

## SECTION 2

# INNOVATIVE TRENDS OF MANAGEMENT AND TOURISM BUSINESS DEVELOPMENT

### HARD AND SOFT SKILLS FOR PROJECT MANAGERS

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Project Management is both an art and a science. It is a science because project managers need to estimate budgets, draw up schedules, and manage costs and earn profits. It is about their hard skills.

It is an art because they have to ensure that the team gets along well and the extra edge that contributes to the success of the project is achieved through efficiencies and synergies. It is about their soft skills.

Hard skills are teachable and measurable abilities, such as writing, reading, math or ability to use computer programs. By contrast, soft skills are the traits that make you a good employee, such as etiquette, communication and listening, getting along with other people.

The hard skills of project management are all about competence.

Project management hard skills speak to your practical technical ability: tools, techniques, and methodologies you can apply.

Hard skills are learned formally, either in the classroom or on the job. When an employer posts job requirement, they are generally asking about hard skills. What follows are the top hard skills project managers need to effectively do their jobs.

The first hard skill we will look at is scheduling. Scheduling involves taking a conceptual plan and implementing it in the genuine world, assigning tasks to specific people at specific times and making sure that required tools and locations are available when they are needed.

Project managers should be able to support effective project calendars that assure a proper workflow, so that each phase of the project is completed in time for the following phase to begin, and to actively scanning for potential bottlenecks to avert them.

The second and not least important as the previous skills is budgeting. Writing project budgets is an important hard skill for getting projects properly funded and for controlling them. Project Managers need to be skilled in forecasting and managing budgets. A project manager's skill to obtain approval for the required funding is dependent on the costs they forecast in their budget.

An approved budget also forms a baseline against which real costs can be measured against to define if the project is on the right track.

The last one hard skill is risk management.

Project managers know that no plan ever goes exactly according to plan and schedules often breakdown. Effective managers need to be able to forecast where their plans could go wrong ahead of time to build contingencies and to try to avoid as many pitfalls as possible. They also recognize that there is always risk inherent in any process and that sometimes risks have to be taken in order to effectively meet deadlines.

Project risk defines as “an uncertain event or condition that, if it occurs, has a positive or negative effect on a project’s objectives.”

Project Management Institute [2]

Risk Management involves risk identification, risk analysis and risk prioritization and control. It seeks to monitor and manage risks to minimize or avoid their negative effects on the achievement of project objectives. An effective project manager knows when to take these risks and when to mitigate unnecessary risk.

The increasingly competitive work market demonstrates that performing only based on hard skills alone is no longer sufficient. Soft skills (also known as “people skills”) are also important, their evolving becoming more and more favorite among jobs in all industries. Soft skills allow the genuine edge to managers who have learned to them well.

“Soft skills get little respect, but they will make or break your career.”

Peggy Klaus

The first and one of the important soft skills is communication abilities. Effective communication is the key to any relationship's door. This skill of a project manager has an impact not only on the team but the customers and all stakeholders as well.

Destitute communication undermines a project’s successful outcome, while clear communication is fundamentally about being understood and maintaining a dialogue, not a one-way message. Therefore, it is very necessary for project managers to a high-quality collaboration tool and choose individual “keys” for each employee.

The second, that the project manager must have is leadership skills. Successful leadership is essential for project managers. Leading people means to serve them by taking responsibility for how to make the team’s life better and projects successful. The key leadership skill in project management regards to leading, rather than just managing.

Effective project managers lead from strategic and operational perspectives, they communicate the vision, evaluate performance, and make sure all team members have powerful tools, money, and other required resources to perform well.

And the last one soft skill is research. The skill to effectively inquire into to realize the big picture. Effective project managers necessity to know, ‘just sufficient to be dangerous’ about all the work that their teams execute. It is necessity to know the platforms and systems your teams, and the possibilities and limitations of those so that you can have intelligent and informed conversations with clients, team, stakeholders, and suppliers.

The key project management subject matter expertise skill to master is just about everything when it comes to digital. If you can be the designated expert on everything, not only will your team and agency like you, but your clients will too.

To sum up a combination of hard skills and soft skills is ideal for understanding methodologies and teamwork – one being useless without the other. Hard and soft skills is two sides of the same coin. To carry that metaphor perhaps to an absurd end, that coin is the price of admission into professionalism for project managers.

#### **References:**

1. <https://thedigitalprojectmanager.com/project-management-skills/#hard%20skills>
2. <https://www.linkedin.com/pulse/top-5-must-have-hard-skills-excellent-project-managers-ondiek>

## **COVID-19 IMPACT ON MODERN TOURISM INDUSTRY**

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The tourism industry playing an essential role in development of the global economy and society depends on many external factors, with the most important epidemic one. It is difficult to overestimate the value of tourism in the modern world due to the big amount of its functions (recreational, educational, economic, etc.) that come as the numerous research subjects for the contemporary scientists and international tourist experts. Thus, the questions of the tourism development along with its further improvement and integration were reflected in Resolution adopted by the General Assembly of UN in 2015, which determined 17 aims of sustainable development of the world tourist industry until 2030 [1].

According to the reports of the United Nations World Tourist Organization (UNWTO) the sector of tourism is the most damaged brunch of economy in the world due to COVID-19. Whereas the constant contribution to the development of the tourist industry is being emphasized as well as