

Global Perspectives of Hotel Services and Hospitality Management Study: A Case of Georgia

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Abstract. In this paper is explored the selection process for hotel services and hospitality management study programs for the university level in Georgia. Today, at Georgian universities are absent specialisations according to the hotel services management studying. This factor is a negative for tourism development that is one of the important field for economic development of Georgia and we need to prepare the qualified professionals, in hotel services. Considering in mind that Georgia consists 12 regions with various characteristics according to the tourism development, this issue have researched in complex and was studied the hotels that are functioned in Georgia. Among of the Georgia regions, one the biggest region of Georgia - Shida Kartli is chosen for research. By the research results was chosen study programmes „Hotel Management“ on bachelor and magister study levels, provided accreditation of these programmes and introduced them at Gori State Teaching University and suggested for universities working in group in the frame of the project.

Keywords: Tourism industry, hotel industry, variables of work places in the hotel, questionnaire, a size of hotel, hotel management program.

1.Introduction

1.1.An analysis of situation

Compared to other sectors of the global economy, the hotel and tourism industries are one of the fastest growing, among the other total global services trade. International tourist arrivals have grown by 4.3 percent between 1995 and 2008 and over 1.1 billion tourists travelled internationally in 2014 [WTO, 2015]. Over the past decade, international tourism arrivals have differed across regions of the world. In emerging regions and among of them, in Georgia international tourist arrivals received increased and it means that Georgia is an interesting country for tourists [WTO,2016]. In this case, a main reason and an important factor for promotion tourism and hotel industries is a significant source of employment.

In fact, it is among the world's top creators of jobs requiring varying degrees of skills and allows for quick entry into the workforce for youth, women and migrant workers. It accounts for 30% of the world's export services [UNWTO,2009]. In contrast to other industries, employment tends to be oriented towards people under 35 years of age, half of which are 25 or under, and a large number of this percentage are women [UNWTO, 2009]. Hotels and restaurants provide numerous opportunities to reduce poverty in many parts of the world. A further benefit can arise from the potential - dual nature of most infrastructure investments. Mega events such as the FIFA Football World Cup, the European Football Championships, the Olympic Games, tennis, golf, etc.; film and music festivals, and international expos may lead to the expansion of tourism infrastructure. Social and demographic trends as well as changing values in society and consumer perceptions promote the development of new opportunities and products in the hotel, catering and tourism industry. While developing countries are still expected to have comparatively young populations, industrialized countries are confronted with an ageing population and low birth rates. By 2050, the global population is expected to reach between 8 billion and 10.5 billion. Specifically, this impact will relate to the workplace culture of tourism businesses and their need to change current organizational and managerial practices; to the marketing of tourism experiences on the basis of a young workforce offering delivering service; and to the nature, organization and content of education and training for tourism [Baum T., 2010].

The hotel and tourism sectors have the potential to create local jobs and significantly contribute to economic growth. Therefore, governments play a major role in boosting tourism growth within their country or region. International Tourist Arrivals. Education and training can consist of the

promotion of individual development, the need to advance knowledge and to be practical and relevant to the business requirements of the sector [Report, 2013]. Encouraging the development of the Travel & Tourism & Hotel (T&T&H) sector is all the more important today given its important role in job creation, at a time when many countries are suffering from high unemployment. The sector has benefitted from the continuing globalization process: T&T travel has been driven by the rising purchasing power of the growing middle class in many developing economies. In such a context, T&T&H has continued to be a critical sector for economic development and for sustaining employment, in both advanced and developing economies. Georgia indicators at 2010-2016 is indicated below [World Development indicators]

Table 1. The main indicators of T&T of Georgia
(Population (millions)-4.5; Surface area - 69.700 sq. km

Tavel & Tourism indicators,	2010	2011	2012	2013	2014	2015	2016
Population,(thousands),	3799,8	3773,6	3739,3	3718,4	3716,9	3721,9	3728,6
International tourist arrivals (thousands),	2031,7	2822,4	4428,2	5392,3	5515,6	5901,0	6351,0
Revenues (\$, thousands),	-	954,9	1410,9	1719,7	1787,1	2113,4	2563,2
International tourism receipts (US\$, millions)	737	1 069	1 565	1 916	-	2117	3425,0
GDP (\$bln)	11.64	14.44	15.85	16.14	16.54	18.7	19.8
Direct contribution to GDP (%)	3.9	4.5	4.5	4.5	4.5	9,1	10,0

Sources: a/ The Ministry of Internal Affairs of Georgia; National Bank of Georgia. The report was prepared by the Research and Planning Department of Georgian National Tourism Administration. E-mail: infostatistics@gnta.ge b/ World Development Indicators (WDI)

In talking about tourism and hotel industries are many debates about how the sectors are best conceptualized. There are many common attributes that are associated with both hospitality and tourism activities. It is clearly, that all organizations in tourism and hospitality provide the need to deliver service to customers and the need to manage people for offering a quality service to customers. There are inherent problems seeking to define what is a large and diverse sector and could be described as encompassing tourism and hospitality. Employment relations in the hospitality and tourism industries are characterized with terms about the Hotel, Catering and Tourism Sector. This characterization recognizes that, in reality, many jobs in hospitality and tourism, share common attributes and are associated with both hospitality and tourism activities [Chan B. And Coleman M.,2004].

The hotel industry includes hotels and restaurants, as well as many other types of organizations or institutions that offer food, drink, shelter and other related services. Services are offered not only to people away from home, but also to local guests. A manager in the hotel industry, therefore, must keep in mind the main two objectives:

- 1). Quality of hospitality;
- 2). The service operation will continue.

From 2010 to 2016 the number of international visitor arrivals to Georgia has grown at an average annual rate from 2014 to 5515.6 million and total international visitor arrivals reached 6351,0 million in 2016. By the Georgia Hotel Market Report [2014,2015] Tbilisi Hotel Market Players on the international levels are: Holiday Inn, COURTYARD Marriott, Best Western, Sheraton, Citadiness, Radisson Blue, MILLENIUM, Park Inn, HYATT, Hilton Garden Inn, RIXOS by the completion data (2015-2019) with 919 number of rooms. Batumi Hotel Market Players on the international levels are: Grand Rixos Palace, Hotel O. Galogre, Crowne Plaza, Piazza Inn, Radisson Blu Hotel, Intourist, Monte Carlo, which will increase supply by 835 rooms for 2015 – 2016.

Clearly, T&T&H organizations are faced with a mass of possible methods and techniques with the question of recruitment and selection. Organizations should be prepared to develop a management of human resources. On the one hand this may simply mean employing people and in the other hand it may be the culmination of a lengthy and expensive selection process, particularly for managerial and graduate-level positions. Evidence continues to suggest that the recruitment and selection process in many tourism and hospitality organizations often remains informal, especially for operative and front-line positions

1.2. Career in Travel, Tourism and Hotel (T&T&H)

According to the World Travel and Tourism Council, travel and tourism accounts for 8% of the world's jobs and has the highest potential for growth of any industry. International travel alone accounts for more than 840 million tourists annually. The economic, social and environmental impact of tourism is significant and vital to creating sustainable jobs and quality of life. Hospitality and tourism represent a broad range of career opportunities in industries that include:

- Hotels and resorts;
- Restaurants and commercial food service;
- Meeting and event planning;

- Tourism destinations and attractions;
- Leisure, recreation and sports management;
- Airlines, cruises and other transportation;
- Environmentally sustainable and cultural tourism development;
- Spa and wellness management and so on.

T&T&H, as a vast, dynamic and growing industry operates in a highly competitive environment and provides opportunity for students, also. It is important that student considers a career for developing a customer service skill. Graduates of hospitality and tourism management programs are in high demand with employers. Hospitality and tourism have traditionally been the competitive nature of the business and requires a combination of experience and higher education to build a successful management career.

1.3. T&T&H and Economics

What economic impacts does T&T&H have? As, T&T&H contributes to sales, profits, jobs, tax revenues, income, lodging, restaurants, transportation, amusements and retail trade, it means that it has an important economic impact. The economic impacts of T&T&H is increasingly interested at national, local and global levels in any country and mostly in developing countries, as T&T&H supports various jobs. T&T&H business depend extensively on each other as well as on other business, government and residents on the local community [Ruizan Mekvabidze,2011]. Tourism activity, also involves economic costs, government costs for infrastructure and individuals costs. Economic impact analyses estimates a better understanding of T&T&H role in region's economy. A success in a T&T&H business environment requires knowledge and understanding of global competencies: economic systems, business practices, political, legal structures and multicultural contexts. These four components are content areas for educational experiences and have a global perspective [Mekvabidze,R.Z. 2017].

T&T&H has exceptionally become a major sector for economic growth in the world and in Georgia in wholly. The starting point in assessing of Georgia, tourism sector must be the available domestic potential, as the real situation of tourism development possibilities on the basis of the recourses of Georgia having very important historical sense from B.C. [Mekvabidze R., Report, 2008]. T&T&H development capitalizes on this diversity by bringing together actors from the respective countries in order to learn from each other and jointly elaborate a common quality framework for collaborative action by the social, political, educational and practical sides and collaboration, cooperation and

partnership of countries.

1.3.1. Poverty Reduction

In view of its economic importance, T&T&H must be considered as an essential means of poverty reduction. However, in the past, development cooperation has greatly underestimated its potential to reduce poverty [Kazi Abdur Rouf, 2005]. Recently, development cooperation has funded mainly community-based tourism products or the construction of small lodges. Regardless of several so-called best practice examples that have been published, [Wolfgang Weinz and Lucie Servoz, 2013]. It is still rather difficult to measure the success rate of these projects, since no comprehensive analyses of the communities' net profits have yet been performed, nor have there been any detailed.

In this respect, the T&T&H development represents an important instrument in the implementation and understanding the enormous importance of T&T&H to Georgia and the direct interrelation between practice and educational developmental problems. This criteria and indicators of educational plans would be involved in the development of educational programs for hotel industry because Georgia has an important lack into this direction. "Most society with good harbors, close contacts with the rich world, favorable climate, adequate energy sources and freedom from epidemics disease have escaped from poverty..... The poor countries must take ending poverty seriously, and will have to devote a greater share of their national resources to cutting poverty rather than to war, corruption, and political infighting" [Emmanuel A. Mensah and Francis Eric Amuquandoh, 2010: p.227- 266].

2. Statement of idea

Hotel and tourism are worldwide industries. To meet the needs of these industries, hospitality and tourism programs offered by colleges and universities have grown rapidly in the world. Today, programs in tourism are offered by a variety of vocational schools, community colleges and both public and private universities as well as in Georgia universities. They provide a well-rounded education with a specific tourism industry focus designed to prepare students for many levels of careers. For example, a tourism management programs are the best suits career goals. But Georgia universities do not provide programs in hotel industry or programs in hospitality or management and we decided to introduce an accredited study programs on BA and MA levels from 2017-2018 study year and it is clear, some important questions to ask will include according to the choosing of study programs:

- Does the curriculum meet practical objectives in accordance to career?

- What are the faculty's academic experience?

On one hand, to introduce a new university curriculum is related to such major issues as knowledge integration and competencies with knowledge and general education, and on the other hand, it is related to teachers' education and practice. In this context, curriculum, syllabuses and teaching are effective tools in the respect of study and knowledge, as well as creating successful learning environment. As society is becoming more intense for knowledge and economics more depends on knowledge, as a result, major and electing options according to the specialities, are becoming more important. This means, that result-oriented decision should be taken for introducing new programmes in hotel industry. The presented main aspects for taking into account, specialities related to 'Hotel industry development' should be: learning, teaching, professional leadership, decision making for which it is necessary to identify the main trends to integrate them in teaching and learning for economic environment and competitive market of Georgia, taking into account both, current and future conditions.

We have to take into account that Georgia has a unique welcoming culture with famous hospitality and the development of hotel industry programs will be the important foundation for development tourism industry, also because, it's based on realistic vision and inclusion of hotel industry programme in the education area (on bachelor and master levels) is dictated by important factors, such as are:

- Tourism industry development in Georgia;
- Georgia, as a holder of resources for tourism development;
- Rapid hotel building process in Georgia and lack of hotel servants specialities;
- Rapid development of information and communication technologies playing an important role in development of hotel industry, as well as in development of tourism industry;
- Globalisation, that is a driven factor for promoting tourism and hospitality.

Proceeding the vision of hotel personnel and collected information database within the research framework helped us for analyzing of requirements, problems and suggestions and selected the need specialises for T&T&T market.

3. The reason for research

The relationship between T&T&H and economic growth in developing countries is one of the beings investigated, establishing the link between

economic growth and T&T&H. There is evidence that T&T&H causes economic growth and it must be bounded with reduce social problems and among of them poverty. In this current social-economic situation (inflation, unemployment) every region has to seek for resources for salvation. The T&T&H development is a direction that has exceptionally became a major sector for economic growth of the country and as T&T&H is a vibrant industry to economic development of the region and thus, it should be given priority attention to T&T&H. Today, to promote and enhance research in the fields of tourism and hotel education, and provide a platform for introducing new programs on the basis of research findings, it will be new a practical application all of resources that Georgia has for guests.

Hotel industry together with tourism industry is one of the significant matter for the economic development and employment and no doubt, some of the questions arise in according to the hotel industry studying policy development. According to the analysis above, the research idea is focused on finding the direction of the real study programs that would provide customer's competitive job and carrier. By these motivations choosing and then, introducing of BA and MA study programs in hotel industry at Gori State Teaching University will be a real key for the universities of Georgia, also.

3.1. Additional reasons for the research

- 1). Hotel service is far behind due to lack of specialists which is caused by the absent of educational programs on the university or professional levels in Georgia;
- 2). 2. The fact is accepted, that more countries have tourism potential that can be developed and enhanced, but as their own educational level and capacity limited, the important factor is a partnership and cooperation, the development the international networks and desire for economic advancement.
- 3). Considering in mind, that developing hotel industry in Georgia needs professionals, we need a set of common objectives, delivery strategies accordance with demands of hospitality and hotel managers to increase service quality by qualified specialists. Following this process, we are concentrating on finding of the important key for introducing new educational programs in hotel industry that will satisfy the demands of competitive labor market:
 - enhancing the skills on the basis of education of our citizen;
 - enhancing a base our business management decisions.
- 4). The support any level for creation services of T&T&H, we need to

introduce new educational area for preparation of the qualification specialists with the development partnership cooperation on the international level.

- 5). The assessment of the complete T&T&H teaching model with additional factors (influence of IT and governmental regulation).

4. Research aims and methodology

Research was provided into the following directions:

- 1). To find more effective educational programmes on Bachelor and Master levels that responds hotel labour market of Georgia;
- 2). To find more effective specialties with competencies that satisfy the demands of workplaces at the hotels.

Research aims by this paper were:

- to introduce Bachelor and Master programs on the university level by the needs of the T&T&H for the hotel industry development;
- to find a real aspect for successful programme on the bachelor and master levels and for Inclusion them in the university education area;
- to prepare competitive professionals for hotel industry services and provide them employment by market demand for promoting development of T&T&H

Accordingly, with the questionnaire with 19 questions on the problems, demands and suggestions related to improve activity of the hotel service, the research has been conducted by embracing the next regions: Shida Kartli (the one of the biggest regions of Georgia where is placed Gori State Teaching University), Borjomi, Bakuriani, Surami and Gori. The representative sample included 69 hotels (General population consists 233 hotels, in total). By the research material with 19 variables (workplaces in the hotel) was created four groups according to the hotel's size by the number of rooms. The competencies accordingly with positions at the hotels was analyzed.

In-service persons (managers, directors, housekeepers and others) of the different hotels have been interviewed and was prepared videos based on aims of research, expressing personnel's vision on development of hotel industry in Georgia and have been filled in the questionnaire by them, as well. Interviewers (managers, directors, owners) presented their own visions about priorities of the specializations with the competencies for each specializations. There was suggested to indicate minimum three main competencies for the specializations they have chosen.

4.1 The Research data

According to the questionnaires and interviews, 4 groups were specified by the number of rooms at the hotels:

- hotels with the number of rooms from 4 to 25;
- hotels with the number of rooms from 25 to 50 ;
- hotels with the number of rooms from 50 to 100 ;
- hotels with the number of rooms from 100 and more.

Database has been designed for each group with competencies and it was organised according to three characteristics:

- demanding specialist;
- having competencies;
- demanding education.

4.2. Data Proccesing and Analysis

(Data proccesing was provided by using programme software STATA)

Following the number of hotels have been researched and analyzed:

- 33 hotels with the number of rooms from 4 to 25
- 14 hotels with the number of rooms from 25 to 50 ;
- 10 hotels with the number of rooms from 50 to 100 ;
- 9 hotels with the number of rooms from 100 and more.

For each hotel was introduced the variables accordingly with the specialization (workplace). 0For each specialisation matching the variable assigned it:

- 1). var1 – Housekeeping
- 2). var2 - Accommodation
- 3). var3 - Reception
- 4). var4 - marketing
- 5). var5 – Hotel supply
- 6). var6 – Sales
- 7). var7 – Booking
- 8). var8 – Design
- 9). var9 – Finances
- 10). var10 –Human resources (HR)
- 11). var11- Public relation (PR)
- 12). var12 –Event manager
- 13). var13 - Food and Beverage (F&B)
- 14). var14 –Security
- 15). var15 –Information technologies (IT)

16). var16 –Management (MNGT)

17). var17 –Quality control

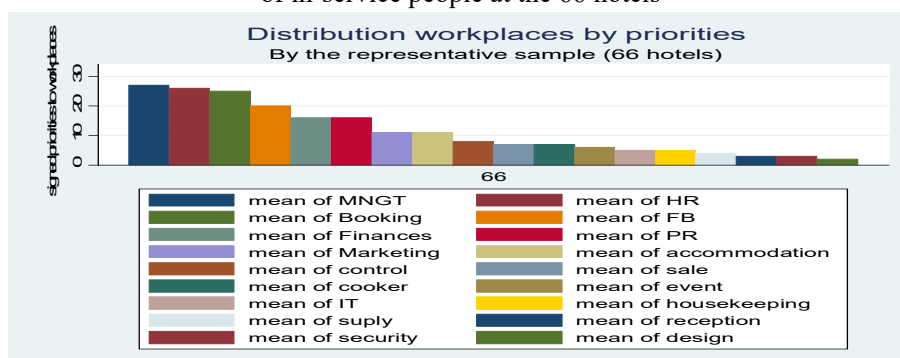
18). var18 - Chief cooker

19). var 19 -Other

The data of the results according to the 66 hotels with grouping of the hotels by number of rooms in it was analyzed. Positions (workplaces) at the hotels indicated by 19 variables in accordance with the positions are accounted by the questionnaires filled in by interviewers' vision by each group. All 66 hotels and assigned positions are considered in each group separately. The results are presented in the table 1. Each version of analysis according to the table 1 is represented by the 5 graphs, also:

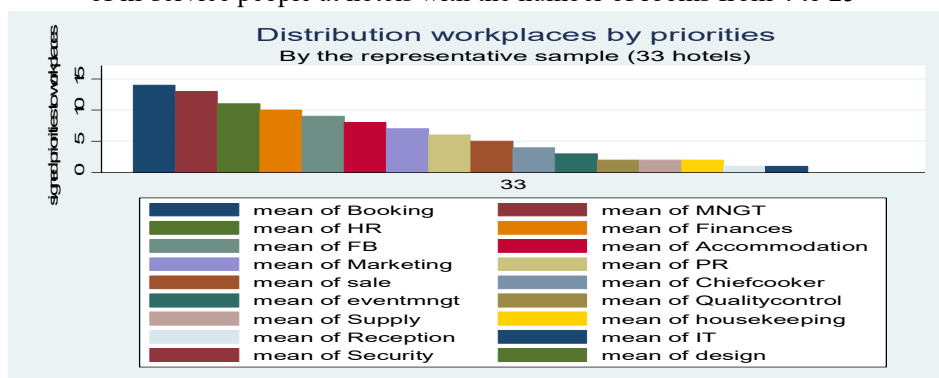
- 1). Fig.1 represents the full picture for 66 hotels with distribution of workplaces' in them by decreasing of priority of demands;
- 2). Fig.2 represents the picture for 33 hotels with distribution of workplaces' in them by decreasing of priority of demands;
- 3). Fig.3 represents the picture for 14 hotels with distribution of workplaces' in them by decreasing of priority of demands;
- 4). Fig.4 represents the picture for 10 hotels with distribution workplaces' in them by decreasing of priority of demands;
- 5). Fig.5 represented the picture for 9 hotels with distribution workplaces' in them by decreasing of priority of demands.

Fig.1. Distribution of the professions' (workplaces') by the suggested priorities of in-service people at the 66 hotels



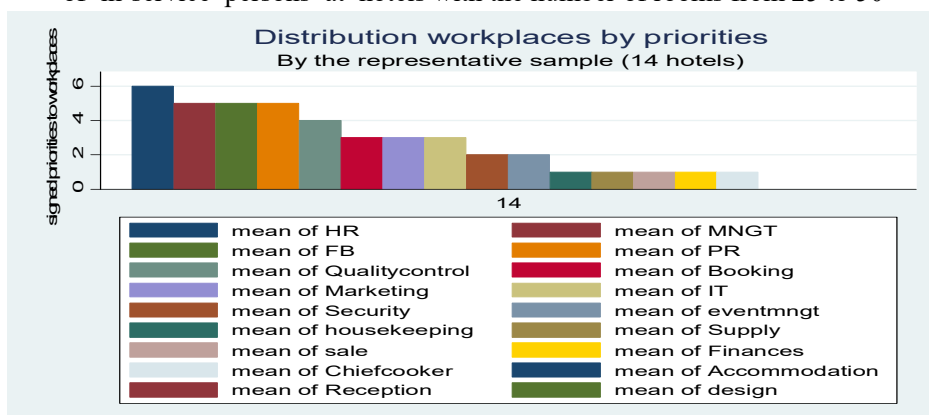
By the Fig.1. we see, that seven positions (Management, Human resources, Booking, Finances, F&B, Marketing, Accommodation) look more effectively among the positions represented by in-service interviewers.

Fig. 2. Distribution of the professions' (workplaces') by the suggested priorities of in-service people at hotels with the number of rooms from 4 to 25



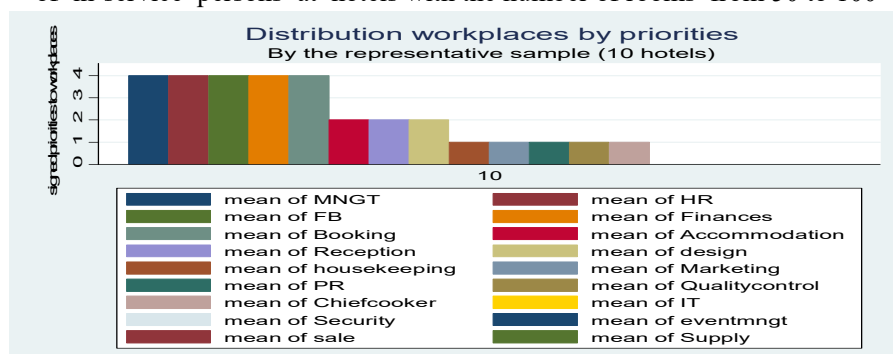
In this case, the following positions: Booking, F&B, HR, Finances, marketing, management, accommodation take the first seven places among the other positions.

Fig. 3. Distribution of the professions' (workplaces') by the suggested priorities of in-service persons' at hotels with the number of rooms from 25 to 50



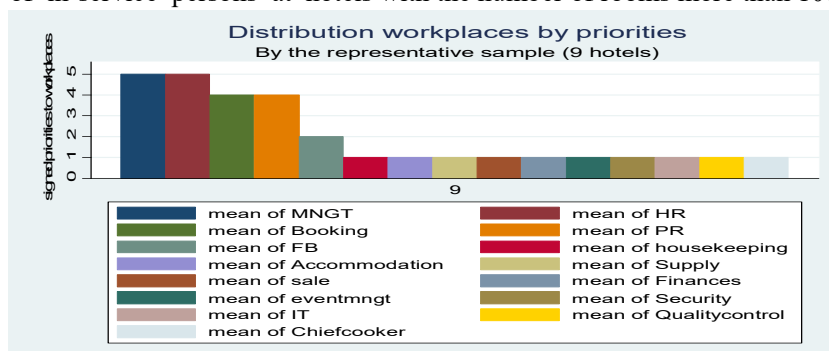
By the fig.3 the distribution of demanded professions with respect to the priorities for the hotels with the number of rooms from 25 to 50 by the first seven positions are: HR, Management, F&B, PR, Quality control, Booking, Marketing and they take the first seven positions among 18 studying positions.

Fig. 4. Distribution of the professions' (workplaces') by the suggested priorities of in-service persons' at hotels with the number of rooms from 50 to 100



By the fig.4 the distribution of demanded professions' with respect to the priorities for the hotels with the number of rooms from 50 to 100 by the first seven positions are: Management, HR, F&B, Finances, Booking, Marketing and accommodation among the studying positions.

Fig. 5. Distribution of the professions' (workplaces') by the suggested priorities of in-service persons' at hotels with the number of rooms more than 100



The Figure 5 is a distribution of demanded professions with respect to the priorities for the hotels with the number of rooms from more than 100 for the first seven positions in the hotel. These are: Management, HR, F&B, Booking, PR. The other professions' have the equal values. Additionally, the table 2 expresses the summary result of the seven positions pictured by the graphs 1-5. Besides its, in the table 3 are placed the first three more important variables by which we can discuss as more acceptable study program for university level.

Table 2. The summary results with the grades for the positions in the hotels by the number of rooms

# pr of es si on	Name of professi on By questio naire	Hotels with number of rooms From 4 to 25 (33)		Hotels with number of rooms From 25 to 50 (14)		Hotels with number of rooms From 50 to 100 (10)		Hotels with number of rooms > 100 (9)		Grades with Priorities (66)	
		Gra de	%	Grade	%	Grad e	%	Gra de	%	Gra de	%
4	Marketi ng	7	21.2 1	3	21.4 3	1	10.0 0	0	0	11	16.6 7
7	Bookin g	14	42.4 2	3	21.4 3	4	40.0 0	4	44.4 4	25	37.8 8
9	Finance s	10	30.3 0	1	7.14	4	40.0 0	1	11.1 1	16	24.2 4
10	HR	11	33.3 3	6	42.8 6	4	40.0 0	5	55.5 5	26	39.3 9
11	PR	6	18.1 8	5	35.7 1	1	10.0 0	4	44.4 4	16	24.2 4
13	F&B	9	27.2 7	5	35.7 1	4	40.0 0	2	22.2 2	20	30.3 0
16	Hotel MNGT	13	39.3 9	5	35.7 1	4	40.0 0	5	55.5 5	27	40.9 1
Total		70 from 98		28 from 42		21 from 30		21 from 27		141 from 197	

Table 3. The summary results for the first three main positions in the hotels by the number of rooms

# v ar ia bl e	Name of profess ion By questio naire	Hotels with number of rooms From 4 to 25 (33 hotels)		Hotels with number of rooms From 25 to 50 (14 hotels)		Hotels with number of rooms From 50 to 100 (10 hotels)		Hotels with number of rooms > 100 (9 hotels)		Grades with Priorities (Total hotels 66)	
		Gra de	%	Grad e	%	Gra de	%	Gra de	%	Gra de	%
7	Booki ng	14	42. 42	3	21.4 3	4	40. 00	4	44. 44	25	37.8 8

10	HR	11	33.33	6	42.86	4	40.00	5	55.55	26	39.39
16	Hotel MNGT	13	39.39	5	35.71	4	40.00	5	55.55	27	40.91
Total		38 from 98		16 from 42		12 from 30		14 from 27		78 from 197	
		38.8%		38.1%		40%		51.9%		39.6%	

By the analysis of the table 3 we see, that hotel management (MNGT), human resources (HR) and booking are more important directions demanded by in-service persons of the hotels. Consequently, by the results we can choose one of them as an educational program at the university level but we have to analyze competencies demanded by hotel, also and in addition, it means, that we have to assess possibilities of the academic personnel according to the realization of the program.

5. An analysis of specific competences demanded according to the professions by various group of hotels

The task of competencies by groups of profession considered according to the four groups of hotels by the number of rooms, separately. By each questionnaire, three main positions that was represented by in-service persons was chosen and analyzed together with specific competencies of professions'. It was provided according to the four groups of hotels by the number of rooms, separately. Total, 82 target group with three target positions and with appropriate specific competencies was described accordance with the questionnaires consequently by the various hotels' group separately. The results are placed in the tables 4-7.

Table 4. Selected positions with competencies by the answers of in-service persons of the hotels
(The Group of hotels with the the number of rooms from 4 to 25)

#	Selected position	Specific competence	#	Selected position	Specific competence
1	PR	Communication	2	Booking	Communication
	Sales	Independent work		Accommodation	Independent work
	F&B	Applying knowledge in practice		Management	Applying knowledge in practice
3	HR	Communication Independent work	4	HR	Communication

	Sales	Adaptation to new situations		Booking	Applying knowledge in practice
	Booking	Applying knowledge in practice		sales	Team work
5	HR	According to hotel interests	6	Managemen	Analysis and synthesis
	Booking	Applying knowledge in practice		HR	Communication, team work
	F&B	Adaptation to new situations		F&B	Applying knowledge in practice
7	HR	Communication	8	HR	Communication
	F&B	Independent work		F&B	Applying knowledge in practice
	Booking	Applying knowledge in practice		Booking	Independent work
9	F&B	Applying knowledge in practice	10	Managemen	Analysis and Synthesis
	Housekeepi	Communication, Independent work		Finance	Independent work
	PR	Applying knowledge in practice		HR	Communication, Adaptation
11	Marketing	Applying knowledge in practice	12	Managemen	Team work, Creativity
	HR	Adaptation		cooking	Creativity
	F&B	Independent work		Finance	Specialization
13	Chef cooker	Independent work	14	HR	Planning, Communication
	F&B	New ideas		Finances	Analysis and synthesis
	Managemen	Solving tastes		Quality control	Independent work
15	Marketing	Communication, Team work	16	Managemen	Analysis, synthesis, communication
	F&B	Independent work		HR	Team work, independent work
	Booking	Applying knowledge in practice		booking	Applying knowledge in practice
17	Marketing	Creativity	18	Accomodat	Communication, independent work
	PR	Analysis, communication		housekeepi	Communication, planning
	Accommod	Communication		Events	creativity

19	Managemen t	Analysis and synthesis	20	Marketing	Communication, team work
	Finances	Independent work		sales	Independent work
	HR	Adaptation		HR	Adaptation
21	Accommod ation	Analysis, planning, team work	22	Accommod ation	communication
	Quality control	Independent work		supply	Applying knowledge in practice
	PR	Applying knowledge in practice		F&B	Independent work
23	Accommod ation	Communication, applying knowledge in practice	24	Accommod ation	Communication, analysis
	Supply	Analysis and synthesis		Marketing	Applying knowledge in practice
	Events	Communication, applying knowledge in practice		Information technologic s	Communication, adaptation
25	Managemen t	Analysis and synthesis	26	Chef cooker	Overcome extreme situations
	HR	Communication		Manageme nt	Ability to work in stressful situations, team work
	Booking	Independent work		Housekeepi ng	Communication
27	Marketing	Team work	28	Manageme nt	Communication, team work
	HR	Adaptation		Booking	Applying knowledge in practice
	Managemen t	Applying knowledge in practice		Sales	Communication, Adaptation
29	Booking	Communication, applying knowledge in practice	30	HR	Communication, applying knowledge in practice
	Marketing	Research skills		Marketing	Team work
	Sales	Analysis and synthesis		Manageme nt	Independent work
31	Marketing	Creativity, communication	32	Accommod ation	Communication
	Finances	Applying knowledge in practice		Reception	Team work
	Events	Adaptation		booking	Creativity
33	F&B	Communication	34	F&B	Creativity, applying knowledge in practice

	HR	Team work		Accommodation	Communication
	Booking	Adaptation		Reception	Creativity, communication
35	F&B	Team work, applying knowledge in practice	36	Management	Team work, planning
	Booking	Communication, adaptation		Marketing	Communication
	Accommodation	Communication, applying knowledge in practice		Finances	Team work
37	Accommodation	Communication	38	Accommodation	Communication, team work
	HR	Team work		PR	Creativity, adaptation
	Quality control	Problem solving, decision making		F&B	Planning, applying knowledge in practice
39	Accommodation	Communication, independent work	40	Management	Analysis and synthesis
	F&B	Applying knowledge in practice		design	Creativity
	Management	Problem solving, decision making		F&B	Communication, team work
41	HR	Communication, team work	42	Marketing	Communication, team work
	F&B	Communication, team work		F&B	Independent work
	Information technologies	Applying knowledge in practice		Booking	Applying knowledge in practice
43	HR	Communication, team work	44	Booking	Independent work
	F&B	Independent work		Information technologies	Applying knowledge in practice
	Finances	Applying knowledge in practice		Management	Problem solving
45	Accommodation	Communication, team work	46	HR	Communication, team work
	F&B	Independent work		Management	Independent work
	Booking	Applying knowledge in practice		Sales	Independent work, team work, decision making
47	HR	Communication, team work	48	Management	Applying knowledge in practice, Team work
	F&B	Independent work		F&B	Team work

	Booking	Applying knowledge in practice		Marketing	Program knowledge
49	sales	Team work			
	F&B	Independent work			
	Booking	IT knowledge			

Table5. Selected positions with competencies
(The Group of hotels with the the number of rooms from 25 to 50)

#	Selected position	Specific competence	#	Selected position	Specific competence
1	HR	Team work	2	HR	Analysis and synthesis
	F&B	Applying knowledge in practice		Marketing	Problem solving
	Booking	Communication		Management	Team work, problem solving
3	Accommodation	Communication	4	Accommodation	Communication, analysis
	Management	Communication, planning		Marketing	Creativity, planning
	F&B	Applying knowledge in practice		Quality control	Applying knowledge in practice
5	Accommodation	Communication	6	Booking	Applying knowledge in practice
	Quality control	Independent work		Management	Planning, Problem solving
	Housekeeping	Planning, communication		PR	Communication
7	Quality control	Independent work	8	Accommodation	Communication, team work
	Marketing	Analysis		Quality control	Independent work
	Accommodation	Communication		Supply	Applying knowledge in practice
9	Management	Communication, team work, planning	10	HR	Applying knowledge in practice
	HR	Communication, analysis and synthesis		PR	Communication, creativity

	F&B	Applying knowledge in practice		Booking	Communication
11	Management	Analysis and synthesis	12	F&B	Applying knowledge in practice
	PR	Communication, creativity		Events	Communication, team work
	Security	Applying knowledge in practice		PR	Applying knowledge in practice
13	Management	Applying knowledge in practice	14	Accommodation	Planning, communication
	F&B	Independent work		Booking	Analysis
	Events	Creativity		Management	Independent and team work, problem solving

Table 6. Selected positions with competencies
(The Group of hotels with the the number of rooms from 50 to 100)

#	Selected position	Specific competence	#	Selected position	Specific competence
1	Management	Team work, planning	2	F&B	Language skills
	Finances	Analysis		Finances	Computer skills
	Quality control	Applying knowledge in practice		Reception	General culture, ethics
3	HR	Communication, adapting to new situations	4	Finances	Practical skills
	Management	Analysis and synthesis		F&B	Communication, Creativity
	Booking	Independent work		Management	Creativity, problem solving
5	F&B	Team work	6	Booking	Communication
	Accommodation	Communication		F&B	
	Finances	Applying knowledge in practice		Marketing	Analysis and synthesis
7	PR	Team work	8	Management	Communication, planning, problem solving, team work

	Booking	Communication		Information technologies	Applying knowledge in practice
	HR	Communication, Team work		HR	Communication, Team work
9	HR	Team work	10	HR	Communication, team work
	Booking	Independent work		F&B	Independent work
	Marketing	Applying knowledge in practice		Management	Applying knowledge in practice , problem solving
11	F&B	Applying knowledge in practice	12	Marketing	Communication
	Booking	Independent work		Sales	Independent work
	Supply	Team work		Management	Team work, Decision making
13	Supply	Team work	14	Management	Communication, team work
	Booking	Communication		Booking	Independent work, planning
	Management	Applying knowledge in practice		Information technologies	Applying knowledge in practice

Table 7. Selected positions with competencies
(The Group of hotels with the the number of rooms >100)

#	Selected position	Specific competence	#	Selected position	Specific competence
1	HR	Team work	2	Management	Planning skills
	Finances	Analysis, problem solving		Finances	Problem solving
	Management	Communication, planning, team work, problem solving		HR	Planning
3	Marketing	Planning	4	PR	Team work
	HR	Team work		HR	Planning
	Events	Creativity		Quality control	independent work
5	Marketing	Applying knowledge in practice	6	Management	Decision making skills
	Quality control	Communication, independent work		Marketing	Applying knowledge in practice

	Management	Problem solving		HR	Planning
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The results of the analysis of the tables 4-7 are presented in the table 8.

Table 8. The results for the first three main positions in the hotels with competences by the point of view of the in-service persons

# va ri ab le	Name of professi on By questio nnaire	Hotels with number of rooms From 4 to 25 (33 hotels)		Hotels with number of rooms From 25 to 50 (14 hotels)		Hotels with number of rooms From 50 to 100 (10 hotels)		Hotels with number of rooms > 100 (9 hotels)		Grades with Priorities (Total hotels 66)	
		Gra de	%	Grade	%	Grad e	%	Gra de	%	Gra de	%
7	Bookin g	18	36.7	4	28.6	5	35.7	2	33.3	29	34.9
10	HR	21	40.8	4	28.6	5	35.7	4	66.7	34	41.0
16	Hotel MNGT	18	36.7	7	50.0	8	35.7	4	66.7	37	44.6
Total		57from 147 38.8%		15 from 42 35.7%		18 from 42 42.9%		10 from 18 55.5%		100 from 249 40.2%	

Analysis of the table 8 according to the the variables 7, 10, 16 with the competences assigned them leads to the following results:

- 1). For the hotels with the number of rooms 25-50, 50-100 and more than 100, more important positions are: hotel management, Human resources and booking;
- 2). In more cases, the hotels with the number of rooms 4-25 are managed by the owners directly and human resources are important for them
- 3). The summary result indicates the same sense, also.

6. Additional notes about the problems and suggestions in the frames of questionnaires and interviews

- 1). The maintenance of personnel due to seasonality (the problem)
- 2). General accounting + specialised accounting (demand, problem)
- 3). Necessity of consultations (suggestion)
- 4). Necessity of qualification (demand, problem)
- 5). Non-compatibleness with legislation (problem)

- 6). Applying service of advertising companies (due to lack of advertising funds)
- 7). Bar specialist (demand)
- 8). 3D hall (suggestion)
- 9). Local personnel training (suggestion)
- 10). Holding a PR campaign for attraction (suggestion)
- 11). Georgian mentality (unseemliness to work on lower positions) in service sector (problem)
- 12). Insufficiency of local workforce (problem)
- 13). Lack of language skills in case of local staff (problem)
- 14). Low level of general education (problem)
- 15). Manager with master's degree (demand)
- 16). Booking problem due to high cost of programme software (problem)
- 17). Food & beverage manager (problem)
- 18). High cost of hiring a manager in the case of events (problem)
- 19). Information technologies (problem)
- 20). Conducting trainings (suggestion)
- 21). Student internship (suggestion)
- 22). Language skills (Russian, English) (problem)
- 23). Administration with rights protection (problem)
- 24). Booking specialist (demand)
- 25). Lack of specialists (problem)
- 26). Cook (demand)
- 27). Service for foreigners (problem)

7. Recommendations

- 1). To introduce the study programs of Hotel Management with accreditation on BA and MA levels at Gori State University and suggest these programs to the universities working in group, too;
- 2). To provide a field of hotel services according to the labor market to be developed;
- 3). 3. To conduct training cycles to prepare specialists (this is a suggestion according to the hotels);
- 4). To use hotels for the purposes of student internship.

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