

Сборник научно-практических материалов семинара на тему «Повышение конкурентоспособности предприятий сферы услуг» в рамках реализации фундаментального научного проекта: «Повышение конкурентоспособности гостинично-ресторанных услуг в преддверии проведения глобально значимых международных проектов (выставка «ЭКСПО 2017» и XXVIII зимней Всемирной универсиады 2017) концептуальные основы и механизм реализации».

Под редакцией: Смыковой М.Р. к.э.н., доцента  
Момыновой С.А. к.э.н., доцента

Международная академия бизнеса

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## СОДЕРЖАНИЕ

1. **Тулембаева А.Н.**  
Обеспечение конкурентоспособности гостиниц и ресторанов Казахстана 6
2. **Смыкова М.Р.**  
**Кастальская Т.П.**  
Анализ конкурентной среды гостиничного и ресторанного сектора в Казахстане 12
3. **Рахимбекова Ж.С.**  
Инновационные подходы как фактор повышения конкурентоспособности в гостиничном бизнесе 18
4. **Смыкова М.Р.**  
**Кенжегаранова М.К.**  
Методические подходы к классификации предприятий общественного питания 22
5. **Барлыбаев Е.Х.**  
Мировой опыт повышения конкурентоспособности предприятий АПК в контексте его заимствования в РК 30
6. **Канагатова А.М.**  
Исследование зарубежного опыта повышения конкурентоспособности предприятий гостиничного бизнеса 34
7. **Кастальская Т.П.**  
Особенности развития рынка ресторанных услуг и повышения его конкурентоспособности в Казахстане 39
8. **Ким И.А.,**  
**Сохатская Н.П.**  
Эволюция рынка ресторанных услуг в Казахстане 42
9. **Белуосов Д.Ю.**  
Проблемы предприятий малого и среднего бизнеса Казахстана в условиях экономической интеграции 45
10. **Идрисов Н.Ж.**  
Инновациялық маркетинг ерекшеліктері 51
11. **Бейжанова А.Т.**  
Көңіл көтеру және демалыс индустриясындағы маркетингтің ерекшелігі 57
12. **Абатов Е.А.**  
Қазақстан Республикасы туризм саласындағы біріккен маркетингтік коммуникацияның қолданылуы 63
13. **Даулбаева З.М.**  
**Кадирбергенова А. Ж.**  
Оценка конкурентоспособности продукции 68
14. **Закирова А.Т.**  
Responsibilities and competencies of the project manager 72



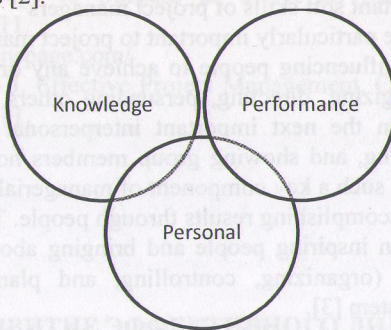
## **RESPONSIBILITIES AND COMPETENCIES OF THE PROJECT MANAGER**

Dealing with people requires various kinds of skills. These are skills that we all use with the people: influencing them to do something of what we want, negotiating what we want with them, motivating them to help us, and resolving conflict between ourselves and others when it arises.

In functional organizations and weak matrixes the project manager has not got enough power to make teams' members do something. As a result, a project manager tries to influence the actions of others, without any direct authority. Usually a project manager has to use leadership and interpersonal skills like persuasion, negotiation, and communication.

Project managers often have little formal authority. They “therefore get their authority through respect for their experience, good track records, persuasiveness and downright dogged determination - in short, by influence” [1].

So, project managers have the responsibility to satisfy the needs: task needs, team needs, and individual needs. As project management is a critical strategic discipline, the project manager becomes the link between the strategy and the team [2]. Projects are tools to grow and survive for organizations. Projects help ‘to create value in the form of improved business processes’ [2, p.17]. They are absolutely necessary in producing new products and services. Project management makes it easier for companies to respond to changes in the environment and to be more competitive. As a result the project manager’s role becomes increasingly strategic. Yet, understanding and applying the knowledge, tools, and techniques on project management is not enough to do right things. The Guide to the Project Management Body of Knowledge of the Project Management Institute insists that in addition to any area-specific skills and general management proficiencies required for the project, effective project management requires that the project manager possess the following competencies [2]:



Picture 1 – Project manager’s competencies

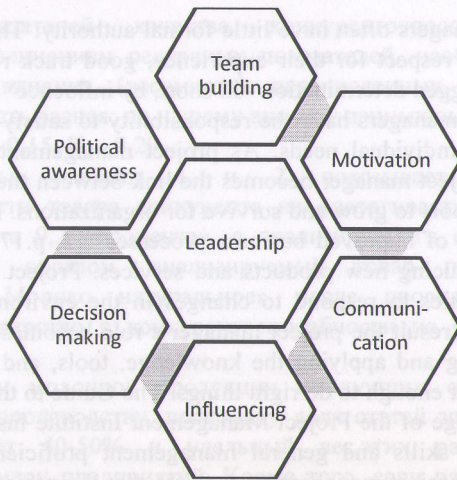
Knowledge refers to “hard skills” of project management.

Performance refers to “what the project manager is able to do while applying his or her project management knowledge” [2].

Personal refers to “soft skills” or “how the project manager behaves when performing the project or related activity. Personal effectiveness encompasses attitudes, core personality characteristics, and leadership, which provides the ability to guide the project team while achieving project objectives and balancing the project constraints” [2].

Project managers implement work through the stakeholders of a project. Managing project effectively require project managers to show “a balance of ethical, interpersonal, and conceptual skills that help them analyze situations and interact appropriately” [2]. Further the important soft skills of project managers are presented, such as:





Picture 2 - Important soft skills of project managers

The soft skills are particularly important to project managers.

Leading means influencing people to achieve any organizational objectives. Leading involves energizing, directing, persuading others, and creating a vision. Leadership is based on the next important interpersonal processes: motivating, communicating, coaching, and showing group members how they can reach their goals [3]. Leadership is such a key component of managerial work that management is sometimes seen as accomplishing results through people. The leadership aspect of management focuses on inspiring people and bringing about change, whereas the other three functions (organizing, controlling, and planning) focus more on maintaining a stable system [3].

Sanghera insists that “managing projects effectively takes a multitude of skills” [4]. He suggests all skills of a project manager to divide into two parts:

- Managerial skills and
  - Interpersonal skills.
- Managerial skills involve the next:
- Accounting and financial management;
  - Attention to details;
  - Information technology;
  - Negotiation and conflict management;
  - Problem-solving;
  - Sales and marketing.

Interpersonal skills include communication, influencing, leadership, networking, and savvy navigation.

The ability to influence the behavior of others is closely related with power. Power of project managers comes from authority. Power can be delegated to the project manager from the upper level of the organization. It takes place when the performing organization values projects. If the project manager doesn't have formal

authority there are other forms of power that he or she can use [1]:

- *legitimate power, based on* charismatic traits of a project manager;
- *Expertise power*, as Bacon said *knowledge is power* [5];
- *Affiliative power that arises* from being associated with powerful persons in the organization;
- *Political awareness* gaining from the support of colleagues and superiors.

Project managers have to use those kinds of power that are most suited both to their subordinates and colleagues and to the situation; having that power and applying it appropriately allows managers to influence where they cannot command [1].

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