Review: Evaluation of Tourism Management and Ecotourism

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Abstract: The purpose of this study was to evaluate the tourism management and ecotourism, the relationship between the level of marketing organizing and program orientation of a tourist enterprise. Strategic or institutional management is the conduct of drafting, implementing and evaluating cross-functional decision making that will enable an organization to achieve its long-term objectives. It is the process of specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives and then allocating resources to implement the policies and plans, projects and programs. A balanced scorecard is often used to evaluate the overall performance of the business and its progress towards objectives.

Key words: Tourism, management, ecotourism

INTRODUCTION

Management in all business areas and organizational activities are the acts of getting people together to accomplish desired goals and objectives efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources.[1-2]

Because organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a pre-requisite to attempting to manage others. Tourism is travel for recreational, leisure or business purposes. The World Tourism Organization defines tourists as people who "travel to and stay in places outside their usual environment for more than twenty-four (24) hours and not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited." Tourism has become a popular global leisure activity. In 2008, there were over 922 million international tourist arrivals, with a growth of 1.9% as compared to 2007. International tourism receipts grew to US$944 billion (euro 642 billion) in 2008, corresponding to an increase in real terms of 1.8%. As a result of the late-2000s recession, international travel demand suffered a strong slowdown beginning in June 2008, with growth in international tourism arrivals worldwide falling to 2% during the boreal summer months. This negative trend intensified during 2009, exacerbated in some countries due to the outbreak of the H1N1 influenza virus, resulting in a worldwide decline of 4% in 2009 to 880 million international tourists arrivals, and an estimated 6% decline in international tourism receipts. Tourism is vital for many countries, such as Egypt, Greece, Lebanon, Spain and Thailand, and many island nations, such as The Bahamas, Fiji, Maldives, and the Seychelles, due to the large intake of money for businesses with their goods and services and the opportunity for employment in the service industries associated with tourism. These service industries include transportation services, such as airlines, cruise ships and taxicabs, hospitality services, such as accommodations, including hotels and resorts, and entertainment venues, such as amusement parks, casinos, shopping malls, music venues and theatres.[1-3]

In this study, we investigated the tourism management and ecotourism according to the various references.

The Limits of Tourism Development: Despite many examples of inappropriate tourism development around
the world, several destinations are still trapped by an almost inevitable vicious circle which destroys the very essence of tourism. Tourism is supposedly developed in order to improve the prosperity of local people at destinations, mainly through stimulating their local economy. However, unplanned and inappropriate development, often driven by human greed, generates an oversupply of tourism facilities. This is particularly evident in remote, peripheral and insular destinations, due to the decline of non-tourism related activities and the lack of alternative investment and employment opportunities. Several disastrous consequences emerge in this case for both destinations and enterprises:[1-3]  
  
- Destinations are forced to develop tourism, which then evolves to mass tourism as planners either fail to limit development or to implement plans against politicians, industry and developers;[3]  
- Principals are unable to attract their intended target markets and they rely on heavy discounting for attracting consumers;[3]  
- Principals also depend heavily on distribution channel members, such as tour operators, for achieving their financial targets. Intermediaries take advantage of the situation and use excessive bargaining power to reduce principals’ prices even further in order to achieve competitive advantages in their market;[3]  
- Tour operators in particular demand constant reductions of prices by principals and at the same time they request an improvement of the quality of services and facilities. This is intensified through the vertical integration of tour operators and their geographical expansion, which enable them to concentrate more negotiation power;[3]  
- Destinations are sold on price rather than their merit or attributes, and thus they are easily substituted with other cheaper destinations around the world; environmental and socio-cultural resources face degradation and their sustainability is seriously jeopardised;[3]  
- Facilities and services also suffer because lack of profit prevents enterprises from renovating facilities as well as from hiring qualified personnel and maintaining training standards. They also try to save money by reducing the quality of the ingredients used and by “cutting corners” (e.g. the times they change linen in rooms). As a consequence the quality of the product is further reduced and consumers are willing to pay less, generating another vicious circle; consumers often misbehave (e.g. hooliganism, drunkenness, sex tourism) and commit crimes in some traditionally peaceful societies, which do not have the police resources to order;[3]  
- Effectively both the destination and principals suffer the consequences as they cannot attract the appropriate market segments and fail to meet their economic/financial targets whilst having to bare socio-cultural and environmental costs.[3]  
  
Ultimately destinations and principals cannot make sufficient returns on the resources they utilise for the development and delivery of tourism. Consequently, tourism becomes an unprofitable industry, which can only generate some low-paid employment.[3-6] In the international touristic practice, but also in the specialized literature, it is perceived the population’s trend to spend the leisure time in an active way, by practicing tourism. It is also noted the fact that the forms of tourism organized in the big crowded centers, with fixed, rigid, monotonous programs, with journeys from a crowded environment to another, don’t satisfy anymore the tourists’ aspirations, motivations, options. They prefer the countryside zones that offer a non-polluted environment, with a natural and cultural potential very slightly altered. Such an area, which is inscribed in the rich heritage of the Romanian tourism, is Suceava County, which, by its offer, may be envisaged as an exceptional touristic zone of Romania. Suceava County, Bârsa Land’s progress demands the inclusion of the principals of the lasting regional development in its development strategy. Within this framework, the importance of studying and analyzing the touristic activity’s evolution can be noted. The mutual involvement relationship, the existence, the direction, the form and the intensity of the connection between the two indicators are analyzed in this paper. The conclusions stated following the analysis of the obtained result, represent an upper step for filling in the image regarding the regional tourism activity in the conditions of the establishment and application of certain regional lasting development strategies.[3-5]  
  
**Tourism Planning:** Several examples around the world demonstrate that almost invariably tourism is developed by external agents who take the lions’ share of the emerging benefits. Local people often get little more than underpaid and seasonal jobs and perhaps some pride that their region can attract people from the developed world. In reality, however, external agents who control capital and expertise undertake the investments required and develop facilities locally. External agents often work closely with the national government, which is also keen to demonstrate local economic development in order to boost its political profile.[3-6]  
  
This arrangement is often referred to as neocolonisation to reflect the new levels of dependency emerging for peripheral regions from metropolitan financial centres which control economic development.
globally. There are several factors contributing to the oversupply problems which are responsible for the degradation of destinations and tourism enterprises at peripheral destinations: Conventional wisdom demonstrates that development and profitability in manufacturing and retailing have always been associated with increase in volume of activity. People assume that they can develop destinations almost indefinitely without jeopardising the quality of the experience for visitors and the quality of life for locals. Environmental and socio-cultural resources are often regarded as zero-priced public goods and people rarely can appreciate their vulnerability. Arguments and dilemmas are often developed locally. Environmentalists and local people who are not related to the tourism industry often disapprove further expansion and they tend to be accused by the industry that they are against the prosperity of the region for their own individualistic reasons. Local people often enjoy little benefits as an underpaid labour force but they bear major costs and often have to be dislocated from their land. Governments and the political system are geared towards re-election. Hence, the political circle for demonstrating the ability of political parties to deliver prosperity to citizens is normally 4-5 years. Consequently, short term development is always favoured rather than a long term, well-planned one. Politicians and their close associates or major supporters frequently have commercial interests in tourism. Tourism industry executives as well as people in developing agencies frequently have retailing/ manufacturing backgrounds and they do not appreciate the differences of tourism development.

**Strategy and Perspectives:** Strategy can be explored from a variety of different perspectives and there are many definitions of what strategy is. It is important to understand these different strategic perspectives so as to gain an holistic understanding of strategy formulation and implementation. It is often the case that the opening chapter of any generic strategy textbook will include an initial definition and interpretation of strategy. Every market economy recognizes a specific and a huge potential in tourism for marketing its goods and services. In spite of tourism’s many faults and restrictions, like wild seasonal fluctuations of demand activation, relatively limited duration of tourist activities and large starting expenditure for building infrastructure and superstructure, many European and worldwide countries have chosen tourism as the best conceptual model for the economic development in the long run. In the developing countries, the orientation to tourism as a development concept is usually closely tied to the issues like how to strengthen the positions in the international exchange, find fast solutions to the balance of payments problems, unemployment, faster development of underdeveloped areas, etc. The major problem of our tourism before the patriotic defense war was the length of the tourist season. Today, that problem is even greater. Substantial additional investments are necessary in order to obtain prolonged tourist seasons. There are endless possibilities in the development of the selective types of tourism, especially those whose main activities are performed during the off-season. Only experts in marketing can offer solutions to the problems of how to improve the usage of the available potential, how to prolong the business operation season, how to successfully market in the international tourist trade (including the pricing, types of promotion and sale) and finally how to realize the development strategy. Today’s competitive terms in the modern tourist market are a constant challenge that has to be successfully dealt with. The managers have to be able to deal with the questions such as: how to apply the marketing conception to the tourist market, what goods and services to offer, how to improve extra hotel facilities, which pricing policy to adopt, how to improve the tourist promotion quality, how to make a positive and recognizable image of Croatia, which strategies to use, etc. Economic subject goals and marketing decision-making. Marketing-information and decision-making in marketing. Components and evolution levels of the marketing-information system in tourism. Formulation of data base (internal, external) and application programs, and solving organizational problems tied to the establishment of marketing-information system. Marketing-researches in tourism. Tourist market researches. Scientific approach to researches. Tourist market research process. Data sources. Establishing problems, defining research goals, sample choice, information gathering, preparation, and data processing, testing of hypothesis and presentation of the research results. Tourist market research methodology. Historical method, research method, observation method and experimental method. Researches for the needs of tourist market segmentation, products and services development, promotion, sales, pricing, levels of tourist satisfaction. Researches for the necessity of quality of service measurements - method servqual. Tourist trends predictions. Implementation of the tourist market researches. Practical examples of the tourist market researches.

**Natural Resource Management:** Natural resource management can be utilized as a specialized tool for the development of eco-tourism. There are several places throughout the world where the amount of natural resources are abundant. But, with human
encroachment and habitats these resources are depleting. Without knowing the proper utilization of certain resources they are destroyed and floral and faunal species are becoming extinct. Ecotourism programmes can be introduced for the conservation of these resources. Several plans and proper management programmes can be introduced so that these resources remain untouched. Several organizations, NGO's, scientists are working on this field. Natural resources of hill areas like Kurseong in West Bengal are plenty in number with various flora and fauna, but tourism for business purpose poised the situation. Researcher from Jadavpur University presently working in this area for the development of eco-tourism which can be utilized as a tool for natural resource management.[10-14]

The Macro Strategic Environment: An analysis of the macro environment is crucial in determining the factors which have a direct impact and/or might influence the strategic direction of an organisation. A number of different concepts can be used to analyse the external macro environment in an attempt to identify those factors, which might have an impact upon the organisation, both in terms of being a threat or an opportunity. The following are a list of book chapters and articles that introduce and discuss the various approaches to analysing the external environment.[15]

Ecotourism (also known as ecological tourism) is responsible travel to fragile, pristine, and usually protected areas that strives to be low impact and (often) small scale. It purports to educate the traveller; provide funds for ecological conservation; directly benefit the economic development and political empowerment of local communities; and foster respect for different cultures and for human rights. Ecotourism is held as important by those who participate in it so that future generations may experience aspects of the environment relatively untouched by human intervention. Most serious studies of ecotourism including several university programs now use this as the working definition. Ideally, ecotourism should satisfy several criteria, such as: conservation of biological diversity and cultural diversity through ecosystem protection, promotion of sustainable use of biodiversity, by providing jobs to local populations, sharing of socio-economic benefits with local communities and indigenous peoples by having their informed consent and participation in the management of ecotourism enterprises, tourism to unspoiled natural resources, with minimal impact on the environment being a primary concern. minimization of tourism's own environmental impact, affordability and lack of waste in the form of luxury, local culture, flora and fauna being the main attractions.[11-15]

For many countries, ecotourism is not simply a marginal activity to finance protection of the environment, but is a major industry of the national economy. Part of the problem, a clear definition must delineate what is, and is not, ecotourism. Ideally, ecotourism satisfies several general criteria, including the conservation of biological diversity and cultural diversity through ecosystem protection, promotion of sustainable use of biodiversity, share of social-economic benefits with local communities through informed consent and participation, increase in environmental and cultural knowledge, affordability and reduced waste and minimization of its own environmental impact. In such ways, it contributes to the long term benefits to both the environment and local communities. However, in the continuum of tourism activities that stretch from conventional tourism to ecotourism proper, there has been a lot of contention to the limit at which biodiversity preservation, local social-economic benefits, and environmental impact can be considered "ecotourism". For this reason, environmentalists, special interest groups, and governments define ecotourism differently. Environmental organizations have generally insisted that ecotourism is nature-based, sustainably managed, conservation supporting, and environmentally educated. The tourist industry and governments, however, focus more on the product aspect, treating ecotourism as equivalent to any sort of tourism based in nature. As a further complication, many terms are used under the rubric of ecotourism. Nature tourism, low impact tourism, green tourism, bio-tourism, ecologically responsible tourism, and others have been used in literature and marketing, although they are not necessary synonymous with ecotourism. The problems associated with defining ecotourism have led to confusion among tourists and academics alike. Definitional problems are also subject of considerable public controversy and concern because of green washing, a trend towards the commercialization of tourism schemes disguised as sustainable, nature based, and environmentally friendly ecotourism. According to McLaren, these schemes are environmentally destructive, economically exploitative, and culturally insensitive at its worst. They are also morally disconcerting because they mislead tourists and manipulate their concerns for the environment. The development and success of such large scale, energy intensive, and ecologically unsustainable schemes are a testament to the tremendous profits associated with being labeled as ecotourism. Ecotourism has become one of the fastest-growing sectors of the tourism industry, growing annually by 10-15% worldwide. One definition of ecotourism is "the practice of low-impact, educational, ecologically and culturally sensitive travel
that benefits local communities and host countries”. Many of the ecotourism projects are not meeting these standards. Even if some of the guidelines are being executed, the local communities are still facing other negative impacts. South Africa is one of the countries that are reaping significant economic benefits from ecotourism, but negative effects - including forcing people to leave their homes, gross violations of fundamental rights, and environmental hazards - far outweigh the medium-term economic benefits. A tremendous amount of money is being spent and human resources continue to be used for ecotourism despite unsuccessful outcomes, and even more money is put into public relation campaigns to dilute the effects of criticism. Ecotourism channels resources away from other projects that could contribute more sustainable and realistic solutions to pressing social and environmental problems. “The money tourism can generate often ties parks and management to ecotourism”. But there is a tension in this relationship because eco-tourism often causes conflict and changes in land-use rights, fails to deliver promises of community-level benefits, damages environments, and has plenty of other social impacts. Indeed many argue repeatedly that eco-tourism is neither ecologically nor socially beneficial, yet it persists as a strategy for conservation and development. While several studies are being done on ways to improve the ecotourism structure, some argue that these examples provide rationale for stopping it altogether. The ecotourism system exercises tremendous financial and political influence. The evidence above shows that a strong case exists for restraining such activities in certain locations. Funding could be used for field studies aimed at finding alternative solutions to tourism and the diverse problems Africa faces in result of urbanization, industrialization, and the over exploitation of agriculture. At the local level, ecotourism has become a source of conflict over control of land, resources, and tourism profits. 

In this case, ecotourism has harmed the environment and local people, and has led to conflicts over profit distribution. In a perfect world more efforts would be made towards educating tourists of the environmental and social effects of their travels. Very few regulations or laws stand in place as boundaries for the investors in ecotourism. These should be implemented to prohibit the promotion of unsustainable ecotourism projects and materials which project false images of destinations, demeaning local and indigenous cultures. The concept of ecotourism is widely misunderstood and in practice is often used as a marketing tool to promote tourism that is related to nature. This is an especially frequent malpractice in the realm of Jungle tourism. Critics claim that these greeningwashing practices, carried out in the name of ecotourism, often consist of placing a hotel in a splendid landscape, to the detriment of the ecosystem. According to them, ecotourism must above all sensitize people to the beauty and the fragility of nature. They condemn some operators as greeningwashing their operations: using the labels of "green" and "eco-friendly", while behaving in environmentally irresponsible ways. Ecotourism may appeal to ecologically and socially conscious individuals. Generally it focuses on volunteering, personal growth and environmental responsibility. Ecotourism typically involves travel to destinations where flora, fauna, and cultural heritage are the primary attractions. One of the goals of ecotourism is to offer tourists insight into the impact of human beings on the environment, and to foster a greater appreciation of our natural habitats. Responsible ecotourism includes programs that minimize the negative aspects of conventional tourism on the environment and enhance the cultural integrity of local people. Therefore, in addition to evaluating environmental and cultural factors, an integral part of ecotourism is the promotion of recycling, energy efficiency, water conservation, and creation of economic opportunities for local communities.

Mismanagement: While governments are typically entrusted with the administration and enforcement of environmental protection, they often lack the commitment or capability to manage ecotourism sites effectively. The regulations for environmental protection may be vaguely defined, costly to implement, hard to enforce, and uncertain in effectiveness. Government regulatory agencies, as political bodies, are susceptible to making decisions that spend budget on politically beneficial but environmentally unproductive projects. Because of prestige and conspicuousness, the construction of an attractive visitor’s center at an ecotourism site may take precedence over more pressing environmental concerns like acquiring habitat, protecting endemic species, and removing invasive ones. Finally, influential groups can pressure and sway the interests of the government to their favor. The government and its regulators can become vested in the benefits of the ecotourism industry which they are supposed to regulate, causing restrictive environmental regulations and enforcement to become more lenient. Management of ecotourism sites by private ecotourism companies offers an alternative to the cost of regulation and deficiency of government agencies. It is believed that these companies have a self interest in limited environmental degradation, because tourists will pay more for pristine environments, which translates to higher profit. However, theory indicates that this practice is not economically feasible and will fail to manage the
environment. The model of monopolistic competition states that distinctiveness will entail profits, but profits will promote imitation. A company that protects its ecotourism sites is able to charge a premium for the novel experience and pristine environment. But when other companies view the success of this approach, they also enter the market with similar practices, increasing competition and reducing demand. Eventually, the demand will be reduced until the economic profit is zero. A cost-benefit analysis shows that the company bears the cost of environmental protection without receiving the gains. Without economic incentive, the whole premise of self interest through environmental protection is quashed; instead, ecotourism companies will minimize environment related expenses and maximize tourism demand. The tragedy of the commons offers another model for economic unsustainability from environmental protection, in ecotourism sites utilized by many companies. Although there is a communal incentive to protect the environment, maximizing the benefits in the long run, a company will conclude that it is in their best interest to utilize the ecotourism site beyond its sustainable level. By increasing the number of ecotourists, for instance, a company gains all the economic benefit while paying only a part of the environmental cost. In the same way, a company recognizes that there is no incentive to actively protect the environment; they bear all the costs, while the benefits are shared by all other companies. The result, again, is mismanagement. Taken together, the mobility of foreign investment and lack of economic incentive for environmental protection means that ecotourism companies are disposed to establishing themselves in new sites once their existing one is sufficiently degraded.\[11,19,20,21,22,23,24,25\]

Because the regulation of ecotourism is poorly implemented or nonexistent, ecologically destructive greenwashed operations like underwater hotels, helicopter tours, and wildlife theme parks are categorized as ecotourism along with canoeing, camping, photography, and wildlife observation. Many environmentalists have argued for a global standard of accreditation, differentiating ecotourism companies based on their level of environmental commitment. A national or international regulatory board would enforce accreditation procedures, with representation from various groups including governments, hotels, tour operators, travel agents, guides, airlines, local authorities, conservation organizations, and nongovernmental organizations. The decisions of the board would be sanctioned by governments, so that noncompliant companies would be legally required to disassociate themselves from the use of the ecotourism brand. In addition, environmental impact assessments could be used as a form of accreditation. Feasibility is evaluated from a scientific basis, and recommendations could be made to optimally plan infrastructure, set tourist capacity, and manage the ecology. This form of accreditation is more sensitive to site specific conditions.\[11,16,19,24,25\]

RESULTS AND DISCUSSION

Although several researchers have identified inappropriate development as the major reason for environmental and socio-cultural decay, there is little research and publication of its impacts on the macro and microeconomics at the destination. As tourism grows uncontrollably several physical, aesthetic and atmospheric elements of the destination disappear, resulting in lower customer satisfaction. This generates a vicious spiral where consumers with high expectations and expenditure capacity are not attracted anymore to the destination, resulting in a further reduction of prices. As a result, further development is required in order to achieve economies of scale and run enterprises and the destination as a whole at the optimum cost.\[1-11\] The vicious spiral is triggered once tourism supply has exceeded tourism demand and thus spare capacity needs to be sold at a lower price. One would expect that after several years of experience, following the development of classic examples of mass tourism such as the Spanish Costas and Waikiki Beach in Hawaii, local authorities would be willing and able to control and guide development towards the achievement of the strategic aims of tourism. Evidence however demonstrates that this is stil not the case. Several factors contribute to this failure:\[4,5,6,25,26\]

- Most of the issues about the type of development followed (not only tourism) are subjective and subject to interpretation. The inadequacy and subjectivity of generic development indicators or the carrying capacity concept do not help the situation either as they fail to recognise unique settings and sensitive resources;
- Tourism is often the only industry that peripheral, insular and remote regions can gain competitive advantage on. Unless local residents develop (exploit?) tourism it is really difficult for them to reach the level of living projected/imposed to them through Western television (news and soap-series);

How can someone fight short-term individual prosperity (survival, or greed in some cases) for long term society prosperity?; Although smaller enterprises are often more greedy and lack an understanding of environmental concerns, they, at least, support the infusion of tourist expenditure in the local society improving economic multipliers. The public sector is often too weak to control and manipulate development due to the need to satisfy often unreasonable political
requests by the local industry and voters as well as due to the lack of funds for guiding regional development. Political pressure and influence make rational tourism management and development immensely difficult. In some cases, corruption at all levels of the public sector, especially in developing countries, makes the problem very difficult to solve. Although several tourism development issues are political and have a socio-cultural influence, at the end of the day they are all routed back to macro or micro economics. Economics motivates and leads development; Cynics claim that politicians are only interested in being re-elected and maintain political power, rather than save the earth or create sustainable development. In order to be re-elected they need to provide short term tangible benefits. People with political power support individuals to profit more, and in return they support them politically; socio-cultural characteristics are often used either to “dress” economic interests or to enable enterprises and politicians to get support from local people. Traditionally, environmentalists, planners, sociologists and anthropologists and to a certain degree socialists tend to be much more critical of tourism development and sceptical about its contribution to local societies. They tend to argue that tourism has disrupted local sociocultural and environmental resources and jeopardises the integrity of local communities by developing and delivering superficial and inauthentic facilities and services. The local community are treated as “second class” citizens within their own region whilst most of the benefits are ripped off by multinational organisations which have colonised and destroyed resort after resort. They are often quite pessimistic and almost claim that each attempt to develop tourism in a new destination will inevitably end up in a new disaster and hence often discourage new areas from developing tourism. Ecotourism operations occasionally fail to live up to conservation ideals. It is sometimes overlooked that ecotourism is a highly consumer-centered activity, and that environmental conservation is a means to further economic growth. Although ecotourism is intended for small groups, even a modest increase in population, however temporary, puts extra pressure on the local environment and necessitates the development of additional infrastructure and amenities. The construction of water treatment plants, sanitation facilities, and lodges come with the exploitation of non-renewable energy sources and the utilization of already limited local resources. The conversion of natural land to such tourist infrastructure is implicated in deforestation and habitat deterioration of butterflies in Mexico and squirrel monkeys in Costa Rica. In other cases, the environment suffers because local communities are unable to meet the infrastructure demands of ecotourism. The lack of adequate sanitation facilities in many East African parks results in the disposal of campsite sewage in rivers, contaminating the wildlife, livestock, and people who draw drinking water from it. Aside from environmental degradation with tourist infrastructure, population pressures from ecotourism also leaves behind garbage and pollution associated with the Western lifestyle. Although ecotourists claim to be educationally sophisticated and environmentally concerned, they rarely understand the ecological consequences of their visits and how their day-to-day activities append physical impacts on the environment. Ecotourism activities are, in of itself, issues in environmental impact because they disturb fauna and flora. Ecotourists believe that because they are only taking pictures and leaving footprints, they keep ecotourism sites pristine, but even harmless sounding activities such as a nature hike can be ecologically destructive. The industrialization, urbanization, and unsustainable agriculture practices of human society are considered to be having a serious effect on the environment. Ecotourism is now also considered to be playing a role in this depletion. While the term ecotourism may sound relatively benign, one of its most serious impacts is its consumption of virgin territories. These invasions often include deforestation, disruption of ecological life systems and various forms of pollution, all of which contribute to environmental degradation.\[11,17,18\]

The number of motor vehicles crossing the park increases as tour drivers search for rare species. The number of roads has disrupted the grass cover which has serious effects on plant and animal species. These areas also have a higher rate of disturbances and invasive species because of all the traffic moving off the beaten path into new undiscovered areas. Ecotourism also has an effect on species through the value placed on them. “Certain species have gone from being little known or valued by local people to being highly valued commodities. The commodification of plants may erode their social value and lead to overproduction within protected areas. Local people and their images can also be turned into commodities”. Kamuroo brings up a relatively obvious contradiction, any commercial venture into unspoiled, pristine land with or without the “eco” prefix as a contradiction in terms. To generate revenue you have to have a high number of traffic, tourists, which inevitably means a higher pressure on the environment. The underdevelopment theory of tourism describes a new form of imperialism by multinational corporations that control ecotourism resources. These corporations finance and profit from the development of large scale ecotourism that causes excessive environmental degradation, loss of traditional culture and way of life, and exploitation of local labor. In Zimbabwe and Nepal’s Annapurna region, where underdevelopment is
taking place, more than 90 percent of ecotourism revenues are expatriated to the parent countries, and less than 5 percent go into local communities. The lack of sustainability highlights the need for small scale, slow growth, and locally based ecotourism. Local peoples have a vested interest in the well being of their community, and are therefore more accountable to environmental protection than multinational corporations. The lack of control, westernization, adverse impacts to the environment, loss of culture and traditions outweigh the benefits of establishing large scale ecotourism. The increased contributions of communities to locally managed ecotourism create viable economic opportunities, including high level management positions, and reduce environmental issues associated with poverty and unemployment. Because the ecotourism experience is marketed to a different lifestyle from large scale ecotourism, the development of facilities and infrastructure does not need to conform to corporate Western tourism standards, and can be much simpler and less expensive. There is a greater multiplier effect on the economy, because local products, materials, and labor are used.

Profits accrue locally and import leakages are reduced. However, even this form of tourism may require foreign investment for promotion or start up. When such investments are required, it is crucial for communities for find a company or non-governmental organization that reflects the philosophy of ecotourism; sensitive to their concerns and willing to cooperate at the expense of profit. The basic assumption of the multiplier effect is that the economy starts off with unused resources, for example, that many workers are cyclically unemployed and much of industrial capacity is sitting idle or incompletely utilized. By increasing demand in the economy it is then possible to boost production. If the economy was already at full employment, with only structural, frictional, or other supply-side types of unemployment, any attempt to boost demand would only lead to inflation. For various laissez-faire schools of economics which embrace Say's Law and deny the possibility of Keynesian inefficiency and under-employment of resources, therefore, the multiplier concept is irrelevant or wrong-headed. As an example, consider the government increasing its expenditure on roads by one million $, without a corresponding increase in taxation. This sum would go to the road builders, who would hire more workers and distribute the money as wages and profits. The households receiving these incomes will save part of the money and spend the rest on consumer goods. These expenditures in turn will generate more jobs, wages, and profits, and so on with the income and spending circulating around the economy. The multiplier effect arises because of the induced increases in consumer spending which occur due to the increased incomes — and because of the feedback into increasing business revenues, jobs, and income again. This process does not lead to an economic explosion not only because of the supply-side barriers at potential output (full employment) but because at each "round", the increase in consumer spending is less than the increase in consumer incomes. That is, the marginal propensity to consume (mpc) is less than one, so that each round some extra income goes into saving, leaking out of the cumulative process. Each increase in spending is thus smaller than that of the previous round, preventing an explosion. Ecotourism has to be implemented with care. Strategic management techniques can be viewed as bottom-up, top-down, or collaborative processes. In the bottom-up approach, employees submit proposals to their managers who, in turn, funnel the best ideas further up the organization. This is often accomplished by a capital budgeting process. Proposals are assessed using financial criteria such as return on investment or cost-benefit analysis. Cost underestimation and benefit overestimation are major sources of error. The proposals that are approved form the substance of a new strategy, all of which is done without a grand strategic design or a strategic architect. The top-down approach is the most common by far. In it, the CEO, possibly with the assistance of a strategic planning team, decides on the overall direction the company should take. Some organizations are starting to experiment with collaborative strategic planning techniques that recognize the emergent nature of strategic decisions. Strategic decisions should focus on Outcome, Time remaining, and current Value/priority. The outcome comprises both the desired ending goal and the plan designed to reach that goal. Managing strategically requires paying attention to the time remaining to reach a particular level or goal and adjusting the pace and options accordingly. Value/priority relates to the shifting, relative concept of value-add. Strategic decisions should be based on the understanding that the value-add of whatever you are managing is a constantly changing reference point. An objective that begins with a high level of value-add may change due to influence of internal and external factors. Strategic management by definition, is managing with a heads-up approach to outcome, time and relative value, and actively making course corrections as needed. Operations management is an area of business concerned with the production of goods and services, and involves the responsibility of ensuring that business operations are efficient in terms of using as little resource as needed, and effective in terms of meeting customer requirements. It is concerned with managing the process that converts inputs (in the forms of materials, labor and energy) into outputs (in the form of goods and services). Operations traditionally refers to the production of
goods and services separately, although the distinction between these two main types of operations is increasingly difficult to make as manufacturers tend to merge product and service offerings. More generally, Operations Management aims to increase the content of value-added activities in any given process. Fundamentally, these value-adding creative activities should be aligned with market opportunity (see Marketing) for optimal enterprise performance. Focusing on the concept of international hotel manager, the overall aim of this article is to build up a connection between issues in the generic literature of expatriate management and the notion of international hotel manager. In this sense, the study begins with a review of expatriate management literature in order to illustrate emerging issues. Interpretation of findings of literature search suggests that it is possible to identify four distinct groups of articles referring to (a) adaptation to different cultures, (b) human resource management (HRM) in the context of expatriate managers, (c) women expatriate managers, and (d) other related issues. The review of hospitality management literature, on the other hand, reveals that studies focus particularly on the definition of the international hotel manager concept and identification of skills and competencies of effective international hotel managers. Fallowing this theoretical foundation, a process-based model for international hotel managers is proposed. This model is constituted by 4 main stages, including recruitment and selection, predeparture preparation, foreign assignment, and repatriation. Consequently, it can be suggested that this article highlights the crucial importance of the international hotel manager as an emerging concept, and reveals future research opportunities.

REFERENCES

9. The chapter outlines the different theoretical perspectives of strategic management and places this within the context of the hospitality industry.


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