

виживання у конкурентній боротьбі залежать не тільки від стратегій, чіткої організаційної побудови, відповідних систем управління та висококваліфікованих співробітників [1, с.100]. Його успіх визначається ще й міцною корпоративною культурою, особливим стилем керівництва, які сприяють досягненню та збереженню провідних позицій на ринку.

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**Cezary KWIATKOWSKI**

Wroclaw University of Economics, Poland

### **SUSTAINABLE TOURISM AS A VITAL COMPONENT OF THE DEVELOPMENT STRATEGY ADOPTED FOR THE LOWER SILESIA PROVINCE IN POLAND**

The expansion of global tourism industry has been recognized as one of the most remarkable socioeconomic phenomena of the post-World War II era. According to the statistics of the World Tourist Organization (WTO), international tourism receipts have increased by a factor of 235, from approximately US\$2 billion to US\$474 billion in the period between 1950-2004 [6, 2006]. It has also been discovered that increasing tourism, developing without concern for sustainability may cause risks of destroying the assets on which tourism is based.

#### **Theoretical and practical focus on sustainable tourism**

Continuous growth in the demand of sustainable tourism, which we have witnessed in the past few decades, is a subject of interest both among the academics and the practitioners. From the academic perspective, sustainable tourism has become an increasingly popular area of research within tourism industry. Thus, a number of books and articles have been published, addressing sustainable tourism either in general terms, or in the context of specific issues, such as the development of rural, island and community tourism, or 'ecotourism', as a sub-category of tourism. At the

same time, policy makers who are responsible for tourism policy and planning have been facing numerous challenges caused by the need to translate into practice the objectives of sustainable tourism development set by several international organisations. For example, the World Tourism Organization (now the United Nations World Tourism Organisation or UNWTO) and World Travel and Tourism Council (WTTC) have published the policies and guides for sustainable tourism development: *Sustainable Tourism Development: A Guide for Local Planners* (WTO, 1993), *Agenda 21 for the Travel & Tourism Industry* (WTO/WTTC, 1996). Equally, the tourism industry itself, has engaged in the development of the sustainable tourism. For instance, the International Federation of Tour Operators has been involved in the preparation of the project *European Community Model of Sustainable Tourism* (ECOMOST) aimed at adopting an integrated, sustainable approach to tourism planning in Rhodes and Mallorca (IFTTO, 1994) [4, 2009].

### **Bottom-up approach to sustainable tourism**

From the perspective of the local stakeholders involved in sustainable tourism development, the macro level approach to sustainable tourism appears too broad, and somewhat outdated. Governments, tourists (both domestic and foreign), host communities, tourism business and other related sectors have recognised that the successful development of the tourism management tools needed for sustainability lies in understanding of the local *destination* [2, 1998]. The engagement of the stakeholders effective in developing sustainable tourism is critical in that it 'reduces potential conflict between the tourists and host community by involving the latter in shaping the way in which tourism develops' [1, 2005]. Due to fragmented nature of tourism industry, there is a paramount need for coordination and collaboration in planning. Making use of local knowledge allows passing well-informed and appropriate decisions as it contributes to building expertise of the stakeholders. It simply makes it possible for the most affected by tourism to have their voice. Thus, the involvement of stockholders in tourism aids to provide framework for the sustainable tourism development at the local level [3, 2005].

### **Tourism development strategy for the Lower Silesia Province in Poland**

According to the Marshal Office of the Lower Silesia province, tourism constitutes of the pillars of the social and economic development of the Lower Silesian assets based on the natural environment, landscape and cultural values. The geographical and cultural attractions of the region should be used to develop tourist products, such as health resorts, both addressed to the

Lower Silesians and people from outside the region. Apart from recreation and leisure, tourism should be used as an instrument of educational process, as well as providing the rehabilitation services. The key objectives of the of the tourism development strategy for Lower Silesia Province include, *inter alia* [5, 2012]:

- The promotion of the regional tourism products, e.g. UNESCO objects, Cistercian Path (Szlak Cysterski), St. Jakub Route (Droga Świętego Jakuba) Sudetes mountain range including the Karoknosze mountains, Park of Culture – Valley of Palaces and Gardens, the Barycz River Valley with Milickie Stables, Trzebnickie Hills, spa products.

- Supporting local initiatives for tourism development and the implementation of activities aimed at enhancing tourism infrastructure defined in the current sub-regional tourism development strategies, including investments in qualified/adventure tourism, e.g. skiing, mountain biking, hiking, horse riding and water sports, respecting nature conservation requirements.

- The employment of tourism as an educational instrument at all levels of education and the implementation of organized trips (green schools) to the main tourist, historical or natural attractions of the region into the regional education syllabuses in schools.

- Raising the attractiveness of tourism and recreation of rivers, especially the Odra, and of watercourses and reservoirs through the development of berths, the construction of marinas, and the expansion of the Odra river fleet (vessels designed and constructed in Lower Silesia).

- The development of a uniform tourism information system for the entire region, which takes into account improving the standards of access to information for people with disabilities.

- Initiation of cyclical qualitative and quantitative surveys of the tourism sector and updating or developing sub-regional strategies for tourism development taking into account changing conditions of the development.

The above mentioned selection of objectives that constitute a part of the tourism development strategy for Lower Silesia Province appear to be in line with the general principles of the sustainable tourism. The sacristy of the objectives addressing the environmental and social aspects addressed therein is due to the limitations of the scope of this paper. A study that might be undertaken after the period range of interest has elapsed in 2020 would be of particular interest as it could provide the answer to the question of to what extend is it possible to successfully apply the established tourist development strategy.

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**Галина КОПИЩИК**

Тернопільський національний економічний університет, Україна

### **ОЦІНКА ПЕРСОНАЛУ: СУЧАСНІ МЕТОДИ ТА ІНСТРУМЕНТИ ЇЇ ПРОВЕДЕННЯ**

Саме з оцінювання розпочинається підвищення якісної складової персоналу. Складним завданням для багатьох організацій і є оцінювання працівників, тому що потрібно дати оцінку не тільки кожному учасникові колективу, а й взаємозв'язкам між ними, стосункам усередині організації і, звичайно, потенціалу організації в цілому [1, с. 97].

Ефективність діяльності значною мірою визначається ступенем відповідності працівників організації їхнім робочим місцям, саме будь-якої конкретної організації. На думку українських науковців, оцінка персоналу – це процес ідентифікації ефективності чи неефективності діяльності працівників у виконанні завдань організації з метою послідовного збереження інформації, необхідної для застосування майбутніх управлінських рішень [4, с. 22]. Керівні органи організації інформує систематичне і регулярне оцінювання працівників, необхідне для прийняття обдуманих дій щодо підвищення зарплати (нагородження кращих працівників мотивуюче впливає на них і на їхніх колег), просування кар'єрними сходами або звільнення з роботи [3, с. 122]. Статус на виробництві та подальшу перспективу кар'єрного зростання або ротації визначають за результатами оцінки працівників. Саме для працівника оцінювання є вирішальним мотиваційним фактором щодо