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Leadership and management in Vietnamese enterprises: A case of tourism industry

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Abstract

In a rapidly changing environment Nowadays, leadership has become a hot topic special interest. Organisational success requires the heads of organizations to Good at both management and leadership. The object of the event leaders are people, so a person Good leaders are those who have deep understanding human identity, from which it can attract and lead they come to a common goal. Managers at all levels need to build for themselves necessary leadership skills, moreover, they need to build a Leadership style suitable for your own qualities and conditions around, thereby effectively promoting their capacity and contributing positive for business. There are many approaches, or more precisely, styles in leadership and management. These styles were formed based on its own set

of assumptions and theories. Each person will choose own leadership/management style based on combination of factors including beliefs, values, and personal standards related factors, at a larger level are the elements of corporate culture industry and common standards but on a common overall system. There may be a style that will be appropriate, supported but stylish otherwise is not applicable. In the global economic environment and fierce competition As it is today, the success of a business depends a lot more on the leadership style of the leader, not just dependent on technical change, technology, capital investment as before. Therefore, each leader himself must build a appropriate leadership style and must know how to use the advantages of each.

Keywords: Leadership, Management, Vietnam, Tourism Industry

1. Leadership

A collective family, an organization, a country without a manager or leader is like a body without a head. That collective family, organization, or nation cannot exist and develop. Although in life people always require an equal relationship, but in an organization one needs a leader who is capable enough to help them trust and guide them through all difficulties. In the work. When there is no one knowledgeable about the job to guide, direct and unify, and at the same time encourage their thoughts, they will feel restless and anxious, leading to reduced productivity and work efficiency. disintegration of a group or an organization. The appearance of the leader at this time is very suitable for their psychological needs. The leader will be the support, strength and comfort of each person.

Leadership is a process where one person has a leading role, orienting individuals in the group to do the right thing, building a cohesive team, working in harmony to develop together to achieve a common goal. Leadership gives a title to the person who does the professional work. In which capacity, qualifications and skills need to be ensured. Shown with leadership and division of work in the overall strategy. From there, there are effects for each individual performing. Besides, it also reflects their capacity through the work results achieved. This is the behavior of individuals or groups of people with different sizes of the organization to aim at the common goal that the members aim for. In addition to the need in search of profit. The goal of leadership is that an individual or a group will voluntarily and enthusiastically carry out the tasks and goals of the organization. In the corporate environment, leadership is the ability to set – and achieve – challenging goals, to be ready to act quickly and decisively when necessary, to outperform the competition, to inspire others. show their full potential.

1.1 Qualities of a leader

Good leaders are not only people with good knowledge and skills, but they need to have the right characteristics to lead. In other words, they need to have their own qualities. These qualities include: intelligence (IQ), sensitivity (EQ), integrity, confidence, and willpower.

+ Qualities required of a leader:

Passion. ...
 Knowledge and curiosity. ...
 Look far and wide. ...
 Creativity. ...
 The ability to convey information. ...
 Ability to plan and organize. ...
 Ability to work in teams. ...
 Fortune turns.

1.2 Leadership's role

+ Strategy development:

Leaders are visionaries, so by their knowledge, skills, and experience, they can predict future situations. That vision provides direction, outlines a plan to accept opportunities as well as prepare for possible difficulties.

+ Create energy for individuals and groups:

A compelling vision creates motivation for the leader. It is the ability to motivate and inspire the leader that is an important motivation for the members of the enterprise. Leaders are the people who lead the team, the locomotive for an entire business. Therefore, their energy is the pulling force for the "train" to move in the right direction.

+ Control the organizational structure:

Leaders can be pioneers, builders of direction, build trust. Together with the business, they take the lead, reaching new heights. But an important task that cannot be missed is to check, review and edit the process and speed of work.

1.3 Responsibility of the leader

Understanding the requirements of a leader helps set the stage for business success. It also helps employees better understand what a leader is trying to accomplish, how employees can support and help employees accomplish goals.

+ Have a vision

Leadership must define and direct the company's strategy. Handling and making decisions is a difficult thing in business management. Without that, the company is merely a collection of individual goals made according to principles.

+ Prepare the right resources

Only a leader can balance resources - in which the two most important resources are human and capital. Leadership must always be ready to quantify the right amount and at the right time to help the company grow.

+ Build organizational culture

Culture is a set of attitudes, goals, behaviors, and values that characterize a company. It shows how things are done and impacts the entire employee and customer experience. Every organization has a different corporate culture – whether it is obvious or not – leaders need to constantly observe and participate in order to build the desired culture.

+ Make right decisions

A new leader is often surprised by the breadth of problems faced. Leadership will briefly discuss the new product, followed by human resources – and then legal issues. No one can be an expert in every area of the business, but leaders are people who are entrusted with decision-making. Many problems require solutions that affect multiple departments and only leadership has the power to turn it into action. Everyone can deny responsibility but the leader is ultimately responsible if no one speaks up to take responsibility.

+ Monitor and bring good results

Everyone agrees that leadership is ultimately responsible for the company's performance. To be successful, the leader must take an active role in controlling operations. That requires awareness of the industry, market, and key business functions within the company to ensure that tasks are accomplished.

1.4 Tourism leader

Starting from the general theory of leadership in the tourism industry, We can understand the leadership of the tourism industry on tourism as an organized influence continuously organized and regulated by public authority mainly through legislation on the basis of certain political institutions for with tourism processes and activities to achieve efficiency and socio-economic goals set by the state. Tourism management are jobs related to problems in the hotel and tourism industry. It expands training opportunities for management positions in the tourism, accommodation and food industries. In addition, this position may also include working in associations or agencies directly related to tourism services.

Manage and supervise the team working in the sales department and be directly responsible for the sales, KPIs of the employees under them. Research and update the latest trends to build plans and strategies to promote business for businesses. Planning marketing and advertising for businesses to find and build a source of potential customers. Review customer reviews and feedback on service quality. From there, make suggestions and plans to improve the quality of services, facilities and resources when necessary. Plan recruitment and training to develop human resources.

2. Responsibilities of leaders for tourism businesses

A. For society:

For the market and society, in the context of post-pandemic difficulties, tourism businesses need to strive to comply with service standards in terms of industries and business fields to provide guaranteed services to customers. Offer the right price for the quality of service. Comply with legal regulations on business law, tourism law and relevant codes of regulation. Not because of the difficult effects to circumvent the law, or to violate the legal regulations. Comply with regulations on epidemic prevention. For input sources, it is necessary to ensure prestige, solvency, and limit debt. Difficulties for one enterprise in the industry value chain will invisibly affect other businesses.

B. For workers:

In terms of human resources, it is to ensure basic spending for employees and create conditions for employees to return to work. Receive training, support and guidance to reintegrate into the working environment. In addition, the inclusion of human rights in business strategy, culture and operation is very important because it ensures a human-centered approach. Human rights should not be seen as an "additional part" but should be at the heart of a business strategy, operations and culture.

2.1 To be a good tourism leader you should have the following:

+ Have a deep understanding

Top success in the tourism management industry requires you to have a wide understanding, solid professional skills to manage the work, conquer customers, win subordinates

and gain trust. ideas of top management. Any topic you can talk to customers. Knowing a lot is not a matter of a day or two. It requires a heart that thirsts for knowledge, market, and constantly learns from books, newspapers, life, and the accumulation of experience in work.

+ Capable of teamwork

As a member of an organization and the nature of the restaurant business, the hotel needs a smooth coordination between many departments. You can only successfully complete your tasks when you coordinate well with those around you. So, you need to have team spirit, have the ability to work well in a team.

+ Sophistication and refinement

Subtlety and thoughtfulness are very important qualities of people working in the field of tourism and travel service management. Sophistication, neatness is shown through dressing, preparation, communication skills, agile and intelligent behavior, knowing how to grasp the psychology and emotions of others, being flexible in all situations, understanding In-depth knowledge, attention to details in customers... These things will help you confidently convince even the most difficult "gods" or improve the organization's customer services when in a management position. physical. At the same time, the subtlety also helps you raise your self-worth in society.

+ Possess leadership and organizational skills

Working in the tourism industry you will always face a mountain of work such as meetings, reports, meeting customers, receiving guests, solving problems, responding to emails... Therefore, you need to know how to organize your work. in a reasonable and organized manner in both working methods and in human resource management activities. Capturing employee psychology, team, problem solving, persuasion ability, reasonable reward and encouragement, organized development ... are the things that a manager in the tourism industry has potential. must have.

2.2 Leaders need to introduce tourists to the beauties of Vietnam tourism

+ Relics

As of 2020, Vietnam has more than 41,000 monuments and landscapes, of which more than 4,000 are classified as national monuments and more than 9,000 are ranked at provincial level. The density and number of relics are the highest in 11 provinces in the Red River Delta, accounting for about 56% of Vietnam's relics.

Through 10 rounds of ranking, Vietnam currently has 112 relics ranked as a special national monument. The special national monuments in Vietnam are ranked by the Prime Minister in the first two phases: Hoa Lu Ancient Capital, Pac Bo Monument, Independence Palace, Thang Long Imperial Citadel, Central Base Area Southern Department, Thai Nguyen ATK relic site, Dien Bien Phu victory relic site, Con Son - Kiep Bac relic site, Yen The uprising relic site, Kim Lien relic site, Presidential palace relic site, Tan Trao relic, President Ton Duc Thang memorial area, Con Dao prison, Complex of Hue monuments, Ho Dynasty citadel, My Son Sanctuary, Trang An - Tam Coc - Bich Dong landscape, Temple of Literature – Quoc Tu Giam, Phong Nha – Ke Bang National Park, Ha Long Bay, Hoi An Ancient Town and Hung Temple.

Vietnam has 117 museums, of which 38 ministries and branches manage, 79 are managed by localities. Two national historical museums, the Vietnam Revolution

Museum and the Vietnam History Museum, are currently proposed. add the National History Museum. However, most museums are empty of visitors, public land is sometimes misused and used for other purposes.

+ Scenic

Currently, Vietnam has 33 national parks including Ba Be, Bai Tu Long, Hoang Lien, Tam Dao, Xuan Son, Ba Vi, Cat Ba, Cuc Phuong, Xuan Thuy, Bach Ma, Ben En, Phong Nha-Ke Bang, Pu Mat, Vu Quang, Bidoup Nui Ba, Chu Mom Ray, Chu Yang Sin, Kon Ka Kinh, Yok Don, Con Dao, Lo Go Xa Mat, Cape Ca Mau, Nui Chua, Phu Quoc, Phuoc Binh, Tram Chim, U Minh Ha, U Minh Thuong, Ta Dung.

Vietnam caves are mainly located in the northern half of the country due to the concentration of many limestone mountains. The cave system in Vietnam is usually caves located in limestone mountains with a very developed karst terrain. Vietnam's three world natural heritages, Ha Long Bay, Phong Nha - Ke Bang National Park and Trang An Scenic Landscape Complex, are all scenic spots with famous caves. Until 2010, in Quang Binh alone, there were 300 caves in Phong Nha - Ke Bang National Park. Ninh Binh province has 400 caves, of which more than 100 caves are concentrated in the world heritage complex Trang An - Tam Coc - Bich Dong. Currently, the total number of caves in Vietnam has been discovered up to nearly 1000 caves. Although there are many caves in Vietnam, the number of caves used for tourism purposes is very small

Besides, Vietnam ranks 27th among 156 countries with sea in the world with 125 beaches, most of which are beautiful beaches. Vietnam is one of 12 countries with the most beautiful bays in the world, Ha Long Bay and Nha Trang Bay.

+ Culturally

Vietnam has 54 ethnic groups, each with its own characteristics of culture, customs and lifestyle. The tourism industry and localities have made efforts to build a number of unique tourist attractions, such as Sa Pa community tourism, Ban Lat tourism in Mai Chau...

The birth and development of Vietnamese folk theater associated with agricultural life, water puppetry is a folk art of farmers working on wet fields in the Red River Delta, often performed during festivals. In summer, during leisure time, water puppetry is an art that combines the arts of sculpture, lacquer, music, painting and literature.

3. What is management?

Managing a business or managing any organization is a complex and important process that affects the operation of that organization.

Business management can be understood simply as the process of working with and through individuals, groups and other resources (equipment, capital, technology) to achieve the goals of that business. Enterprise management is challenged and evaluated by achieving goals through the organization and implementation of various skills.

In social life, management appears when there is a common activity of people. Management controls, directs the common activities of people, coordinates the individual activities of each individual to form a unified collective activity towards the predetermined goal. Management requires organization and authority. The organization clearly defines the functions, tasks, powers and relationships of the participants in joint activities; authority gives the ability to

impose the will of the management subject on the managed objects, ensuring the obedience of the individual to the organization. Authority is an important means for the management subject to control, direct as well as compel the managed objects to carry out their requests and orders.

3.1 What is a business manager?

An enterprise manager means a company manager and a manager of a private enterprise, including the owner of a private enterprise, a general partner, the chairman of the Members' Council, a member of the Members' Council, and the chairman of the company. The company, the Chairman of the Board of Directors, members of the Board of Directors, the Director or General Director and individuals holding other managerial positions are authorized to sign transactions on behalf of the company in accordance with the provisions of this Article. company rate.

3.2 Manager characteristics

Management is the purposeful impact of management subjects on managed objects. Here, the subject of management is human or human organization. Individuals or human organizations must be representatives of authority, authority and responsibility to associate and coordinate their own activities. individual goals towards a common goal in order to achieve certain results in management.

Thus, where there is cooperation of many people, there is a need for management, because the joint operation of many people requires cooperation in many forms.

The purpose and task of management is to control and direct the common activities of people, to coordinate the individual activities of each individual to form a unified common activity of the whole team and the general direction of activities. in a unified direction to achieve a predetermined goal.

Authority is an important means for the management subject to direct and direct as well as to compel the managed objects to carry out their requests and orders. Authority is formed based on prestige, professional ability and other social relationships.

3.3 Management's role

Managers play an important role, contributing mainly to the effectiveness and sustainable development of the collective. With his responsibilities, the manager assumes many different roles. It is possible to summarize the most common basic roles that all managers must perform:

- Communication and relationship roles:

+ For the outside, it is the representative of the collective that that person manages.

+ For the inside is a leader, linking people to accomplish a common goal.

Information role:

Collect information from subordinates.

+ Disseminating information from superiors.

Provide information to outsiders.

+ Decisive role:

This is the most important role of the manager. A manager is a person who has decision-making power and is responsible for his decisions. To carry out the goals and tasks assigned by the superior, a manager needs to perform the following specific roles:

Creating favorable conditions for joint work:

-Managers must cooperate with their group of associates,

with higher management and with all employees in the company. In principle, a good manager must put the interests of the collective in the whole. The manager's role is therefore primarily to find a balance between the needs of the unit, the requirements of higher management, and the needs of the employees.

-Inspiring and establishing team spirit:

Good morals and team spirit are two key components of a group. The essence of teamwork can be enthusiasm, gratifying results, delight. It can stem from a manager's small interest like a bouquet of flowers on the table, a funny drawing on a bulletin board, a cake. In short, such actions must be carried out enough to show employees that managers care about them. From there, employees will wholeheartedly do their best for the common work.

4. So what is tourism management Concept?

Tourism management is a management activity related to the tourism and hospitality industry. Provides training opportunities into management positions in the tourism and accommodation industry. Managers work in associations, agencies related to tourism services. Responsible for assigning activities and receiving information.

What tourism managers need to do:

Manage and supervise the team working in the sales department and be directly responsible for the sales, KPIs of the employees under them. Research and update the latest trends to build plans and strategies to promote business for businesses. Planning marketing and advertising for businesses to find and build a source of potential customers. Review customer reviews and feedback on service quality. From there, make suggestions and plans to improve the quality of services, facilities and resources when necessary. Planning recruitment and training to develop human resources.

4.1 Tourism management includes:

Tour managers and tourists:

In tourism, tour management, customer management is a very important job. This is always a difficult problem that makes managers have a headache. This management job includes

+ Tour list management

+Tour sales manager

+Manage the number of guests booking tours

+Schedule management

Managers must make statistics and filter out sold tours, pending tours or upcoming tours. From there, arrange the person in charge of the job accordingly. Manage and monitor detailed tour operations in practice to optimize the best efficiency

Business cash flow management:

Business cash flow management is financial management. To manage well, managers must know how to clearly separate revenue and expenditure of the business. This work includes

+Business management

+Actual revenue management

+Public management

+Manage expenses

Management in tourism is considered more complex than some other professions. Because it includes the cost of the deposit, the actual collection.

Tour guide management:

A large travel agency always has a large team of guides. It could be the company's choice, it could be outsourced. The guides also do not lead the tour with the same number. The management also faced many difficulties, difficult to calculate salary. Therefore, the tourism management process needs a clear management system. Ensure fair division of the tour for the guides, calculate salary by commission.

Monitor and manage operational processes

The tourism operation process is very diverse. The management process also inevitably encounters many problems. For example, a tour to a tourist destination but the government does not allow sightseeing. The reason is that the business has not applied for a license and the procedures are not complete. Tourism businesses have not yet optimized their operating processes. Therefore, there are obstacles in the process of allocating tours to visitors. To have a clear operating process, help customers have the best experience. The management process must be properly implemented:

Ask the government for permission to exploit the site

-Book in advance

-Reasonable tour design

-Work and cooperate with related partners

-Deploy the tour

-Handling some problems arising after the tour...

4.2 What skills do tourism managers need?

+ Ability to manage and lead Tourism management must work with teams and employees under their authority. Therefore, management and leadership skills are extremely important to orient, influence and motivate people to act quickly and achieve goals at work.

+Problem Solving A good administrator must know how to solve problems skillfully and effectively. In particular, it is necessary to have enough courage to overcome difficult problems and difficulties arising in the team, helping the team develop stronger.

+Communication ability Communication is a decisive factor in making a successful tourism management organization. Administrators need to be able to communicate information to employees, as well as listen to create interactions from both sides. Managers who do this well will easily persuade and have a voice with subordinates.

4.3 What qualities should a manager have?

Becoming a good travel manager is not an easy thing. You must have the following essential qualities:

-It is necessary to have a broad understanding and promote to tourists the regional characteristics. Introduction of famous scenic spots...to convince guests. Converging in-depth knowledge of geography, culture, cuisine...

-Must have good communication skills in order to regularly interact with customers. Smart enough to handle different situations, behave flexibly...

-Good foreign language skills are required to communicate with foreign tourists. Being good at a foreign language will help you get closer to the road to success.

-Finally, the ability to manage tourism, the ability to organize and arrange work. Know how to build growth strategies for the company.

4.4 So difference between leadership and management:

Management and Leadership are two terms used in the management of people and society. Both terms mean control

and influence on people, on the environment, but differ in the extent and method of implementation. Management is the process by which the subject of management influences the managed object to achieve a specified goal.

Leadership is the process of leading, long-term orientation for a chain of impacts with broader, further and more general goals. According to Rost: Leadership and management are both done by the subject, but management is about authority and vice versa leadership is about influence or influence. The biggest difference between leadership and management lies in the method of motivating employees.

5. Conclusions

With the strong attraction of the enjoyment and discovery life of people today. The future of the "smokeless industry" goes even further. Not only limited to geographical distance in the country. The tourism industry also reaches far to the sea with international trade between countries. Understand the overall tourism management process. Surely the business will reap much success as expected. Leading and managing businesses in the tourism industry is still a difficult industry. To succeed and develop more in this industry you need to learn a lot and cultivate more knowledge to improve yourself. Not only that, you need to prepare yourself with the necessary skills of a true technical manager that the employer sets out.

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