ❖ *Competencies* - reflects the ability of employees to perform the assigned business tasks in the best possible way;

²² Milojević, R., Đorđević, B. (2012), pp. 13-17

- ❖ *Congruency* – reflects a balanced relationship between the employees and the company's goals, which results in a positive working atmosphere;
- ❖ *Commitment* - refers to the commitment of employees to the job and their climbing the professional ladder in the company;
- ❖ *Expenses efficiency* - the attention is on the efficiency of the expenses that employees make.

Nonetheless the soft approach has its drawbacks, although it puts the employees first. With this approach employees are almost manipulated and an increased control over them is possible. Also, employees can be rewarded in accordance with their abilities and performance, which has a bad influence on the peripheral employees who can not express professionally to such extent which leads to them being ignored. The positive side of the soft approach results in the fact that companies with this approach are usually more desirable among applicants, and employees stay in them longer.

7. The Hotel Prezident in Novi Sad

The Prezident Hotel is one of the few five star hotels in Serbia. This modern and luxurious hotel is located near the city center and represents a unique experience for both business people, and guests who come on vacation alike. The hotel has a total of 45 rooms and suites (accommodation capacity 100 people). It is recognizable for its interior unforgettable even by the world standards. In this hotel guests have the opportunity to enjoy a wide range of services, provided by the kind and helpful staff who speak several languages, the possibility of internet use, relaxing at an indoor swimming pool and wellness & spa center, or just enjoying a drink in the hotel lounge bar. The hotel provides a secured parking lot, car washing service, as well as rent-a-car option. The capacity of The Prezident Hotel includes:²³

- ❖ 3 single bedrooms,
- ❖ 10 rooms with two single beds,
- ❖ 24 rooms with a king size bed,
- ❖ 5 Deluxe rooms with a king size bed,
- ❖ 3 VIP suites with a king size bed,
- ❖ 3 Royal suites with a king size bed (a jacuzzi in the bathroom),
- ❖ 2 Prezident suites with king size beds (a jacuzzi in the room)



The peak of sophistication is the *Prezident suite*, with a terrace which provides a spectacular view of Novi Sad and Fruška Gora.

Picture 6 - The Prezident Hotel - suite²⁴

²³ Source: Internal documents of The Prezident Hotel

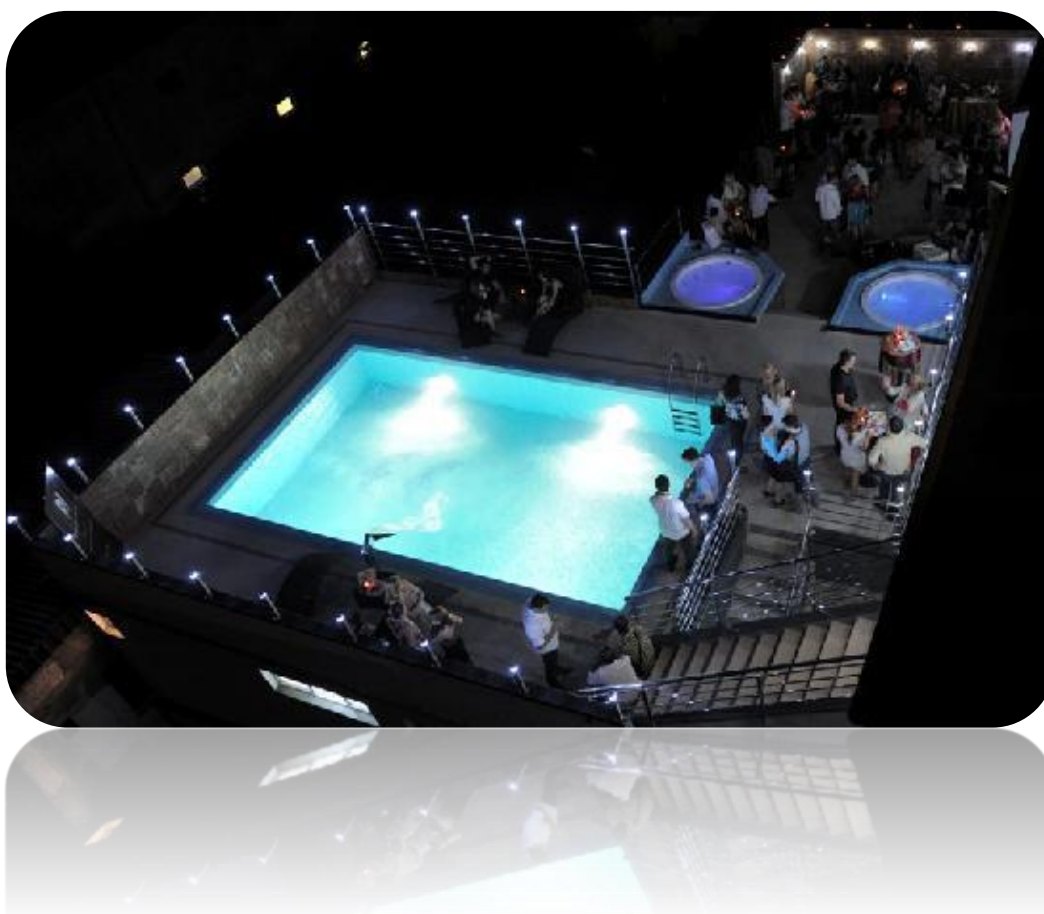
²⁴ Source: <http://www.prezidenthotel.com> 19.02.2014.

One of the special benefits for business people, is the conference room. Modernly equipped, it is a space with a capacity of up to 150 seats, with modern audio-visual devices, it is perfect for all business gatherings, seminars, presentations, meetings and other events and meets all professional needs. As a part of the hotel, guests have a VIP conference room with the capacity of 20 seats at their disposal.²⁵



P

Picture 7 - The Prezident Hotel – entrance²⁶



Picture 8 - The Prezident Hotel - swimming pool²⁷

²⁵ Source: Internal documents of The Prezident Hotel

²⁶ Source: <http://www.prezidenthotel.com> 19.02.2014.

²⁷ Source: <http://www.prezidenthotel.com> 19.02.2014.

7.1. The Premier Prezident Garni Hotel

Owned by the Hotel Prezident in Novi Sad, The Premier Prezident Garni Hotel in Sremski Karlovci, is also with 5 stars. It is located in the center of Sremski Karlovci, fitting in the Austro-Hungarian architecture, thus representing in a way an escape from the 21st century reality. The Hotel capacity is: 9 rooms with a king size bed, 3 rooms with two single beds, 3 Exclusive rooms, VIP suites, the Premier Prezident suite and the Prezident suite, all decorated in the wonderful baroque style. It also offers a wellness center with a swimming pool, a lounge bar and a ball - conference hall with a capacity of 150 seats, as well as a VIP hall with the capacity of 20 seats. Besides providing numerous services, the hotel is a luxurious wedding venue.²⁸



Pictu

re 9 - The Premier Prezident Garni Hotel²⁹

7.2. The Prezident Villa

The Prezident Villa is also owned by the Prezident Hotel. It is located 1km away from Sremski Karlovci, completely outside the urban zone. The right choice for tourists in search for unspoiled scenery, the villa represents a true image of genuine Vojvodina. In the Prezident Villa there are nine units - 1 VIP suite, 2 classic suites, 4 rooms with king size beds and 2 single rooms. The villa offers an ethno restaurant unique for its rustic looks and traditional dishes of Vojvodina. In the wine cellars within the villa you can try all the wines produced in Sremski Karlovci, as long as you are vacationing here and not here on business.³⁰



²⁸ <http://www.premierprezidenthotel.com> 20.02.2014.

²⁹ Source: <http://www.premierprezidenthotel.com> 20.02.2014.

³⁰ <http://www.vilaprezident.com> 20.02.2014.

7.3. Touristic turnover in The Prezident Hotel

The Prezident Hotel is a hotel of choice for tourists who have come here mainly on business attending various fairs and events in Novi Sad. This doesn't mean that there are no vacationing tourists here. From the very beginning, since its opening, the number of tourists has been steadily rising.

The next table shows the monthly turnover of guests for 2013:

Month	Number of guests	Countries that most guests come from
January	600	Croatia, Hungary, Slovenia
February	446	Croatia, Russia, Bosnia
March	656	Greece, Austria, Croatia
April	578	Croatia, Russia, Germany
May	798	Russia, Croatia, Germany
June	779	Slovenia, Germany, Croatia
July	825	Great Britain, Australia, Germany
August	837	Greece, Poland, Germany
September	836	Croatia, Germany, Great Britain
October	803	Great Britain, Italy, Croatia
November	712	Croatia, Montenegro, Austria
December	688	Slovenia, Croatia, Germany
Total number of guests for the entire year	8558	

Table 6 - Monthly turnover of guests in The Prezident Hotel³²

³¹ Source: <http://www.vilaprezident.com> 20.02.2014.

³² Source: Internal documents of The Prezident Hotel

7.4. Management of The Prezident Hotel

The Prezident Hotel's management is composed of³³:

- ❖ The General Manager (Marketing Manager)
- ❖ The Front Office Manager
- ❖ The Account & Accommodation Manager (performs also accounting jobs)
- ❖ The F & B Manager
- ❖ The Sales Manager

The General Manager - co-ordinates and controls the functioning of all the departments in the hotel, with constant consultations with the director; he implements the hotel policy in the selling of the capacity and participates in planning and drawing contracts when selling capacity both in the country and abroad. He participates in monitoring the implementation of the planned procurement, the sales, the advertising, ecetera. Also, he performs a wide range of activities, and the ultimate goal is to increase the sales and have a good image of the products provided. He plans, co-ordinates and guides the marketing of products by performing the following duties: determines the marketing objectives in order to determine the participation in the market and the profitability of products and implements marketing plans. He plans and oversees the advertising and promotion, and estimates the reactions of the market to the advertised programs.

The front office manager, is the chief receptionist at the same time, he co-ordinates and controls the reception tasks: controlling check-ins and check-outs daily as well as weekly, checking the payments done by individual guests and larger parties if the payment is done on account. Also, he prepares offers for larger parties and conferences as well as for all other events that could potentially be held in the hotel. If clients confirm, he organizes the event with the help of the F & B manager and recruits the staff depending on the needs of the party and makes a schedule of the event.

Account & Accommodation Manager (also performs accounting jobs) - his responsibility is to make sure that the employees function effectively, and that the standards of cleanness and maintenance, which are applied in the rooms, bathrooms and other public premises are at the appropriate level. He selects the cleaning staff for the hotel. He controls if the hotel and rooms are as clean as the previously established standards demand and reacts if they are not maintained properly. Also, he performs all administrative tasks in the hotel related to accountancy on a daily basis - processing all the issued accounts from the previous day, admission of invoices, packing lists as well as entering all the items that have been submitted to the hotel from the suppliers.

³³ Source: Internal documents of The Prezident Hotel

F & B Manager (food and beverage) - is responsible for the complete functioning of the aperitif bar and the hotel restaurant (kitchen). He selects the employees, recruits employees for different departments depending on how much the hotel is occupied and the events organized in the hotel. He has all the purchase of necessary products required for the aperitif bar done as well as for the kitchen or the restaurant. He is the leader of the HACCP team (HACCP standards), and is responsible for the implementation of any new standards in the kitchen and the bar.

Sales Manager - co-ordinates the hotel capacity sale; he is responsible for the administrative tasks in the domain of occupied capacities; he negotiates and prepares offers for the hotel accommodation, monitors the realization of different arrangements etc.

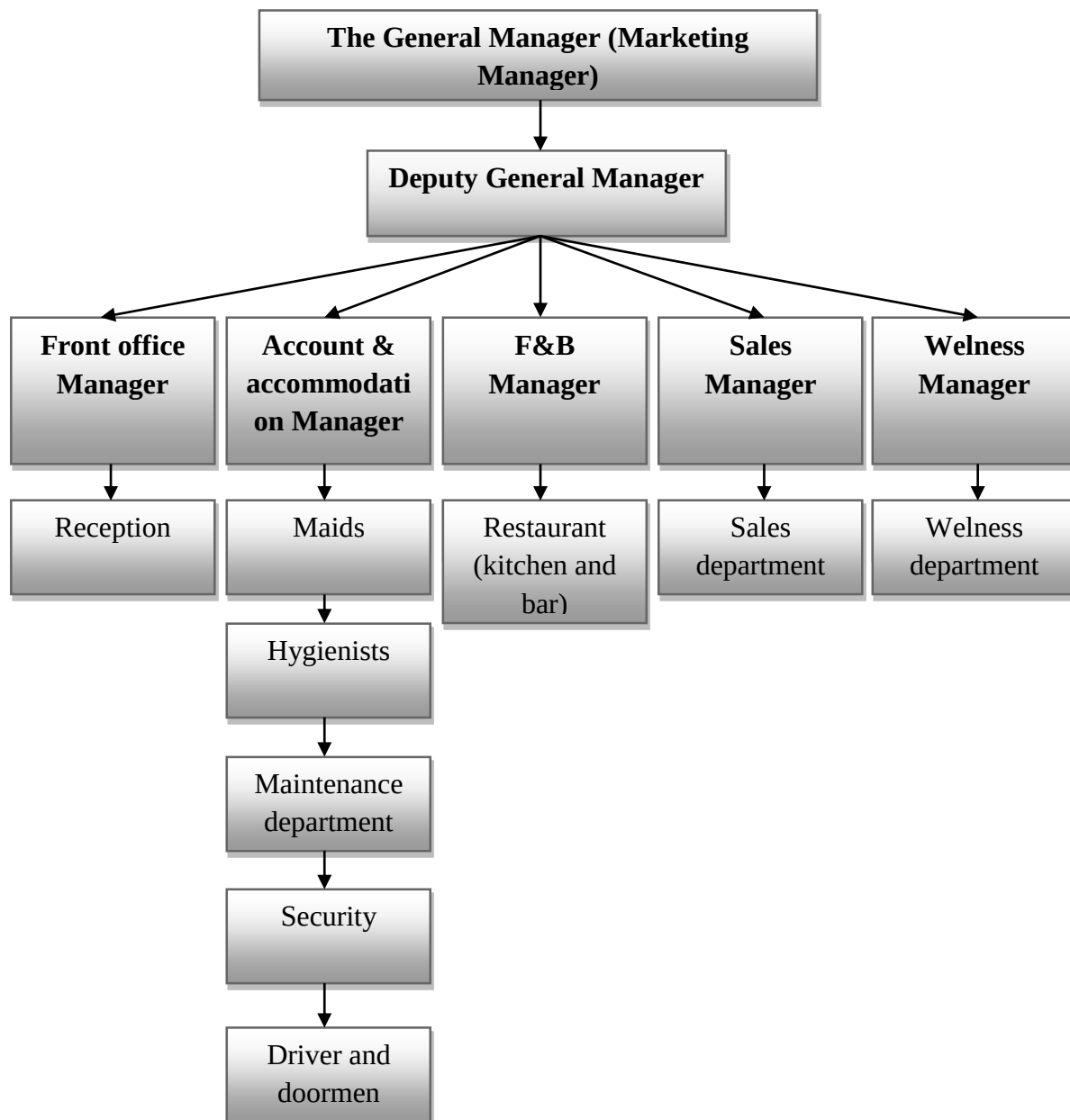
The hotel currently employs 47 workers. The staff in all the departments is as following: ³⁴

- ❖ 5 managers
- ❖ 5 receptionists;
- ❖ 1 employee in the sale department (assistant)
- ❖ 11 employees in the lounge bar and the cuisine
- ❖ 10 maids and 1 hotel hostess
- ❖ 4 employees in the wellness & spa center
- ❖ 4 employees in the laundry room
- ❖ 2 security guards
- ❖ 2 workers in the maintenance department
- ❖ 3 drivers & 3 doormen

³⁴ Source: Internal documents of The Prezident Hotel

7.5. The structural organization of The Prezident Hotel

The structural organization of The Prezident Hotel for each department:³⁵



³⁵ Source: Internal documents of The Prezident Hotel

7.6. Activities undertaken in managing the human resources in The Prezident Hotel

Although the activities undertaken in managing human resources are strictly defined theoretically speaking, in actuality nothing is so clear cut, though human resource managers do their best to keep up with the standards necessary to be lived up to in all the processes. What follows are some of the activities performed in The Prezident Hotel and how they do that:³⁶

Work analysis and planning – if there is a need for new staff, work analyses is obligatory. In The Prezident Hotel this implies a detailed description of the position by the manager in charge, description of the work tasks and what the employee expected to be like. This is crucial if they want to announce a vacant job position no matter whether it will be external or eternal recruitment. It is also necessary to define the capabilities expected from the employee, which makes work estimation and evaluating much easier later on. Proper work evaluation results in an easier decision about awarding or promotion, or if it should be negative, terminating the work agreement. There are 47 people employed at The Prezident Hotel and since this is mainly a business hotel, the fluctuation of guests is constant throughout the year. Therefore there is no need for new employees during high season, when other tourists usually vacate. One of the ways of planning the resources is the questionnaire all guests are given, based on which the manager can see how satisfied the guests are, and if any changes in either the services or the staff in any department should be made.

³⁶ Source: Internal documents of The Prezident Hotel

The questionnaire used in The Prezident Hotel:



Prezident Hotel
Novi Sad
★ ★ ★ ★ ★

Pomozite nam da budemo još bolji! / Help us to become better!

Molimo da na svako pitanje odgovorite obeležavanjem znaka (X) / Please answer each question with a tick (X) in the box

- Usluga na recepciji (brzina i efikasnost prijema i registracije) / Reception staff service (the speed and efficiency of your check -in).

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- Kakva je Vaša opšta ocena sobe u kojoj ste boravili (čistoća, temperatura, mir)? / What is your overall opinion of your room (cleanliness, temperature, quietness)?

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- Vaše mišljenje o kvalitetu usluge lounge bara? / What is your opinion about quality of service in the lounge bar?

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
- Kakvo je Vaše mišljenje o uslugama koje nudi Wellness & Spa centar?/What is your opinion about service of the Wellness & Spa center?

- U čemu ste posebno uživali u toku boravka? / What did you particularly enjoy about your stay?

- Šta možemo učiniti da bi Vam boravak bio prijatniji? / What could we have done to make your stay better?

- Kako ste saznali za naš hotel? / How did you know about our hotel?

- Da li želite da Vas putem e-mail-a obavestavamo o našim promotivnim dešavanjima? / Would you like to be informed by e-mail about our promotions?

Ime/ Name: _____

E-mail: _____

Adresa/ Address: _____

Broja sobe / Room number: _____

Datum dolaska/ Arrival date: _____

Hvala Vam na pomoći! /Thank you very much for your help!

BEST WESTERN PREZIDENT HOTEL, Futoška 109, 21000 Novi Sad Srbija, Tel. +381 21 487 7444, Fax. +381 21 6624333
e-mail: reservations@prezidenthotel.com, web: <http://www.prezidenthotel.com>

Picture 11 - Questionnaire of The Prezident Hotel³⁷

³⁷ Source: Internal documents of The Prezident Hotel

Recruitment – is done in two ways. By eternal recruitment employees change the position within the same hotel by being promoted or degraded. The external recruitment is most often done by announcing a vacant position in the national services or on the corresponding internet sites. The Prezident Hotel usually recruits candidates with previous experience on similar positions in order to have a better staff with no special need for further training or courses investment.

An example of an advertisement for the position of a receptionist in The Prezident Hotel:

Potreban nam je:

Radnik-ca na recepciji

Zadaci radnog mesta:

- Odjava i prijava gostiju
- Interna komunikacija sa gostima
- Evidencija i kreiranje baze podataka gostiju

Uslovi za kandidate:

- Visoka stručna sprema
- Perfektno poznavanje engleskog jezika
- Poželjno poznavanje drugog stranog jezika
- Poznavanje rada na računaru

Zaposlenima nudimo:

- Rad u idealnim uslovima
- Redovna primanja
- Mogućnost sticanja radnog iskustva

Picture 12 - Advertisement for the position of a receptionist in The Prezident Hotel³⁸

The translation of the advertisement for the position of a receptionist in The Prezident Hotel:

A receptionist clerk needed
The job includes :
• Checking in and out; • Internal communication with guests; • Keeping record and making a database for guests;
Conditions for all the candidates:
• University degree; • Flawless, fluent English; • Second foreign language preferable; • Use of computer;
What we offer to employees is:
❖ Work in ideal conditions; ❖ Steady salary; ❖ Gaining work experience.

³⁸ Source: http://poslovi.infostud.com/posao/Prezident_Hotel/Radnik-ca_na_recepciji/55139

Selection – after the human resource manager has made a list of all the applied candidates for the particular position, the selected candidates come to a preliminary interview by means of which their capabilities are estimated, as well as their personality, and whether these would be in accordance with the hotel policy. After the first interview, depending on the managers estimation, further interviews may be held, in order to make the best selection of candidates for the position. Applicants are given a test checking their knowledge of English which in the case of this hotel means translating a reservation confirmation. After all the testing, the chosen few talk to the manager him/herself.

A theoretical and practical training of the employees – after the selection has been done, a month training follows. During this period the employee is trained by the manager, first theoretically and then practically by being assigned different tasks grading from the simple to more complex ones. For instance, when it comes to the position of a receptionist clerk, the manager and the present employee in that position simulate different situations ranging from common demands by guests to inadequate or embarrassing ones. During the training candidates practice working with the booking systems and what to do in different situations, which may arise while working on the computer. Only after the training is over, does the new receptionist clerk have a personal communication with the guests. The new employee signs a three month's work agreement. The system of internal training in the hotel implies maintaining all the standards that guarantee a quality work including changing or rotating the position, being tutored, attending professional lectures and learning through daily communication with the colleagues and the managers.

Grading the employees' work - implies monitoring the quality of the employees work. After the three month's work, the new employee is graded and a decision is made whether his work has been satisfactory for the needs of the position he/she has taken and if he/she has done his best, thus making the manager satisfied by his/her work. Then he/she signs a contract for working full time. Likewise, when it comes to eternal recruitment, all employees already working full time, who do a good job in their positions, or even surpass the manager's expectations, get a promotion.

Motivation and awarding – awarding is considered very important because it directly affects the motivation for work which contributes to the positive working atmosphere in the hotel. The Prezident Hotel awards their employees at certain national holidays by giving them bonuses, vouchers for organized dinners, or some services thus motivating them for better work. The managers also organize informal gatherings of employees so that they can get to know each other better and improve their working relationships.

Disciplinary measures – should any mistakes in the working process appear, The Prezident Hotel takes disciplinary measures against the employees. If the mistakes are minor, they get a reprimand and are warned to be more cautious. If the same mistake is repeated, such as, for instance, a major deficit in the fiscal cash register, a part of the salary is withheld. If this is

not effective, and the employee constantly underachieves, or while communicating with guests undermines the reputation of the hotel despite numerous previous warnings, what follows is the termination of the work agreement.

Health protection and safety of the employees – as a part of the working agreement the employee gets a paid insurance covered by the hotel. Besides that, different measures of protection are taken in the daily work of the hotel kitchen or in the maintaining jobs. The employees have to comply to all the sanitary protocols in the restaurant, where a valid sanitary card is mandatory. The exam called *hygienic minimum* should be passed.

Managing leaving the company – when terminating the work agreement, no matter whether it is a result of the hotel management's decision or the employee him/herself, a fifteen day notice should be given in advance and it is only after this period that the company can be left.

7.6.1. Rules of business operation and behaving in The Prezident Hotel

In The Prezident hotel, team work in the human resources department is crucial. The hotel staff runs the business and performs tasks in such way that could never possibly jeopardize the work of the colleagues or their human rights. No discrimination based on sex, race, language, creed, social background, sexual, political or educational preferences or any other is allowed. All data regarding the employees are considered strictly confidential, including any information on the applicant. In case the agreement is broken off, the person in question must not reveal these data in public even it comes to the former employee or the superiors who have had access to this kind of information.³⁹

7.6.2. Internal tasks of the human resources manager

The capabilities required from the hotel manager are measured through his/her ability to neutralize the flaws of the employees and make use and further develop their strong points. The management is adjusting itself to all the changes in the market and in the hotel itself so as to maintain or have competitiveness in the market. The tasks of the managers and superiors are:⁴⁰

- ❖ Set clear goals of the hotel and inform the employees about their expectations,
- ❖ Act as role models
- ❖ Adequately assign tasks and manage carriers – must be able to understand the needs and be aware of the capabilities of the employees as well as understand their work,

³⁹ Source: Internal documents of The Prezident Hotel

⁴⁰ Source: Internal documents of The Prezident Hotel

- ❖ Have an open communication with the employees providing them with all the necessary information on how the work should be done,
- ❖ Should be capable of adjusting to changes

It is also their obligation to:

- ❖ Check the arrival time of all the employees,
- ❖ Check whether the employees do their work in compliance with all the regulations, obligations and the demanded behavior for the position,
- ❖ Check if the working premises are in order,
- ❖ Have regular meetings with the staff or whenever it is needed, all in order to obtain new information on the business operation and inform them about any new regulations or changes that affect their work.

The Prezident Hotel managers are not allowed to mob the employees in any way, using authority or fear. It is also forbidden to deprive an employee of a chance to work or get promoted because of the managers personal interests or when it is against the interest of the hotel.

7.6.3. The relations between the employees and the guests of The Prezident Hotel

The employees in The Prezident Hotel are obliged to:⁴¹

- ❖ Respect all their guests equally without any discrimination regarding the kind, quality or amount of products or services provided;
- ❖ Work in compliance with the standards set for the product or service without jeopardizing the health and safety of the guests;
- ❖ Avoid creating false notions of the services and products available in the hotel;
- ❖ Provide the guest with the possibility of making the right choice based on his economic situation by putting price tags and making complaints or asking for a refund possible;
- ❖ Issue a bill for any provided service;
- ❖ Respect the privacy of the guests and keep all their data well protected.

⁴¹ Source: Internal documents of The Prezident Hotel

The employees in the hotel are not allowed to:

- ❖ Deprive the guest of the service or product without proper justification;
- ❖ Stipulate any conditions under which a service or product is provided;
- ❖ Make false impressions about the hotel using advertisements or concealing information;
- ❖ To be intolerant or rude towards the guest.

7.6.4. Good manners in the hotel

Business manners make the success of the business operation in any company possible and this refers to The Prezident Hotel as well. This makes it possible for the employees at the hotel to represent it in the best light possible.

The employees are expected to start and finish their work day respecting the work hours set by the hotel rules. Any change in this matter should be justified and allowed by the manager in charge. Coming to business meetings and other gatherings on time is also expected. One enters the hotel using only the official entrance, living his personal belongings – clothes and jewelry, and puts on his/her uniform if any is mandatory for the position. Needless to say no drugs or alcohol are allowed at work.

The employees are expected to use the equipment according to the regulations and maintain hygienic standards. At the end of the day, they are expected to leave the working premises clean and tidied up and all equipment (business, confidential papers as well) should be returned to the assigned place.

The appearance of the hotel personnel represents the hotel itself, which means that it should be flawless. Jewelry, make up, and other accessories have to be minimal and discrete. High hygienic standards are a must.

There should always be a smile on their face; they should be patient with the guests, regardless of their private problems or their mood at that moment. The relationship among the colleagues should always be professional and kind and the guest should never be able to notice anything else because he/she is here for their holiday and the employees' duty is to make it as pleasant as possible. All complains made by the guests should be reported to the manager in charge. If there is any problem among the personnel, it should be sorted out immediately. It is obvious that trust and loyalty are crucial features in the human resource department.⁴²

⁴² Source: Internal documents of The Prezident Hotel

Part IV

INFORMATION TECHNOLOGIES AND SYSTEMS

8. The theory of information technologies

Information technologies (IT) represent a common concept for studying procedures, tools and methods of managing, processing, saving, transfer and presentation of information and data.

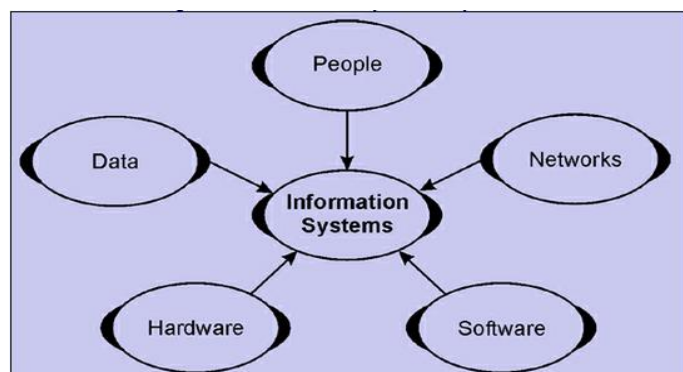
Tools - are computer and communicational equipment (hardware) dealt by the IT field – computer technology.

Procedures - are algorithms, programs and data (software) dealt by the IT field – computer science.

Methods - are different implementation of ITs, and they are dealt by an information system.⁴³

8.1. Information systems

Informational systems can be defined as a group of interconnected elements working together with a purpose of collecting, memorizing, processing and distributing information, aiming at maintaining analyses, decision making, coordination and control in company.⁴⁴



Picture 13 - Information Systems⁴⁵

Every organization has an informational system of some kind made up of people, procedures and hardware, while computer technology doesn't necessary have to be the most important part of this system. In this part of the work we are going to deal with the informational part where collecting, processing and distribution of information are based on the computer hardware and software. The elements of informational systems are the following:

- ❖ Computer and communicational equipment and hardware;
- ❖ Programs and data – software;

⁴³ Savić, Z. (2010), pp. 14-18

⁴⁴ Savić, Z. (2010), p. 18

⁴⁵ Source: <http://www.expertsmind.com/learning/components-of-information-system-assignment-help-7342872605.aspx>

- ❖ Staff and users – lifeware;
- ❖ The organization of the systems – orgware.

Each of these elements is important for the functioning of an informational system since even the best hardware and software will not function if it is managed by undertrained staff and visa versa.

According to their purpose, informational systems can be classified as:

- ❖ Business;
- ❖ Scientific;
- ❖ Educational;
- ❖ Financial;
- ❖ Health;
- ❖ Geographical etc.

For this work what is the most important are business informational systems and their utilization, in a company, that is, a hotel.⁴⁶

8.1.1. Information systems in a company

Depending on what kind of a company it is, there are several ways of organizing the informational systems in it, i.e. there are more than one personnel experts who will be designing, making and maintaining the informational infrastructure and several ways of delivering these services.

Corporations introduce informational technologies in order to improve their efficiency by decreasing the number of levels of management, thus enabling the distribution of information to the lower levels of management in the organization without the participation of the middle management. Due to this information necessary for performing tasks, the lower levels of management get bigger authorization. On the other hand, the senior managers can control a greater number of employees using this information provided by IT, which leads to the decreased need for a big number of managers in the company.⁴⁷

⁴⁶ Savić, Z. (2010), pp. 19,20.

⁴⁷ Savić, Z. (2010), pp. 55, 58.

9. Geographical information systems

There are a number of definitions of a Geographical Informational Systems (GIS):

- ❖ GIS as a working tool;
- ❖ Definition based on database;
- ❖ Definition based on organization;
- ❖ Language definition;
- ❖ Technical definition;
- ❖ Functional definition;
- ❖ Strategic definition;
- ❖ Business definition;
- ❖ General definition.

Based on all these definitions, we can draw a general one which explains the functioning of GIS:

Geographical Informational System is an organized group of computer hardware, software, data, personnel and web with the aim to efficiently collect, save, update, maintain, analyze, design, transfer and present all forms of information on space.⁴⁸

9.1. Applying GIS in Tourism

GIS has a great potential in tourism development but due to insufficiently developed tourist database its application is limited. There is a lack of available information on tourist destination, countries of origin of incoming tourists, their motivations, habits, intended expenses etc. On the other hand, GIS applications which are available are the inventory of recreational facilities, estimation of the influence of the incoming tourists, supporting system in decision making, estimation of ecological conflicts, designing a tourist informational system etc.

In tourism GIS is used both in tourist offer and tourist demand. Tourist offer uses almost all the above stated applications of GIS. Tourist demand uses the technology installed by the tourist offer. We can say that tourist offer is a user of GIS as well as a provider with a two way relationship, while the tourist demand, as one of the users, represents a one way relationship.

⁴⁸ Jovanović V. and as. (2012), pp. 10,11.

The first thing that comes into mind when GIS is mentioned, are maps. It provides a digital base for printing maps, making digital files for web mapping, mobile mapping, theme mapping etc.

Determining destinations is a part of tourist itinerary planning. It involves planning a tourist destination, services, means of transport etc. This planning requires collecting and processing a great amount of data since all the locations and their relations have to be defined so that a tourist can decide on a particular destination. GIS can identify and describe the elements of the tourist infrastructure in a geometrical and thematic i.e. topological way. It is also used for location estimation of the particular hotels and resorts which may prove most profitable.

Concerning touristic demand, GIS is used in:

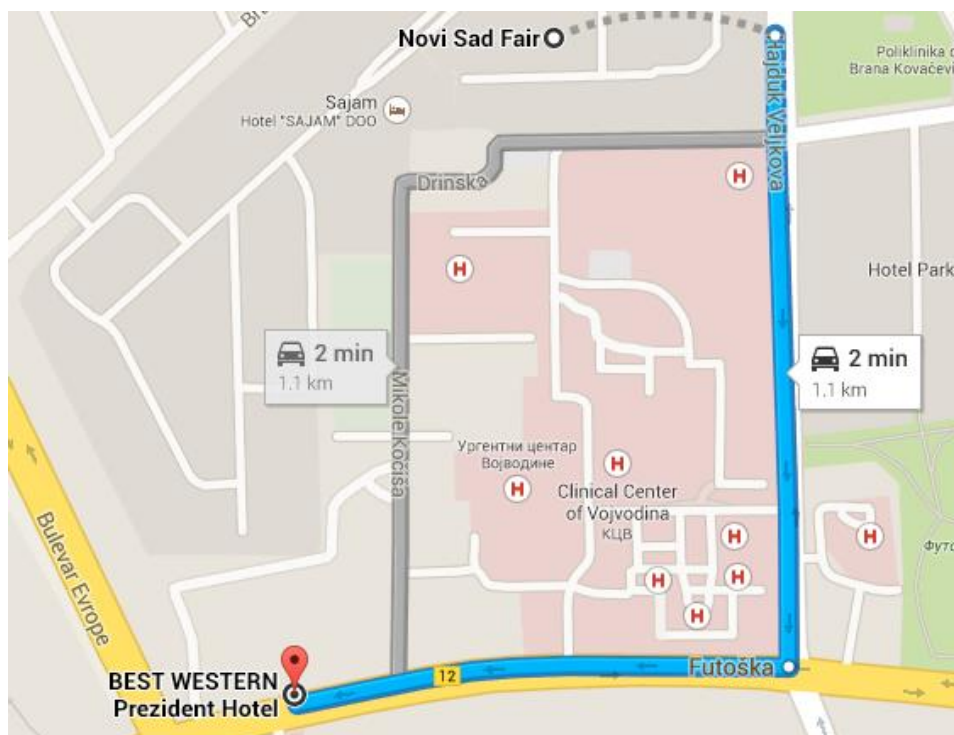
- ❖ Searching tourist resorts;
- ❖ Helping in decision making about a journey;
- ❖ Making one's finding their way around tourist destination as easy as possible;
- ❖ Visualization of the chosen tourist locations through maps, photographs and videos;
- ❖ Information on chosen locations;
- ❖ Route planning, accommodation information;
- ❖ Interactive maps etc.⁴⁹

One of the most known application of GIS is Google Map which makes it easier for a tourist to decide on a journey because it has the most important information such as the location of the chosen hotel, locations of restaurants, museums, theaters etc. nearby, the traffic lines in the touristic resort are given with the option of choosing routes between two locations with the distance and arrival time from one to the other given, as well as with all the means of transport available (a car, the local transport system, walking etc.).

By using, for example, Android mobile phones, GPSs and GIS, and all the data they provide, an application called Android has been developed – an electronic tourist guide which consists of a graphic, textual and video record of touristic facilities in the vicinity. Thanks to these applications we can say that tourists nowadays find this to be one of the key factors when deciding on tourist destination and hotels.

The following picture shows the location of The Prezident Hotel in the Google Map together with its distance from one of the main locations visited by business tourist – The Novi Sad Fair. The route is shown based on car transport option.

⁴⁹ Jovanović V. and as. (2012), pp. 131-144.



Picture 14 – Location of The Hotel Prezident in GoogleMap⁵⁰

10. Information systems in tourism and hospitality

Informational systems were first used by airline companies in ticket booking, accounting, providing information etc. This resulted in designing computer booking systems (CRS). The oldest and the best known CRS in the world is “Holidex” introduced as early as in 1967. Apart from earlier companies it was tourist agencies which were also among the first to use CRS. Owing both to them and the technological progress, the global distributional systems appeared. Hotel companies as primary users started using them gradually as well as some companies in fields connected to tourism and hospitality, trade, culture, health department, entertainment, sport etc. The best known and most widespread are the following systems: “Amadeus”, with a participation of 33% in the market, “Galileo” with 28%, and a bit less participating “Sabre” and “Worldspan” etc.

As far as hospitality is concerned, doing business in different fields has been made much easier and faster with the appearance of automatization, especially in the accommodation sector. Checking in, monitoring how long guests stay, checking out etc. These activities start with the very request for booking complete hotel services and finish with the checking out. By applying informational technologies in hotels, the time needed for checking in, accommodating the guests in their room, as well as calculating and forming the bill are made much quicker. After accommodating the guest, the implementation of supporting services and a communication between the guest and the employees are made much easier by using computerized telephone sets, and an option of programing the waking hour of the guest,

⁵⁰ Source: www.google.com/maps/@45.2520233,19.8169972,16z

taking messages if he/she is absent, keeping record of additional services such as the room service, laundry etc. The security system has also made progress. Almost all hotels nowadays have an automatic system of unlocking and locking the door by using a card, which is safer, an automatic circuit turning off on the guest leaving the room, i.e. taking out the card. In some better hotels this system is even more developed and includes stopping water supply in the bathrooms or all the taps in the room. It goes without saying that there are video cameras installed in almost all parts of the hotel, which makes control of the employees or even guests, if necessary, possible.⁵¹

10.1. Utilization of information systems in a hotel

When speaking about informational systems and their use in hotels, two facts should be pointed out:⁵²

- ❖ In the functioning of a hotel, there is a lot of keeping records which implies performing different tasks.
- ❖ In order for them to function properly, numerous pieces of information are necessary, and they should be updated daily. They deal with the situation and the change of the situation in the both inner and the outer circle.

We can say that there are two kinds of automatized systems which are introduced in hospitality:⁵³

- ❖ General or broader automatized informational system which should make monitoring the condition and behavior of the work of the bigger social and economic structures, i.e. providing information necessary for the managing of hospitality economy on the regional, provincial, or republic level as well as the whole country.
- ❖ Eternal or narrower automatized informational systems which should make the general following of the hotel economy possible. Regardless certain organizational, functional, or a difference in purpose among them, every hotel is presented like an organizational system, in which the social work distribution is defined by the tasks, priorities and the way of functioning.

10.1.1. Information systems and human resources in a hotel

Besides the introduction of informational systems in hotels, it is also equally important who are the people who use them. The introduction of IS requires providing the necessary staff as

⁵¹ Kosar, Lj. (2008), pp. 82-92.

⁵² Stojanović, N. (2008), p. 93.

⁵³ Stojanović, N. (2008), p. 97.

well as a planned preparation of all the employees to accept automatized IS as the key condition for the improvement of the ways of doing business. A clearly stated and defined aim which involves utilization of IS is of crucial significance for the attitude of the employees.

To have successful hotel managing, it is important for the staff to be familiar with the contemporary doing business using contemporary technology and the activities dealing with checking in and out of guests, providing services for them, accountancy etc.⁵⁴

10.1.2. Information systems dealing with personnel

For the human resource managers to be able to manage employees in the right way, all the necessary information on them as well as the tasks they perform, should be available, in order to get an insight in the possible changes which should be made so that the ultimate aim of the hotel company is achieved. Therefore, if this information is to be available, there have to be data bases and further on, if these bases are to be usable, they should be separated from the personnel informational system. The responsibility for the exploring human resources and keeping record of these activities lies in the hands of the human resources department and the operative managers. The department is usually in charge of making projects and collecting data, while operative managers provide help and the necessary information.

Caring out research about the employees is often crucial for sorting out a whole range of problems in human resources, because it is hard to make good decisions without accurate information. Researching the personnel is necessary if we want to get answers about the factors such as: keeping record of not attending work, security problems, complains made by the employees, the salary, trainings, methods of recruitment etc.

There are several ways for doing the research:⁵⁵

1. A questionnaire for the employees – aiming at expressing the employees opinion of particular activities of the human resource management, of methods of communication in the company and they are usually anonymous.
2. Researching attitudes – employees expressing their opinion of the working environment and it can be used for the improvement of the productivity.
3. Research of the organizational climate – its aim is to determine how the employees feel about their company or individual elements of organizing the work.
4. Interviews – represent an alternative to questionnaires and can deal with most various aspects. For example, there is a so called outgoing interview which requires from the employee leaving the hotel to state the reasons for terminating working in the company; this information can be used to correct the existing shortcomings or prevent other employees quit the job.

⁵⁴ Stojanović, N. (2008), pp 96, 136.

⁵⁵ Suša, B. (2009), pp. 346 – 352.

5. Research in which other organizations are used, managers can broaden their knowledge of new achievements in the human resource department by following the work of other organizations and attending their meetings and conferences in which they can exchange their ideas and experience.



Picture 15 – Data base of employees⁵⁶

There are several kinds of information which can be available to the employees data base:⁵⁷

- ❖ Individual information – data about the employee with his personal data and CV;
- ❖ Overall information – an amount of information on the employees based on individual information. This overall information presents a foundation for strategy development and making decisions to be applied in separate departments as well as the hotel in general;
- ❖ Information coming from the system and the activities of the human resources department. This can concern the level of education, range of obligation, performed activities etc.;
- ❖ Information about the overall organization of human resources – is based on the information coming from the system, all the data on employees and other organizational data. They all together provide information about the efficiency of a hotel unit especially in the financial sector;
- ❖ Besides all these, some external information for comparative studies can be used.

⁵⁶ Source: <http://alain-municipality.blogspot.com/2011/05/human-resource-information-system-in-al.html>

⁵⁷ Suša, B. (2009), pp. 353,354

10.2. PMS and CRS

The hotel consists of a number of linked units – the reception desk, the restaurant, marketing etc. they often are not in immediate vicinity which makes centralized managing more difficult. Starting with the room booking, checking in guests, renting rooms, providing additional services as well as monitoring every guest's or group's expenses until charging the guest, is very difficult to do without an integrated informational system with elements of electronic work. Perpetual improving of such a system guarantees a good quality and value of both the services and the products in a hotel. Which system will be chosen, of course, depends on the size, the purpose of the hotel and similar factors.

Informational systems for managing hotel business basically consists of two main integrated modules:⁵⁸

1. *Property managing system*, PMS, plays an important role in managing the hotel revenue, monitoring the information about guests, booked nights, supply managing, administration work, planning and other functions such as accountancy, marketing, personnel management etc.
2. *Computer reservation system*, CRS, gives an overview of the status and the availability of rooms, booking services, the guest history monitoring etc.

Property Management System, PMS is the basic part of managing the hotel business. It is used for maintaining the daily activities, the main sectors of which are:⁵⁹

- ❖ Operative managing of the hotel business, managing the hotel, supplies monitoring; maintaining operative and hygienic facilities, managing the capacities etc.;
- ❖ accountancy and book keeping;
- ❖ reception desk;
- ❖ sale and marketing;
- ❖ human resources management;
- ❖ gastronomic business.

Computer Reservation System, CRS is the central system in the hotel business which provides booking service and tools for increasing the overall booking and revenue. The main functions of the system are:⁶⁰

⁵⁸ Njeguš, A. (2013), pp. 153, 154

⁵⁹ Čačić, K. (2013), pp. 289,290

- ❖ booking – individual group, business, parties and overview of vacant rooms, prices, deposits, alteration or cancellation of bookings, restaurant booking, transport booking, touristic booking, etc.;
- ❖ online sale – the possibility of non-stop (24/7) booking and online payment;
- ❖ customer relationship management (CRM)- collects information about the guests and manages it (their email, mobile phones, information on stay, needs, room services, the minibar use etc.);
- ❖ global distribution system (GDS) interface – presents a possibility of linking the hotel data base to the GDS system and Web booking (enabling the tour operators, tourists agencies, internet users etc. to alter or cancel the booking).

10.3. Intelligent hotel rooms

Nowadays the quality of services is in great extend measured by use of informational technologies and keeping up with the world standards in hospitality. One of the latest trends is a system of intelligence rooms which implies managing hotel rooms, different hotel content and personnel efficiently. It makes many things possible:⁶¹

- ❖ considerable energy saving – saving energy for air conditioning, electricity and water consumption;
- ❖ managing room resources – managing air conditioning, lighting, blinds, water valves, electric locket, temperature adjustment in rooms according to their occupancy;
- ❖ supervising and warnings – SOS alarms, water leaking alarms, windows or door warnings, temperature monitoring in the room and corresponding warnings in a case of too low or too high temperatures, electric room installations and warnings if the supply has been cut etc.;
- ❖ guests status supervising – the guest is in the room, the room is cleaned, the “do not disturb” sign, “call to the maid”, SOS, an intruder;
- ❖ Access and passing by control – accessing rooms and other content in hotel;
- ❖ Paying – paying by card at places at places where there are post terminals which are linked to the main hotel system.

⁶⁰ Njeguš, A. (2013), pp. 156,157

⁶¹ Njeguš, A. (2013), p. 157

In recent years the appearance of smart cards has improved the functioning of the hotels significantly. The advantages of these cards are:⁶²

- ❖ Sorting out the problem in case the keys have been lost or their copies have been made;
- ❖ The card is given with a limited time interval;
- ❖ The personnel can be given a card with a defined access zones;
- ❖ By reading the record from the lock, an aftermath analyses can be made thus making the guests more secure and making thefts less possible;
- ❖ Issuing more than one card is possible (if used by a few people);
- ❖ Using the same card, one can open the gate or the hotel garage barrier, the door of a recreational facility, use the services of the hotel, charge the room etc.;
- ❖ Cards can be prepared in advance thus avoiding crowds and waiting in the reception desk when dealing with big parties.

An example how an intelligent room works:

Checking in the guest and the preparation of the room – on registering a guest, the information system sends a request for a card issuing for a particular person with the arrival date and the hour of validity. Rights for using the additional rooms and services – the parking, the recreational facilities are designated. Before the arrival of the guest, the temperature is kept in the so called “economical” level, and before his entering the room, the system sends a message about the decreasing or increasing the temperature to the optimal.

Using the room – the guest slides through or moves the card towards the card reader at the room entrance which lights up and makes entering possible. By opening the door, the light at the entrance is turned on. By putting the card into the card holder, turning on the lights in the whole room as well the air condition, the water valves etc. is made possible. Besides that, there is an option for “don’t disturb” or “call to the maid”. All this is displayed on the reader on the outer part of the door of the room, as well as the reception desk. When the guest takes out his card on leaving, this is also displayed and the light and everything else is automatically turned off.

Following the guest from the reception desk – at the reception desk every room is monitored and recent events are monitored by reading the files. By using a software, some parameters can be changed – cancellation of the lost card, monitoring the entrance record, extending the card validity or changing rooms as well as cancelling the possibility of entering other rooms using the card adjusting the temperature in accordance with the guest’s wish or on his checking out.

⁶² Njeguš, A. (2013), pp. 158,159.

Part V

11. Information systems in The Hotel Prezident

The Prezident Hotel is linked to the global distribution system, GDS, mentioned before, through Best Western reservation system. Besides it, the Hotel Prezident uses the Serbian program Hotelier as a software for front desk department, and Garson as a software for food & beverage department, which makes the functioning of the hotel business easier. These two pieces of software are linked. For additional communication and quicker cooperation, Serbian program Radar is used; it makes advanced group communication, audio streaming, exchanging files possible. This is a modus of assigning tasks to workers and monitoring the work done, recording what has been done and all the logged users get an insight in all the performed daily tasks as well in those which are yet to be performed. The hotel, naturally, has its own Web presentation on the internet, where everyone can get all the available information about the hotel capacity and all other kinds of products and services provided by the Prezident Hotel. All kinds of communication, booking and paying can be done online. All this is available in several languages.⁶³

11.1. Hotelier

Information system Hotelier unites and supervise the work of reception and other points of service, points of sale, production and warehouses, which greatly simplifies and also modernizes hotel operations. It consists of various modules and applications that enable fast and precise work of every department in a hotel. If there are additional services like wellness & spa, inside of a hotel, such as Hotel Prezident, Hotelier provides flow and connection of data between all separate departments.

IS Hotelier includes 4 kinds, depending on the size and the need of a hotel:⁶⁴

- ❖ HSE – Hotelier Small Business Edition
- ❖ HPE – Hotelier Professional Edition
- ❖ HEE – Hotelier Enterprise Edition
- ❖ HHE – Helix Hotelier Edition

⁶³ Source: Internal documentation of The Prezident Hotel

⁶⁴ Source: <http://www.2dsoft.com/rs/hotelier>

Hotel Prezident uses HSE – Hotelier Small Business Edition. It covers all the basic processes in the hotel:⁶⁵

- ❖ Sale;
- ❖ Booking;
- ❖ Managing accommodation capacities;
- ❖ Mini bar;
- ❖ Restaurant software;
- ❖ Evidence of all services during the guest stay;
- ❖ Issuing bills;
- ❖ Reports.

HSE for the reception includes:

- ❖ Managing accommodation capacities;
- ❖ Simple and quick registration of guests on the basis of booking;
- ❖ Integrated payment for all the services which the guest have used during their stay in the hotel (restaurant, mini bar, wellness & spa, telephone);
- ❖ Flexibility when charging costs (separate and joined bills, charging one person for the whole group, charging additional services to each guest separately etc.);
- ❖ Printing bills and specifications in several languages;
- ❖ Access to various specifications and reports;
- ❖ Automatic report of foreign tourists to the Novi Sad police software.

HSE for the booking includes:

- ❖ Sale of accommodation capacities;
- ❖ Monitoring room availability for a given period;
- ❖ Individual or group booking, evidence of basic services like overnight stay, meals and additional ones like transfers, welcome gifts etc.;
- ❖ Making quotes based on bookings;
- ❖ Multiple currency rates support (RSD, EUR);

⁶⁵ Source: Internal documentation of The Prezident Hotel

- ❖ Monitoring booking status;
- ❖ Reports on created and realized bookings.

Hotelier HSE integrates with other systems as well. For example, with telephone central, where every call from the guest room is being reported as guest's expense, and will be charged at his/her check out. Besides this, it integrates with the system for locks with smart cards. During guest registration, the software will program a card key to be valid for the period of the guest's stay. All services which the guest has used by this card will also be charged at the check out.

HSE for cleaning and Mini bar includes:

- ❖ Monitoring consumption and stock of the minibar;
- ❖ Monitoring utilization of consumables;
- ❖ Lists of rooms for cleaning;
- ❖ Cleaned room reports;
- ❖ Laundry services report.

HSE has application that enables business of wellness & spa, which operates as an individual facility. Here is possible to register members, define various membership packages, schedule appointments for various treatments, sale of additional products and services. All these data are integrated with the front desk data, so the guest can make a single payment for all services when checking out.

It is important to mention that Hotelier has a test version which is used for new staff training on reservation system, and also using this software in general. This enables much easier training, followed by signing the working contract if a candidate shows up to be suitable.

11.2. Garson

Information system Hotelier unites and supervise the work of reception and other points of service, points of sale, production and warehouses, which greatly simplifies and also modernizes hotel operations. It consists of various modules and applications that enable fast and precise work of every department in a hotel. If there are additional services like wellness & spa, inside of a hotel, such as Hotel Prezident, Hotelier provides flow and connection of data between all separate departments.

IS Hotelier includes 4 kinds, depending on the size and the need of a hotel:⁶⁶

- ❖ HSE – Hotelier Small Business Edition
- ❖ HPE – Hotelier Professional Edition
- ❖ HEE – Hotelier Enterprise Edition
- ❖ HHE – Helix Hotelier Edition

Hotel Prezident uses HSE – Hotelier Small Business Edition. It covers all the basic processes in the hotel:⁶⁷

- ❖ Sale;
- ❖ Booking;
- ❖ Managing accommodation capacities;
- ❖ Mini bar;
- ❖ Restaurant software;
- ❖ Evidence of all services during the guest stay;
- ❖ Issuing bills;
- ❖ Reports.

HSE for the reception includes:

- ❖ Managing accommodation capacities;
- ❖ Simple and quick registration of guests on the basis of booking;
- ❖ Integrated payment for all the services which the guest have used during their stay in the hotel (restaurant, mini bar, wellness & spa, telephone);
- ❖ Flexibility when charging costs (separate and joined bills, charging one person for the whole group, charging additional services to each guest separately etc.);
- ❖ Printing bills and specifications in several languages;
- ❖ Access to various specifications and reports;
- ❖ Automatic report of foreign tourists to the Novi Sad police software.

⁶⁶ Source: <http://www.2dsoft.com/rs/hotelier>

⁶⁷ Source: Internal documentation of The Prezident Hotel

HSE for the booking includes:

- ❖ Sale of accommodation capacities;
- ❖ Monitoring room availability for a given period;
- ❖ Individual or group booking, evidence of basic services like overnight stay, meals and additional ones like transfers, welcome gifts etc.;
- ❖ Making quotes based on bookings;
- ❖ Multiple currency rates support (RSD, EUR);
- ❖ Monitoring booking status;
- ❖ Reports on created and realized bookings.

Hotelier HSE integrates with other systems as well. For example, with telephone central, where every call from the guest room is being reported as guest's expense, and will be charged at his/her check out. Besides this, it integrates with the system for locks with smart cards. During guest registration, the software will program a card key to be valid for the period of the guest's stay. All services which the guest has used by this card will also be charged at the check out.

HSE for cleaning and Mini bar includes:

- ❖ Monitoring consumption and stock of the minibar;
- ❖ Monitoring utilization of consumables;
- ❖ Lists of rooms for cleaning;
- ❖ Cleaned room reports;
- ❖ Laundry services report.

HSE has application that enables business of wellness & spa, which operates as an individual facility. Here is possible to register members, define various membership packages, schedule appointments for various treatments, sale of additional products and services. All these data are integrated with the front desk data, so the guest can make a single payment for all services when checking out.

It is important to mention that Hotelier has a test version which is used for new staff training on reservation system, and also using this software in general. This enables much easier training, followed by signing the working contract if a candidate shows up to be suitable.

12. Human resource information systems

The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the human resources within a hotel. Normally packaged as a data base, a number of companies sell some form of HRIS and every HRIS has different capabilities. Every hotel has an opportunity to pick some kind of HRIS based on the size and capabilities of the hotel.

The Human Resource Information Systems (HRIS) provide overall:

- ❖ Management of all employee information.
- ❖ Reporting and analysis of employee information.
- ❖ Company-related documents such as employee handbooks, emergency evacuation procedures, and safety guidelines.
- ❖ Benefits administration including enrollment, status changes, and personal information updating.
- ❖ Complete integration with payroll and other company financial software and accounting systems.
- ❖ Applicant tracking and resume management

The HRIS that most effectively serves companies tracks:

- ❖ attendance,
- ❖ pay raises and history,
- ❖ pay grades and positions held,
- ❖ performance development plans,
- ❖ training received,
- ❖ disciplinary action received,
- ❖ personal employee information, and occasionally,
- ❖ management and key employee succession plans,
- ❖ high potential employee identification, and
- ❖ applicant tracking, interviewing, and selection

An effective HRIS provides information on just about anything the hotel needs to track and analyze about employees, former employees, and applicants. All a hotel needs to do is to select a Human Resources Information System and customize it to meet its needs.

With an appropriate HRIS, Human Resources staff enables employees to do their own benefits updates and address changes, thus freeing HR staff for more strategic functions. Additionally, data necessary for employee management, knowledge development, career growth and development, and equal treatment is facilitated. Finally, managers can access the

information they need to legally, ethically, and effectively support the success of their reporting employees.⁶⁸

12.1. Sage

Sage HRIS empowers the human resources (HR) department to actively support company objectives while improving HR efficiency. Integrate and streamline HR processes and closely monitor employee records and personnel actions, HR compliance, benefits administration, absence management, reporting (standard and custom), and data import/export actions with Sage HRIS.

By centralizing all the current and historic information about active and non active employees of the organization, Sage HRIS eliminates ambiguity. It gives unmatched views of a workforce—at macro and micro levels—enabling to securely share the data with executives and managers.

With information shared throughout the system, Sage HRIS eliminates redundant data entry, keeping a manager focused on the strategic tasks—such as improving service and developing programs that help hire and retain the best talent.

Using Sage HRIS, managers in a hotel can:

- ❖ Manage all employee-related information and processes in a single solution.
- ❖ Make stronger decisions faster with improved access to workforce analytics.
- ❖ Ensure government compliance to avoid company risk in meeting federal and state rules, regulations, and reporting requirements.
- ❖ Closely monitor employee records and personnel actions, HR compliance, benefits administration, absence management, reporting (standard and custom), and data import/export actions.⁶⁹

12.2. Halogen

Halogen Software makes it easier for hospitality companies to deliver a quality customer experience with a motivated high performance workforce. With over 1500 customers worldwide, Halogen Software provides a complete suite of web-based products that automate, simplify and integrate employee performance management, 360/multirater feedback, compensation, succession planning and learning management. They provide to hotels exceptional implementation and support services. Industry specific suites are available to meet the unique needs of hospitality organizations.

With Halogen software it is possible to:

⁶⁸ Source: <http://humanresources.about.com/od/glossaryh/a/hris.htm>

⁶⁹ Source: <http://na.sage.com/us/sage-hrms>

- ❖ Align and drive goals, give meaningful feedback and recognition — and complete employee performance appraisals in a fraction of the time
- ❖ Gather and analyze valuable 360-degree feedback effectively and quickly — without paper or processing complications.
- ❖ Easily create and manage job descriptions, and link them to a hotel performance and talent management processes
- ❖ Manage and track learning and development activities, and easily measure their effectiveness in terms of improved employee performance
- ❖ Implement best-practice talent pool-based succession planning and ensure that managers in a hotel have a pool of employees ready to fill new roles.
- ❖ Establish pay-for-performance programs and allocate pay increases across the entire organization with unparalleled ease.
- ❖ Integrate recruiting with a hotel talent management strategy, making it faster, easier, and more effective to process and hire candidates
- ❖ Leverage employees and managers results so they can improve self-awareness, communication and teamwork
- ❖ Transform one-on-one meetings into a powerful tool for improving communication, collaboration and coaching across the organization.⁷⁰

12.3. Oracle People Soft

Oracle's PeopleSoft Human Capital Management enables to architect a global foundation for HR data and improved business processes. PeopleSoft Human Capital Management delivers a robust set of best-in-class human resources functionality that enables increasing productivity, accelerate business performance, and lower costs of ownership.

The software makes it easier for a hotel managers to source, recruit, develop, and retain the most-talented employees by providing a rich, integrated, secure enterprise computing environment to support all of the human resource software needs.⁷¹

This software use big chain hotels with extended needs such as most known Hilton.

The next pictures show example of how the Oracle People Soft program works:

⁷⁰ Source: <http://www.halogensoftware.com/products>

⁷¹ Source: <https://www.oracle.com/applications/human-capital-management/products.html>



Picture 16 - example for Oracle People Soft program⁷²



Picture 17 - example for Oracle People Soft program⁷³

⁷²Source: http://hr.sdsu.edu/pdf/HRIS/SDSU%20PeopleSoft%20MGR%20Self%20Service%20QRG_FINAL052009.pdf

⁷³Source: http://hr.sdsu.edu/pdf/HRIS/SDSU%20PeopleSoft%20MGR%20Self%20Service%20QRG_FINAL052009.pdf

View Employee Personal Information

Select the employee you want to review job and personal information for.

Instructions

Select the employee you want to review job and personal information for. You will be able to view only those employees that report to you as of the date entered on the first page.

Once you have finished click *Continue* to review that employees job and personal information.

[Cancel](#)

Select Employees

Reports To: As Of: 05/19/2009

								Find	First	1-4 of 4	Last
	Name	EmplID	Empl Rcd#	Pay Status	Full/Part	Position	Jobcode Description	Department			
☐	Empty Position (10005097)		0			10005097	Admin Support Assistant 12 Mo	Human Resources			
☐	Empty Position (10005098)		0			10005098	Admin Support Assistant 12 Mo	Human Resources			
☐	HRIS Employee3	100036570	0	Leave W/Py	Full-Time	10001735	Admin Support Coord 12 Mo	Human Resources			
☐	HRIS Employee2	100237329	0	Active	Full-Time	10002012	Admin Support Coord 12 Mo	Human Resources			

[Continue](#)

[Return to Manager Self Service](#)

Picture 18 - example for Oracle People Soft program⁷⁴

12.4. HRIS in The Prezident Hotel

Though The Prezident Hotel function up to the world standards, like most of hotels in Serbia, unfortunately it does not use Human Resource Information Systems. Like in many sectors in any business organization in Serbia, the main problem is finance. Also, this is relatively small hotel, so the need of HRIS is not big, and everything that they include can be done manually. There is an internal database of every employee with information about the employee him/herself, job tasks and comments if needed about his/her job. There is also a database with CVs of candidates who did not get the job in past, in any department in the hotel, but showed potential in interviews. The activities of human resources after the planning of new employees are described before in the master work.

⁷⁴Source: http://hr.sdsu.edu/pdf/HRIS/SDSU%20PeopleSoft%20MGR%20Self%20Service%20QRG_FINAL052009.pdf

13.Final remarks

Managing human resources is an activity which should be accepted as mandatory by the managers and the employees alike and should be incorporated in the hotel daily functioning. It is this activity which provides successful goals achievement, but it can not function properly without the contribution that each member of the staff makes in compliance with the standards set for the successful functioning of the hotel.

The Prezident Hotel has managed, after many years, to find its place in the market, both national and international. One of the most important goals of this hotel are high quality products and services which lead to satisfied and loyal guests which further results in a successful company with highly motivated employees. Compared to the other hotels of the same quality providing similar products and services, it can be noticed that it is the human resources department i.e. its employees that this hotel stands out for: the way they treat their guests, the efficiency in their dealing with the requests, the way they sort out unpleasant situations, the employees motivation and goal orientation, their ability to learn and grow professionally ecetera. The human resources are the only part of the hotel company that the competition in the market can not copy, which represents a solid foundation for a great advantage in the competitive market. The Prezident Hotel has comparatively a small number of rooms so the staff has enough time to make every guest feel privileged which is impossible in hotels with a big turnover of guests. This kind of business operation in The Prezident Hotel results in a feeling of loyalty. Their guests keep coming back and this makes stable business operation possible, as well as guarantee higher salaries and a considerable profit.

The Prezident Hotel as it has been shown above, make their employees their top priority which can be seen in their system of awarding. Consequently, one can feel a positive atmosphere on the very entering the hotel. Numerous positive comments in the guest book and on the hotel site, as well as the information obtained from the questionnaires, prove that we can say that the aims of the hotel have been accomplished.

There is no doubt that informational technologies, i.e. informational systems make functioning of a hotel company drastically easier. Since every hotel consists of a certain number of departments and sectors, automatized systems, i.e. centralized systems have made the job of managers and employees much less complicated. Starting from the CRS, which enables linking chains of hotels as well as other accommodating facilities, to GDS, PMS and systems of intelligent rooms with smart cards doing business has never been more précised, quicker, or more successful upon which both employees and guests agree. Owing to a number of predesigned programs, the hotel needs only to opt for the one which suites them best. There are many famous world software, but The Prezident Hotel has chosen the Serbian program Hotelier because of the smaller size of the hotel and not so predominant need for an automatized system as well as for financial reasons since the world famous pieces of software

are much more expensive to maintain and are mainly used by highly developed chains of hotels. That doesn't necessarily mean that Hotelier is of poorer quality. On the contrary, it has proven highly successful and it lives up to all the standards of a rising hotel company. While the Hotelier program covers the functioning of the front office sector and everything it includes, the Garson program as complementary to the Hotelier and covers the functioning of the food & beverage department, thereby covering the whole business of the hotel. By using these programs, daily tasks are performed in a correct manner, and in the shortest time possible, and that is also one of the reasons why guests are very satisfied with The Prezident Hotel. This is confirmed by numerous positive comments left at the hotel site. Thanks to GIS, a tourist can see the location of the hotel itself in the city, and see that it is a very good choice for both business tourists and all other. Having in mind that GIS is one of the more important factors that tourists base their choice of a particular hotel on, the Prezident Hotel in Novi Sad is at the top of the list of hotels chosen by the majority of tourists.

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