

## TOURISM DEVELOPMENT POSSIBILITIES THROUGH EFFICIENT RISK MANAGEMENT OF THE PROJECTS

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**Abstract:** *In the project management, beside the financial management, team management and time management, one of the mandatory elements for the success of the project is the risk management. When the risk exists, it can be controlled through risk management but there are also hidden risks which are difficult to control. An efficient risk management can lead not only to the success of the project, which is mostly resumed to three directions: respect of the deadlines, of the budget and delivering the expected results in certain quality standards, but also to other projects which can be successful and which were generated by the occurrence of some unexpected risks and which apparently can be considered as destructive for the project. In the present article the author propose to show that the risk should always be considered as a negative element because the occurrence of the risks can generate a series of extraordinary opportunities but only for those who know how to use them mainly in the tourism area.*

**Key words:** *project, management, risk, tourism, development*

### INTRODUCTION

Each project has at least one risk. Therefore, we can't talk about a project without thinking to its risks, because in at least one of the project stages risks can occur and can have a higher or lower influence on the project. [1,6]

Managing the project risks is not an easy process, both due to the projects complexity and their diversity. Each project is unique and with a high level of uncertainty, making it very different from other projects and therefore it is impossible to use "general success recipes". Most of the current projects are considered a challenge to manage in certain conditions a set of financial, material and human resources. [2,3,4]

Due to the fast pace the projects environment is evolving we can notice that also the number and the severity of the risks is continuously increasing and can lead to a higher degree of projects failure. In order to avoid the failure of a project it is necessary to use the best practices but these best practices are coming through experience and unfortunately the experience is gained through failures. So we can learn what not to do by doing and then facing the consequences. Fortunately we can use the experience even if it not ours. [4,5]

According to Tom Kendrick the projects are successful because their managers are aware about the following aspects:

- The managers consider that a large amount of a project work is not different from one project to another; so the work, notes, records and lessons learnt from previous projects can be used as a very useful "map" to identify and avoid possible issues;
- The managers plan the whole work for a project and mainly the parts which need innovation in order to understand the challenges and to anticipate some of the risks.

According to this argument, the efficient projects are based on two components:

looking backwards some of the failures can be avoided and looking forward using a proper planning some of the possible issues can be minimized or even eliminated.

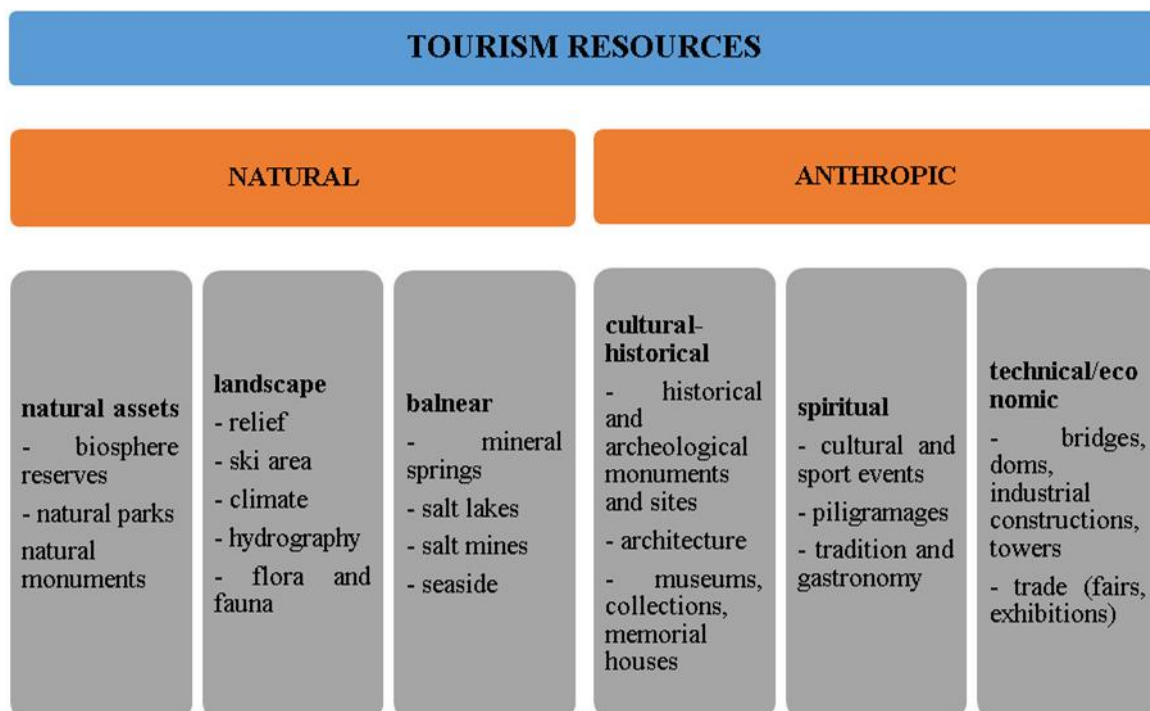
### MATERIALS AND METHODS

Studying different sources from the specialized literature, sources which were mentioned in the biography section, the author try to show that even the risk is considered a negative element for projects, in some cases it can be a good opportunity, a starting point for new projects especially in tourism area.

### RESULTS AND DISCUSSIONS

Considered one of the most complex branch of the global economy, with amazing performances in the last years, the tourism enjoys a special consideration in the social – economic development policy. Tourism development is closely related to the development of the other economic sectors. Practicing tourism, through multiple tourism forms, is based on the existence of natural and anthropic resources which are valued and used from economic point of view. Also, the tourism has an important role in the human area because it generates a series of positive effects both for the tourists and on the population from the respective areas. [8]

The tourism development can be realized through planning, materialized in social – economic development strategies and policies based on the existence of touristic resources (fig 1) and implicitly of touristic potential.



**Figure 1. Types of tourism resources**

*Source: Puca u, Violeta, 2015*

Frequently the valuable touristic resources and the possibilities to practice tourism were discovered during the activities of some projects, mainly those for highway constructions. The discoveries, even highly valued from cultural and historic point of view, represent risks for the projects and sometimes they are considered as major risks because they slow down the projects or even stop them leading to delays and supplementary costs.

In the projects related to highway construction the most threatening risks are the archeological sites because their discovery leads to a long series of delays.

Such an example is the construction of the highway between Lugoj and Deva (Belint – Traian Vuia segment), where in 2012 more than 6 sites were discovered from Bronze Age, Roman and Medieval period. The most important site is the village Paru where more than 500 archeological complexes, house pits, clay pits and more than 50 graves were studied, representing the largest necropolis for this culture group. According to the specialists from Banat Museum from Timisoara, the graves are the most important objects because they reveal new information about the funeral rite and ritual from the end of the Bronze Age from this area. It was found that the deceased were taken to a funeral pyre where they were burned together with articles from the funeral trousseau which included: clay altar-table for funeral offerings, stone grinder and other clay pots used for the funeral banquet. The modern dating methods with radioactive carbon show that Paru necropolis is dated in the period 1300 and 1200 b.C. [9]

The construction of the same segment lead to the discovery of a cave which hosts a protected species of bats.

Also, the projects related to the modernization of the infrastructure from the oldest cities are threatened by the archeological discoveries which can delay the works.

Timi oara is an example, starting with 2011 there were many archeological discoveries due to the modernizations works from the old center of the city (prehistoric vestiges, ceramic fragments for Baden culture, Gemgine temple walls, 400 years old Turkish bath, ceramic fragments from the ottoman occupation, ottoman necropolis, aqueducts, 18<sup>th</sup> century medieval shuttle etc).

Most of these discoveries deserve to be introduced in the touristic circuit and not only because this circuit can be performed also by the locals, not only by the tourists. These discoveries can be a starting point for the cultural-historic development of tourism in the area.

So, what is a risk for a project could be a tourism resource for the national patrimony and they should be capitalized in order to bring profit. The method in which the risks are managed and how the touristic resources are valued and included in the touristic circuit influences both the success of the project and the tourism development in certain areas.

## CONCLUSIONS

For projects, the risk management is very important and useful and involves a series a measures which allow the identification, analysis and reduction of risks.

The risk management of the projects depends on how the project team perceives the sources which generate the risks and on the ways of working to minimize the threats and maximize the opportunities whenever possible. An efficient risk management increases the success changes of the project.

Often the occurrence of risks can have devastating effects for the projects, but in many cases it is possible to transform some of these risks into opportunities which can generate new successful projects in the tourism area and for the development of this sector. This depends mainly on the manager's vision, the way he/she can see beyond the negative

effect of the risk a new opportunity to explore.

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