ABSTRACT

There exists a lot of data in support of the fact that the content of service in a purchase packet is growing and also the contribution of services in overall economy is growing. Tourism is such part of service industry which is growing and has a lot of potential. This industry can be studied from many dimensions like hotel, restaurant, development of tourist resorts, travel agency management and so on. The present study focuses its attention on a small segment of travel agency — Inbound tour operators’ organisation. The study of organisation has further been narrowed down to the specific aspect of the organisation—application of general management functions, with a view to manage the organisation in a better way.

Since the survey of literature showed that there exists not much — practically none, literature highlighting this aspect, therefore the present study is an exploratory one and no specific or general hypothesis have been used. The methodology adopted for the study is based on a model developed by Farmer and Richman (given as appendix, in the last chapter). Based on the model, a tentative check was prepared.

The form of research is case studies and the companies selected are from out of the recognised Tour Operators by the
Department of Tourism, Ministry of Tourism, Government of India. The plan of the thesis is that first of all the services have been defined thereafter tourism as a service, has been explained. It follows the remaining chapters.

The data has been collected mainly from primary sources through indepth interviews from the top executives of the selected four companies, which was recorded to facilitate the recall and to save their time. Each interview is about one hour duration. Also secondary data like company’s records etc. has been used. The focus of the content is on finding out the application of general management function in the organisation, the summary of the findings is as follows:

All the four companies studied, plan their activities on short-term as well as on long run which is of about one year and five years respectively. The companies, out of necessity, preprogramme each of their activities, the plans are flexible, employees actively participate in planning, the rate of innovation is very high in the trade and there exists a possibility of receiving a distorted information for planning.

Organisationally, they are organised at top level and decentralised at operational level. 100 per cent division of labour is exercised and organisations believe in informal workings. The personnel is recruited mostly by word of mouth, only oral communication is used and it is very
difficult to get the desired personnel. Important finding is that organisations find it pleasure to deal with personnel. The management is very much participative and motivates people by monetary and non-monetary incentives both. There is no frustration, absenteeism or friction among the employees. The organisations were found lagging behind in exercising control over any of their activities.

In the last part, various suggestions have been given as to what could be a suitable management structure for an Inbound Tour Operator organisations and the suggestion part emphasises much on control aspect, wherein control through a few accounting techniques has been suggested. Formats and illustrations have been given to facilitate the user.

The research is limited to a small segment of industry and only one aspect of management has been studied. The aspect as to how do the employees feel about various things has not been covered. Therefore the findings cannot be generalised and these are yet to be tested with larger sample size and with other important variable. However, it has definitely opened a newer areas to update the present one and to make the management more effective. In future, research may be undertaken on the application of functional areas of management.