Subject matter of the dissertation: Formation and development of personnel potential as most important element of competitive advantage of the hotel enterprise (for example hotel Ararat Park Hyatt Moscow).

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Customer organization: Hotel Ararat Park Hyatt Moscow

Topicality of the research: Recently the hospitality industry starts changing. All the matter is that, guests’ inquiries increase, and, therefore, also standards of hotels service, especially high level raise. The most important condition of development acceleration of hotel business is rational formation and effective use of hotel personnel capacity that will promote providing it shots. These shots will be capable to solve the set production and organizational tasks, and also to resolve the difficult and constantly changing situations. Further personnel potential will be the most important element of competitive advantage. It considerably predetermines hotel competitiveness, and, therefore, economic efficiency and chances of its continuous presence in the hotel sphere.

Objective matter of the dissertation consists in development of recommendations about development of personnel potential as element of competitive hotel advantage on the basis of research of theoretical and practical aspects of formation of personnel potential in hotel Ararat Park Hyatt Moscow. For achievement of this purpose in dissertation the following tasks are set:
- to define the content of the concepts "potential", "personnel potential", and also distinction in the concepts "shots", "personnel", "manpower";
- to study methods of the analysis of personnel potential;
- to investigate formation of personnel potential;
- to define concept of competitive advantage;
- to investigate features of management of personnel potential;
- to give a general characteristic to hotel Ararat Park Hyatt Moscow and to study history of hotel creation;
- to analyse organizational structure and personnel structure of hotel Ararat Park Hyatt Moscow;
- to develop recommendations about development of personnel potential;
- to define the content of the concepts "mini-dictionary" and "speech cliche";
- to make the mini-dictionary with terms of hotel business;
- to make a cliche for effective work with foreign clients.

Theoretical significance of the research consists in that that, despite methodical development in the field of formation and development of personnel potential, in
final qualification work theoretical and methodical provisions on creation of competitive advantage by means of development of personnel potential and creation of the mini-dictionary and the speech cliches assuming continuous training of employees and improvement of their skills and abilities are presented and proved.

The practical significance of the research consists that the developed recommendations about development of personnel potential as competitive advantage of hotel Ararat Park Hyatt Moscow can effectively be used both in the hotel, and in HIGHER EDUCATION INSTITUTIONS in "Hotel business" for updating of the curricula. Also made mini-dictionary and speech cliches can be used by the hotel staff and students of educational institutions.

Results of the research: Personnel potential is the general (quantitative and qualitative) the characteristic of the personnel as one of types of resources, connected with performance of the functions assigned to it and achievement of the objectives of perspective development of the enterprise; these are the available and potential opportunities of workers as complete system (collective) which are used and can be used at a given time.

The conducted research allows to draw a conclusion that formation of personnel potential represents difficult stage-by-stage process.

In the course of work we came to a conclusion that effective development of personnel capacity of hotel, undoubtedly, is an element of its competitive advantage.

Recommendations: In dissertation recommendations about development of personnel potential as element of competitive advantage of hotel Ararat Park Hyatt Moscow are developed.

The following recommendations were offered:

• Involvement of employees to the programs of training existing in hotel Ararat Park Hyatt Moscow. In particular, to foreign programs and programs of internal cross training.
• Improvement of a control system of career development on the basis of the program of training of Hyattrack.
• Improvement of system of training of hotel branch by means of adjustment of mutually beneficial relations between Higher education institutions and the hotel enterprise.
• Strategy change. To concentrate all the opportunities on smaller, but the most high-quality release of experts.
• Creation of system of preparation in specialized HIGHER EDUCATION INSTITUTIONS of administrative shots for the hotel industry coordinated with the hotel enterprise.
• Creation of certain competences according to requirements of hotel, leaning on which HIGHER EDUCATION INSTITUTIONS will correct the curricula on training of specialists.