Chapter II

Research Design
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Experiments, all over the world, and resultant experiences have proved that success of a tourist destination depends upon totality of strategic efforts made by various stakeholders and careful marketing, in addition to the inherited tourismagnetism along with the uniqueness of resources, products and activities. This, obviously, requires well-conceived and effectively implemented innovative steps from all the players including planners & policy makers, practitioners, representatives from hospitality sector and media persons to even academic institutions. O’Brien-a British tea saloon owner- has rightly stated “with innovative and effective marketing, one can motivate the people to even eat hay, after the meals”. Tourism marketing, undoubtedly, is extremely complicated and challenging task, mainly due to prevalence of literally independent components of tourism product, in addition to multiplicity of regions in a tourism system that prove to be symbiotic to each other for carrying out varied tourism operations efficiently.

Diverse preferences, priorities, wide-ranging spending abilities & patterns, spectrum of motivations, varied socio-cultural linkages, ethics & ensuing values and customs etc. of the tourists further accentuate the challenges for tourism promoters, practitioners and those who are involved with the management and development of destinations. Then there is a whole set of factors like highly dynamic & capricious economic scenario, newer sets of developmental philosophies & policies, escalating competition, fast changing political equations amongst various countries, climatic catastrophes at destination, transit or tourist generating regions, having direct correlation with the performance of any tourism system. Undoubtedly, the perceptions, priorities and preferences of individuals or various groups of tourists with regard to perceived touristic appeal of resources or destinations, motivations & reasons behind visit or repeat visits,
choice of specific mode & type of transport or board & lodging facilities, shopping behaviour, and price sensitivity do vary, from season to season, circumstances to circumstances and destination to destination.

Evidently, a well-to-do foreign tourist, inspired to go to a far flung village in Chitarkoot in Uttar Pradesh for meditation, staying in a 5 Star property in Delhi may have to resort to a mediocre hotel in Jhansi and subsequently use a tourist guesthouse, a private lodge and ultimately, a dhamshala during his/her journey, at different places, subject to the situation and/or availability. Similarly, the tourist, who initially visited India as a mountaineer may revisit to experience coastal recreation, again as a wildlife enthusiast and so on, and in each case, some change in buying behaviour in terms of stay, food, shopping and transport etc will be observed. In addition to this, the so furiously existing keen, and sometimes imperceptible, competition between tourist centers/regions/countries further necessitates holistic research, in various perspectives of tourism. The importance of this type of research is much more crucial in case of developing economies, like India, which have to manage their justifiable share of the market within the limited resources and means.

Talking in Indian context, while appreciating tourist resource potential in the country, Hinchinbrook J. (1970) in his thought-provoking article “The Myth of Tourism” observes that, “the great mass of India’s potential market is still awaiting to be told what India really is”. Almost similar views have been expressed by Chester Bowles (1967), in his paper “Tourism - an untapped market” – ‘Why not show them the promise of India’s future as well as of India’s ancient glories and her varied Natural Resources?’ Thus, while the earlier statement speaks of the failure of the country in terms of en-cashing her vast resource potential, the latter, in a way, is a feedback on the prevailing market awareness, about its otherwise class historical, cultural and natural tourist treasures. The observations of Singh(1974), Anand (1976), Adhikari(1984), Kaur(1985), Kalak(1985), Bagri(1992), Punia(1994), Bansal(1994), Singh(1999) and various other researchers, though made in different context of Indian tourism, are taken into consideration, the poor performance of the country can be largely attributed to the lack of an effective, long term
integrative tourism planning and not its weak economic base. This conclusion is supported by the fact that there is no dearth of the tourist activities that can be promoted with little infrastructural inputs, like trekking, mountaineering and most of the water based pursuits. Incidentally, the once existing wide tourism gap between the developed and developing countries is now narrowing down quite rapidly and the emerging tourist traffic trends are steadily favoring Asia-Oceania region.

Increasing lust for adventure and fast emerging interest in old world culture and pure nature are considered to be the factors responsible for these changing trends. Since India occupies a strategic location in the Asia-Oceania region, and it has fabulous natural and cultural tourist resource wealth, it is now high time that the country prepares herself to the big tourist boom that is on the cards. This, in turn, would demand for a thoroughly professional attitude and efforts on part of the tourism players of the country at micro and macro regional perspectives. Appropriate strategies to penetrate the desired "niche markets" must be taken up on a priority basis. Accordingly, the facilities, amenities and services need to be shaped, but in the manner that the tourist plant doesn't act parasitically on the destination environment. It must also not lead to the dilution or distortion of the "local values", leave aside creating a negative image of the country. So far 'the practice has been to create the tourist supplies on the basis of perceived perceptions and not on authentic research on the actual and potential tourist demands' (Kandari, 1994).

Unfortunately, a country like India, with all her glorious history, dramatically diverse natural manifestations and fabulously rich cultural expressions, has so far a dismayingly poor performance in international tourism - so much so, that even a city nation like Singapore receives more tourists than this massive sub-continent - leave aside the countries where the annual tourist arrivals sizably surpass their resident population. Incidentally, even now, when this country of 107 crore people is attracting merely five million foreign tourists, tourism has become a pivotal source of foreign exchange earning for it, one can imagine the situation when the inbound tourism comes equal to just one per cent of India’s population. In view of the consistently growing urge for nature
tourism, wildlife tourism, ethnic tourism and eco-tourism etc., it seems not to be a distant dream for the country to come-up as the most-sought-after destination of the globe-trotters, provided that coordinated efforts by the various tourism players of the country are organized in a dynamically coordinated manner, which would largely depend on the willing involvement of the community at large. This observation is based on the simple logic that the ultimate success in tourism rests on every common man who plays the role of a socio-cultural ambassador of the destination – be it a resort, a region or a country. Here comes the relevance of initiating and nurturing special drives/campaigns and research highlighting the good, the bad and the ugly faces of tourism in a way that the society could aptly understand and assimilate the facts in a realistic manner and comes forward to play an active role, preferably in a critical manner.

Infact, tourism and hospitality is not new to Indian philosophy and people, as it has existed in Indian culture since ages. To prove my point the Aryans traveled from western Europe to middle East and then to Indian sub continent in search of greener pasture and later great empires emerged from smaller tribes which were basically nomads, had to travel initially in search of livelihood and later for building strong hold and identity. The religious minded emperors built and provided transport facilities for their citizens, along with way side amenities like sarais inns, dharamshalas, so as to faster trade, commerce and religious sentiments. The Kautilya’s Arthashastra scripted during Gupta’s period (termed as golden age) in Indian ancient history) has also stated that traveler must be treated with great respect and are ambassadors of prosperity of any country or sect. The Mughals are one to encourage leisure tourism by building and popularizing cerebral destinations in the country as they created Arimgahs and various Baghs (recreation park). The British empire, had the great planners, architect, policymakers and think tanks and have indeed given an impetus to special interest tourism by building roads, tracks, rail routs, guest houses, forest lodges etc., at the remotest places specially in the Himalayan Belt for there own recreation and pleasure. Since independence many wayside facilities and amenities have been created by public sector and private sector and interest parties to provide comfortable stay of travelers, paradoxically, till recently there was not
strict laid down policy as such to promote tourism and hospitality sector and they had their own natural growth over the years.

Undoubtedly, Indian subcontinent has tremendous resource potential for being promoted as an ideal tourist destination for, “All reasons & All seasons”. But unfortunately the performance of the country has been dismaying, owing to various reasons like, political, seasonality, calamities, lack of proper marketing, the distance from tourist generating market, poor image etc. In terms of relative performance of various states & Union Territories the heartland of Uttar Pradesh finds a prominent place in terms of it’s appeal, religious sites, culture, geographical diversity, flora & fauna, etc. The growth of tourist influx to this largest state is steadily increasing and the state is surging ahead as one of the most favoured destination among domestic & international tourist.

The state houses, popular pilgrimages, shrines like Vanarasi, Allahbad, Chitarkoot, Adhoya, Kushinagar, Taj Mahal of Agra and historical cities like Lucknow, Jhansi, Gorakhpur, and so on, which attracts millions of tourists annually. The state is richly equipped with sites & places for cultural tourism owing to its rich heritage, is also dotted with several sites of natural beauty having scope for adventure sports & adventure tourism. The customs, traditions, art, craft, fairs & festivals of Uttar Pradesh provides soothing experience to the residents & even more to the visitors. The rich bio-diversity proves to be an important attraction for the nature lovers, eco-tourists & bio-scientist.

Indeed, the public sector tourism institutions of the State are credited for employing the most appealing destinations Marketing strategies with regard to both Domestic and International tourism. The growing popularity of the local prevalent fairs & festivals and particularly Ardh Kumbh Mela, Allahabad, Ramayan Mela, Chitrakoot, Ganga Mela, Gokul Pura & Moti Katragra, Gorakhnath Khichri Mela, Gorakhpur, Cattle Fair, Bateshwar District Agra, can be taken as effective examples of this effect. However, still the performance of the state is nowhere close to its potential. While hostile methodology of the study area alongside discouraging situations one and other part of the country may be taken responsible in this regard. But, if thoughtful marketing and special awareness
campaigns guest and the host may counter these all odds to a greater extent. The touristic supplies also need to be thoroughly assessed vis-à-vis the actual set of tourist demand, and accordingly set priorities for immediate actions, or say the corrective measures. The traditional approach of promoting the tourist destinations or creating tourist supplies may not help any more specially at a time when the world is growing more and more competitive. The state of competition in the sphere of tourism is on the move, keen and edgy, on account of the multifaceted advantages of this fastest growing and yet smokeless industry. Therefore, it is high time that in-depth and applied research be conducted on the diverse prospective of tourism with respect to Uttar Pradesh. It would enable the state to realistically enhance its tourism share out of both Domestic and International Market.

Universally appreciated as an agent to holistic development, this multi-beneficiary industry, obviously, assumes special significance for a developing economy like India having an unparallel touristic appeal. This country has the inherent strength to emerge-forth as the most sought after destination on the international map of tourism, provided every player of the sector willingly plays an active and earnest role towards promotion of responsible tourism. The maxim ‘Atiithi Devo Bhava’ encapsulates the high honor and hospitality that our society accords to the guests and the travelers.

SELECTION OF PROBLEM

- In the light of the above discussion it was found imperative to select an applied topic related to tourism destination research. The study of Organization and Management of Tourism in Uttar Pradesh was decided to be studied.
- Uttar Pradesh finds an important place on the international tourism map and, in view of the multitude of resources it has, alongwith its strategic location, it must prepare itself for a greater influx of tourist traffic in future. Thus, it automatically becomes important to understand the quality of tourist
experience so that the supply-mix could accordingly be improved-upon, qualitatively and quantitatively:

- Concentrated efforts need to be made to undertake in depth and applied studies on the Demand Supply perspectives in Indian context, if the country is to achieve its rightful share in International Tourism.

- In view of the huge geographic area of the country vis-à-vis the multitude of diversity in the tourist resources in its different geographic, cultural and socio-economic sector, it becomes imperative to confine research to limited and defined geographic and administrative regions.

- The state of Uttar Pradesh, otherwise not so rich in economic geology, has a fabulous tourism resource treasure which, if judiciously exploited, can not only act as the mainstay for the people but may bring in overall prosperity to the state, as a whole.

- Uttar Pradesh was steadily emerging as a major destination on the International map of tourism but due to formation of new state of Uttranchal the progress has been sluggish in recent years. The fact that about 20% foreign tourists coming to India does visit one or the other destinations of Uttar Pradesh itself speaks of its being, one of the leading tourism states of the country.

- However, Considering the rich touristic appeal of the state, specially its fascinated monumental heritage, alongside the unique and colorful folk art and craft forms, its market both in terms of domestic and foreign tourism is still meager as compared to the prevailing tourismagnetic appeal. Evidently, a country like France, which less population and even lesser geographic area attracts above 70 million foreign tourist per annum against merely .5 million by the later.

- Therefore, it becomes imperative to critically assess the situation and cross examine the facts in the light of the tourism development, strategies adopted by the state of Uttar Pradesh, and accordingly suggest viable steps to this effect.
The above reason prompted the present scholar to take up an applied research problem on Uttar Pradesh, as under:

Statement of the Problem:

*Organization & Management of Tourism in Uttar Pradesh: A Critical Assessment*

**HYPOTHESIS**

- Growth and Development of Tourism in Uttar Pradesh is nowhere close to its rich tourism resource treasure.
- Tourism in Uttar Pradesh has been comprehensively developed, as tourism being planned scientifically and in an integrated manner.
- The Institutions and Organisations acting in the field of Tourism are prudently employing state of art knowledge and skills in promoting Tourism
- The Management of Uttar Pradesh as a Tourism Destination is being effectively carried out.

The hypothesis shall be tested with the conclusions derived from the cross analysis and interpretation of the facts collected through the structured questionnaire on organizational and effective management vis-à-vis satisfaction of tourists visiting some selected places of Uttar Pradesh.

**OBJECTIVES OF THE STUDY**

The objective of study, as revealed from the research topic it, is to critically assess the growth and development of tourism in Uttar Pradesh, identify the problem areas and accordingly suggests appropriate strategies.
For convenience the objective can be divided into under mentioned sub-objectives to study the tourism resource potential, existing tourist plant facilities and their organization and management in the study area.

- To examine the domestic and foreign tourist traffic trends in the state of Uttar Pradesh.
- To understand the existing gap (if any) between tourist demand and tourist supply in both quantitative and qualitative terms.
- To make an indepth study of Organization and Management of Tourism in the State.
- To undertake prognosis on the future tourist traffic trends and tourist demand patterns.
- To critically perceive prevailing planning and policy framework.
- To perceptualize the major constraints on way to the development of tourism in the state and accordingly suggests some viable strategies.
- To suggest feasible steps towards abridging the gap between tourist expectations and satisfaction through improvement in management of various supply components, but strictly within the framework of socio-cultural economic and ecological norms.

**SIGNIFICANCE OF THE STUDY**

Though Uttar Pradesh was looked upon as a major loser due to creation of new state of Uttarakhand, yet the State as emerged as a promising destination by judicious development and effectively marketing of newer destinations. The vastness of the state and the population density, poor infrastructure, lack of political will etc are the factors accounted for sluggish growth of tourism influx. This situation, according to many scholars, could be attributed to the lack of research-based marketing. A introspection of the situation reveals that dearth of authentic data on almost every perspective of Tourism including Human Capital, identification, documentation and mapping of tourist resource potential, existing tourist plant facilities and support infrastructure, basic facts about the destination (climatology to cultural anthropology), market and marketing perspectives,
SWOT aspects, host perspectives, destination exosphere, intra-sectoral co-ordination, carrying capacity, tourism conservation aspects, and the like factors, have always been the eminent gray areas. In fact tourism in the state has, till now, been developed and promoted with an exclusively myopic profit motive. Such a developmental philosophy, however, can prove to be highly disastrous if not planned along the principle of sustainability and with in the limitations of carrying capacity. A state like Uttar Pradesh needs to take tourism seriously, especially because this can certainly prove to be instrumental in improving the socio-economic condition of its community which is marred by the problems like marginal agricultural land, lack of openings in Governmental sector etc., but is privileged to have an extremely rich panorama of natural & cultural resources that have potentiality to be converted into touristic appeals and, of course, a fairly large set of educated youths. There could be no doubt about the priority being attached to tourism under the contemporary policy of the state but if her performance is so dismaying, lack of authentic research seems to be the major reason. Under such circumstances, any research in tourism is vitally important and while the significance of the present research problem particularly dealing with a very challenging and yet applied issue related to marketing, becomes all the more essential.

The study of expectations of the tourist is by and large, a qualitative and quantitative assessment of the promotional efforts made by any destination. The results of such studies obviously highlight the areas of improvement in the ongoing market practices, besides providing important clues on generic level of expectations with regard to the various services available at the destination that play the determining role in the decision making process of the tourist vis-à-vis visiting a given destination. Lower expectation for otherwise stronger appeal / services / facilities / amenities at the destination naturally speaks of ineffective or weak marketing efforts. Likewise, higher expectation with regard to a destination compared to the ground realities denotes over-enthusiastic marketing that is unwanted. Such studies also throw light on the relative significance of various destination-related factors (e.g., services / facilities / amenities / price / general environment) in tourists’ decision-making process.
Therefore, this research, as any other study on organization and management, is likely to be useful not only to those involved in destination marketing and promotion but also to destination planners and developers, in addition to the various tourism and hospitality enterprises/entrepreneurs. Since the satisfaction of tourist is the direct reflection of the prevailing gap in the tourist demand and supply – both in quantitative and qualitative terms, this study is likely to provide broad assessment on the type and extent of improvement required in provision of various amenities and facilities with reference to tourists visiting Uttar Pradesh. The present study can provide essential inputs to the prospective researchers interested in similar studies. The tourism planners, administrators, decision makers, entrepreneurs, scholars and other concerned will be immensely benefited by the conclusion drawn out of this research to rationally perceive the strengths and weaknesses of the destinations to accordingly act upon.

The multidimensional significance of the present study are summarized below:

- **The study would systematically enlist and map the tourism resource potential of Uttar Pradesh, which may prove to be a ready reference for those concerned with tourism.**
- **The present piece of research would inculcate understanding among the various players of the tourism**
- **To study about the actual tourist demands in both quantitative and qualitative term and accordingly review the planning/ Marketing strategies including repositioning of their products and services of study area.**
- **Study may prove particularly useful to the public sectors, tourism institutions, planners and policy makers to perceptualise inter-relationship and accordingly reset their priorities.**
- **It would help the various public and private sector tourism enterprises in understanding tourist psychology, attitude and behaviour in addition to the specific demands of different tourist segments for food, stay, communication, health & hygiene, recreation and entertainment, tourist-activities, shopping and tour packages etc. and thus enable them to create appropiate tourist supplies.**
- The study looks forward to be instrumental, to whatever extent, in anticipating the growth and development of tourism, in the state in long-term perspective through cautious utilization of the resources and bringing a positive touristic image of Uttar Pradesh.

MODUS-OPERANDI

The research is based on the cross assessment of empirical and descriptive information available from such secondary sources like books, research papers, popular articles, published and unpublished reports of various institutions, findings of research projects and doctoral studies, physical observations / surveys conducted by the scholar and the responses collected from the tourists through a well structured questionnaire.

Due care has been taken to get the responses of the respondent on expectation before they actually set out for Uttar Pradesh from their respective originating place, while the second part of the document was preferably given to them after completion of their visit. Though the researcher has spent quite a lot of time in Uttar Pradesh during the course of this research, yet it was found to be too difficult to get the two sections of the questionnaire filled from the same set of visitors, mainly because of the good deal of investments in terms of money, time and manpower that for an individual scholar is not viable. Therefore, the only option left was to go for convenient sampling to get the responses of the tourists, irrespective of the fact whether an individual was to begin the journey for Uttar Pradesh, or already had the cumulative experience of the state and is back to the TGR. Of course, the test questionnaire was launched successively in three phases but only to judge whether there is any gap between the intention / purpose of the question and the perception of the respondent on it.

To begin with, the scholar spent around a month at major tourist centers of Uttar Pradesh in order to have the feel of the study area and to precisely recognize the tourism-mechanism of these places. The whole idea was to see and experience some of the available tourist resources & attractions, activities and facilities, alongside interaction
with the various stake-holders of tourism including tourists, hosts, tourism professionals, as well as tourism planners. These brief orientations proved to be extremely beneficial in reviewing the entire research framework in a matter of fact manner.

The study heavily depended on wide variety of secondary sources. The information on such perspectives like historical, economic and socio-cultural personality of the conserved destinations including their architectural/monumental heritage, prevailing art forms and craftsmanship etc. from sources available in the forms of books, research papers and popular articles on history, art, architecture etc. Likewise, the sources of information for accommodation, transportation, support infrastructure, policy framework, legal and regulatory framework, tourism policy and the like areas were largely gathered from the published and unpublished reports of Ministry of Tourism (MoT), Govt. of India, state tourism bodies, Department of transport and communication, Archaeological survey of India (ASI), Airport Authority of India (AAI), Indian Railway Offices, Department of Environment, City Development Boards /Authority / Municipal Corporations, and from the documents of TAAI, IATO, FHRAI and annual reports of various leading travel agencies, tour operators and hotel properties.

As regards the empirical data on tourist demography, stay, expenditure, season wise visits, motivations, mode of transport used vis-à-vis tourist visiting the Indian destinations, hotel occupancy, shopping patterns and like perspective used in the study largely are based on the reports of Central and State Department of Tourism while the international tourist traffic trends and receipt patterns cited in this research monograph are largely based on the WTO reports. A good deal of information has also been collected through on-the-spot interviews and discussions with tourists, tourism entrepreneurs, transport agencies, tour operators and hotel professionals.

As regards the Organisation and Management of institutions and Organisation of Tourism in Uttar Pradesh, Department of Tourism (Government of India), UP Tourism Development Corporation’s records and reports have been used as base studies to cross-
examine the facts. It is however based on the primary information derived through the responses of tourists through the carefully designed, structured questionnaire.

**Plan and Procedure**

The study shall be based on the cross examination and interpretation of the data and facts on various relevant perspective, collected through available secondary information after due authentication, modification, elaboration and exploration through primary research. Thus, it is essential to make a blue print of the entire gamut of the investigation before actually carrying out the study. This exercise helps in ensuring success of a venture without much difficulty. Moreover, the chances of being biased in the investigations can also be reduced. Taking into account the nature of problem in hand, the following steps are proposed:

- Research Methodology
- Sample and Area
- Tools
- Collection of Data
- Administration of Questionnaires
- Statistical techniques for analyzing the data

**Research Methodology**

Though various methods of research are available for the data collection but the final decision about the choice of a method depends upon the nature of problem selected and the kind of data required for its objectives. Generally, the following methods are used in the field of research:

- The Historical Method
- The Survey Method
- The Description Method
- The Experimental Method and
- The Case Study Method

The present research is based on descriptive survey method. The method of research is used for fact finding investigations and involves interpretation, comparison,
measurement, classification, understanding and solution of significant performance appraisal measures with regard to hotel business. This method also deals with relationships between variables, the testing of hypotheses and development of generalizations that have universal validity.

**Sample and Area**

To conduct the study in proper manner, a sample is specified and data are collected accordingly. Everyone attempts to draw conclusions about large group on the basis of a small group. Much information is obtained in this manner i.e., through the use of samples. Due to certain obvious constraints it is not possible to study the whole population, hence random sampling method shall be used for collecting information. Approximately 500 questionnaires shall be used for cross examination and interpretation of the data and facts on various relevant perspectives.

**Tools**

Success of research depends upon objectively and adequately collection of relevant data and application of scientific data collecting tools. The research tools for the present study identified on the basis of the nature of the problem under investigation are to use different sets of questionnaire for different samples.

The following questionnaires shall be used:
- Performance appraisal questionnaire
- Job Satisfaction questionnaire
- Organizational Commitment questionnaire
- Background Information questionnaire
- Guest Satisfaction questionnaire

**Collection of Data**

Permission shall be sought from the hoteliers for obtaining the responses from their employees and guests. Before administering the Questionnaire the respondents shall be briefed about that Questionnaire and also that no response is wrong and they are free to tick any response of their choice. Besides, a proper rapport shall be established by the
researcher with the respondents for obtaining the authentic information. Precaution shall be taken to avoid biasness in the responses.

**Administration of Questionnaires**

Different sets of questionnaire were administered to the employee. At the outset, the subjects shall be instructed to fill the required information correctly. Before administering the Questionnaire, a proper rapport shall be established by the researcher with the respondents for obtaining the authentic information. The nature and purpose of the work shall be communicated to the respondents through a covering letter as well as personally by the researcher.

**Statistical techniques for analyzing the data**

After scoring the questionnaire the data will be computerized, beside the manual tabulation and analysis shall be performed. The data analysis and interpretation techniques shall be decided taking in view the viability vis-à-vis affectivity perspective. Indeed each set of questionnaire shall be used after incorporating changes and modifications based on feedback from the test questionnaires. Generally 5 points scale shall be the option for the respondents but a few questions would also be open ended. As far as possible, efforts shall be made to collect maximum information through mail questionnaire method so as to ensure authenticity.

Anticipating the magnitude and complexity of the research, the following parameters were drawn:

- **Information on the geographic and socio-cultural perspectives of the study area** shall be collected from the authentic secondary resources including books, research papers, project readings and published and unpublished reports of a concerned governments departments.

- **Good deal of literature is now available on tourist resource potential in Uttar Pradesh**, though largely in fragmented form, apart from being incomplete and unsystematic. Therefore, whenever required, primary data has been collected through on the spots visit and other possible means.
• Likewise, the facts readily accessible about the existing tourist plant facilities and support infrastructure shall be authenticated and updated, wherever required, by collecting primary information.

• The qualitative and quantitative analysis of tourist demand shall be based on the interpretation derived out of the specially framed questionnaires. Different set of questionnaires have been developed to collect the responses from the tourists and public sectors, tourism institutions, tourism enterprises and the common man. To perceptualize the opportunities, scope, constraints and gray areas with regard to the growth and development of tourism in the study area.

• The sampling method and data analysis and interpretation techniques shall be decided taking in view the viability vis-à-vis affectivity perspective. Indeed each set of questionnaire shall be used after incorporating changes and modifications based on feedback from the test questionnaires. Generally 5 points scale shall be the option for the respondents but a few questions would also be open ended. As far as possible, efforts shall be made to collect maximum information through mail questionnaire method so as to ensure authenticity.

• For requisite details on planning and policy aspects the scholar shall exclusively be depending on available published and unpublished reports of the Uttar Pradesh tourism, UPTDC, DOT, Govt.of India, Dept.of Tourism and such other institutions.

• Having had understood the state of problem the strategies shall be recommended essentially considering the viability perspective. The scholar shall try to specifically suggest model strategies for some selective destinations alongside some generic issues related to HR, Marketing, Travel trade procedures, Hotelering, event managements and in addition to social and ecological aspects.

• Results shall also be translated into graphics to acquire a better understanding of the same.

Initially, the scholar had been sincerely enthusiastic to use the most modern data analysis techniques to inter-relate and co-relate the facts to reach authentic and applied conclusions. Thus, not only that the widely accepted sampling techniques for data
collection was thought of, but also the most modern analytic tools were planned to be implemented. However, when it came to actual analysis of the statistics collected through 493 questionnaires; the analytical tools were further thought to be limited to T-test, Friedmann test, Kandles-Tau coefficient, Chi-Square test, multiple regression analysis, factor analysis and Cluster analysis; however, the enormity of the variables and magnitude of diversity in the parameters vis-à-vis resulting scope for co-relationships and interrelationships compelled the scholar to apply the most conventional analytical technique of calibrations, limiting him to use the traditional statistical tabulation methods, applying simple average and percentile methods. Infact, after experimenting with various modern analytical techniques, the scholar felt that using the same may lead to series of complexities and confusion than realistic perception, especially when the universe is too huge and varied and the resulting inter-relationship/co-relationship have virtually infinite proposition.

A sincere effort has been made also to translate the facts into graphics so as to ensure better perception of the facts.

**STATE OF THE ART**

Not many studies have so far been undertaken either on Organisation and Management of Tourism in Uttar Pradesh, which incidentally are the most vital aspects of tourism both from academic and professional point of view. Further being a relatively new discipline, authentic literature on tourism is rarely available, more so from the research viewpoint. The extreme paucity of literature with regard to the present research problem, particularly in terms of an effective model research had been a genuine constraint, as:

- *Hardly any research has been conducted on Organisation and Management aspects of Tourism development in Uttar Pradesh*

- *Even in global context, tourism market and marketing remains quite a virgin area, especially from research point of view, therefore information on such*


Lewis and Pizam (1982) is indeed a model study as far as the satisfaction level of tourist is concerned. Among a few other studies directly or indirectly dealing with the similar perspectives are by Pearce (1982), Neulinger and Breit (1971), Crask (1981), Ritts and Woodside (1986), Goodrich (1978) and Dommermuth (1984). As far as the data collection and interpretation techniques in the present context are concerned Hodgson et al (11 (1980), Bar-On (1979), Graveller &Wallace (1985) and Crompton (1979) are especially noteworthy. Considerable help can also be derived from the works of Lewis (1984), Dallas (1971), Mayo and Jarvis (1981), Ritchie and Goeldner (1987), W.T.O. (1985), Fisher (1984), Britton (1979), Plog (1973) and Barff et al (1982) in the subsequent phases of the present study.

LIMITATIONS OF THE STUDY

As it is apparent from the above discussion, limited works are available on the subject of present research. This fact obviously had actually compelled the researcher to consistently inter-act with tourism scholars and experts from allied fields to keep on improving the data collection and interpretation techniques in order to reach to nearly authentic conclusions. Time, money and manpower were again a major constraint area in view of the comprehensively large framework of the present study.

The observation of Singh (1999), that “Research is a dynamic process with never ending scope”, justifiably indicates that any research efforts is likely to open new vistas for further studies. The statement is all the more relevant in the milieu of tourism research where the scholars have to deal with the continuum of psychographics, demographic, geographic and environmental variables under too many limitations and that too in practically unpredictable and uncontrollable economic, political and socio-cultural proportions. Thus, apparently straightforward to deal with, tourism, in fact is a taxing and intricate area of research. The widely varied psychographic vis-à-vis demographic aspects of both the demand and supply factors have to be taken into consideration, in addition the different intermediaries and conglomerates. Thus, working on even a micro aspect of the otherwise multifarious tourism phenomenon poses a big challenge to any number of the scholars despite of their multidisciplinary research acumen. Further, varied inspirations, traditions, values, interpretations, perceptions and expectations of the different groups of tourists or individuals, especially when they belong to divergent social, cultural, economic, and environmental backgrounds have been, are and will always increase complicacy of the research studies related to tourism.

Considering the existing framework, the organization and management of tourism development are as much guided by their psychographics, socio-cultural and economic backgrounds and the destination environment, as by circumstances, conditions and political scenario under which they intend to travel. Thus, it is a study about the extremely heterogeneous factors having linkages with diversified social values, economic settings, historical backgrounds, cultural philosophies and the prevailing techno-
economic milieus. Diverse variables; in terms of quality, quantity and situations; have to be dealt with in order to reach authentic results. Level of awareness / past experiences / background and situations may have a telling impact on the expectations of the tourists with regard to amenities, facilities and services at a destination. In simpler way, persons may like to avail all the coziness of facilities they are used to at their own place in tourism destinations in general conditions. But the same person would rather go for some thrilling experiences at the expense of comfort if the travel is being undertaken for some adventurous activity. This shift from psycho-centrism to allo-centrism, exerted by the same individual under different settings, is the major raison d'être as to why motivation becomes a crucial area of study and research.

Thus, while researching exclusively the expectation levels of the tourist, the results derived, seldom be always authentic, as such conclusions are likely to be influenced by the aptitude and generic psyche of the individual, and as much by the micro-situations and depending on the modes and chores of the person concerned. Such factors will certainly impinge on the responses of the respondents with regards to their satisfaction level. Since the expectation level of the tourists directly or indirectly influence the satisfaction level, it may affect the complete behavioral pattern of the tourist at a particular time, depending on their current experience. For example, an unhappy tourist with the behavior of the tour escort may give a dis-approving remark for the conduct of the whole destination-community—a response that might had been different had the tour escort behaved in a courteous manner. Thus, the varying degree of variance in the responses of the respondents was more or less, along the lines of expectation by the scholar.

Keeping in mind the enormity of heterogeneity of the universe, as well as, the diversity of the variables with respect to the present study, the sample size should have been moderately larger. However, covering a fair number of samples has been a limiting factor. The same is true in selection of the sampling methods. The possibilities of bias are always prevalent in sampling and more so in convenient sampling. However, it too was not possible for the researcher to single-handedly use the other sampling methods owing
to the limitations in terms of time, money, distance and manpower. Secondary data collected from various sources including the Department of Tourism reports, the WTTC and the WTO seldom be considered as technically authentic, since the methods of data collection used by the different agencies are invariables and do not match with each other. However, the scholar had no other alternative but to rely upon the readily available statistics.

Data was also obtained from the U.S. Department of Commerce and Industries, U.S. Census Bureau, Department of Housing and Development, U.S.A., Department of Fisheries and Wildlife, U.S.A., U.S. National Park Services, U.S. Department of Transport, U.S. Immigration and Naturalization Services, etc., but the information made available by the agencies there, were confined to specific areas and not much was available in the Indian context. The data available in Indian context has been very sketchy and can only be put to a very limited use in this research. However, the generic data about the tourist departures from the U.S. and returning to the U.S. proved quite useful. Since India is not on the top rungs of the world tourism ladder, hence its importance has not been deeply analyzed and interpreted by most of the U.S. agencies. Contrary to this, there are many studies and analytical interpretations on tourism to China.

Yet another key constraint has been the dearth of model studies on organization and management of tourism development with reference to foreign tourist visiting India, in general, and those visiting Uttar Pradesh in particular.

ORGANIZATION OF REPORT

The study is organized into 8 main sections / chapters:

Chapter 1, i.e. Introduction, presents a broad overview on the contemporary tourist traffic trends in the global and Indian context. The growth patterns in international tourist traffic and tourism receipts have also been illustrated through graphics alongside using
the statistical tables. It examines the changing market destination trends and the factors responsible therein. The various implication of tourism – both positive and negative has also been briefly dealt with.

Chapter 2 is devoted to Research Design. It explains as to how and why the present research problem was taken, its hypothesis, objectives and significance, alongside dealing with the methodology used for collection and interpretation of the data, the available studies and the various perspectives of the present study have also been incorporated. The section ends with the observation with respect to the constraints faced by the scholar during the course of the present study and specifically mentions the limitations of the research work.

Next section of the monograph, Chapter 3, unfolds the Historic and geographic profile of the Study Area i.e., Uttar Pradesh in terms of its location, history, topography, drainage, land forms & climate, meteorology, natural heritage, population and settlement, education, economy, and the like aspects. The account is subsequently complemented with the precise historical background of the state in chronological order. The same chapter also illustrates the tourism resource potential of the state and is devoted to enlisting the present and potential resources for tourism in Uttar Pradesh. Having had conceptually defined tourism resources, the chapter unfolds in four sub-sections, viz. the natural assets (including faunal & floral species) that form one of the major force to attract tourists; monumental and historical heritage of the state; the religio-cultural spectrum that various places offer to the tourists and the tourist circuits developed by Uttar Pradesh Tourism Development Corporation

Chapter 4 aims at elucidating the Organization and Management of Tourism in Uttar Pradesh, in addition to the tourism trends; i.e. tourist traffic and receipts in terms of both the international and domestic tourists. This includes the discussion on road & rail network; air linkages; accommodation, restaurants & conference facilities; transportation available in the state; description of UPSRTC & UPTDC; major travel agencies & tour operation units functioning in the study area; guiding & escorting services; entertainment
options and shopping opportunities. The chapter also deals with the statistical trends that have, and might, influence the planning and development of tourism in the state.

Chapter 5 deals with the Review of Policies, Plans and Programmes of Uttar Pradesh. It has also analyzed and interpreted the data which was received during the course of the research along with the feedback from the tourists. The available reports of WTO, WTTC and DoT (Government of India and Uttar Pradesh) have been thoroughly analyzed to derive facts on the demography and the psychographic perspectives of tourists visiting Uttar Pradesh, vis-à-vis their satisfaction levels. Though the secondary data available in this regard has been in bits and pieces, it certainly proved handy in cross examination.

Chapter 6 The Interpretation and Analysis part of the study was conducted from data and facts, documented in this and the preceding sections of the study. After interpreting the facts collected on Organization and management of Tourism Development perspectives of Uttar Pradesh, efforts have been made to correlate diverse perspectives so as to derive the existing inter-relationship between the above mentioned factors. Since, satisfaction level of the tourists is the effective indicator of the quality of the tourist products in a given destination, as also the marketing efforts, the satisfaction levels has specially been assessed so as to find out the prevailing gap in terms of the existing and desired tourist plant facilities and services, quantitatively and qualitatively.

Chapter 7 comprises of the conclusions drawn from the whole exercise and the recommendations enlisted for policy makers and tourism practitioners, as well. Having had an idea on the major hurdle/ constraints/bottlenecks/limitations in terms of tourist plant facilities, marketing and human resource development strategies, state of integration/coordination between different players of tourism industry, the public sector tourism planning and policies and the satisfaction levels of the tourists visiting Uttar Pradesh, the scholar has been able to realistically suggest priorities for actions to be adopted in short and long terms. It was observed that in certain cases, the tourism planners and policy makers already had a clear cut perception of the grey areas and have
thus accordingly, thought of the possible remedial measures. As stated earlier, the implementability of the submissions had been the prime consideration for the scholar.

In the Bibliography and Referral section, i.e. Chapter 3, special care has been taken to confine only to the studies that are genuinely related to the present research problem.

The last part of the thesis, i.e. Appendices, includes a few tables that provide significant information and insight in detail, alongside incorporating the copy of the questionnaire used by the scholar.

REFERENCES


