CHAPTER 3

GOA TOURISM DEVELOPMENT CORPORATION – A PROFILE
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BACKGROUND

During Mauryan Empire (321 to 184 BC), Goa was part of an administrative area known as Kuntala. With the decline of Mauryan Empire, Goa remained under several dynasties during the next seven centuries. At the end of 10th century AD Kadamas became independent and during this time Goa emerged as an international trading center for trade with Africa, the Middle-East and the Romans. Kadambas created a new port of Govepuri (Goa-Velha) on river Zuari in 1050 AD. During this period a temple at Tambdi Surla was built. In the 14th century there were series of Muslim invasions and in 1352 Goa came under the Muslim rule of Bahamanies. The ruler of Bijapur, Yusuf Adil Shah made Goa his second capital and constructed a big palace. Muslim rule lasted for about two centuries. In the beginning of 16th century a part of Goa came under the Portuguese rule (Tiswadi Taluka). Slowly Portuguese rule was expanded in Goa and Salcete and Bardez were also annexed by the end of the 16th century. These are known as old conquests. By the end of the 18th century, Portuguese annexed three northern talukas of Pernem, Bicholim and Satari also, bringing under Portuguese control the entire area that Goa occupies today. By this time Old Goa was practically abandoned and Panaji was made the capital. With the dawn of 20th century independence movement started. Indian forces liberated Goa in December 1961. In an opinion poll in 1967, Goans opted for separate identity and therefore Goa
was granted a union Territory status. Thereafter in 1987 Goa has been conferred the statehood.

**EMERGENCE OF THE GTDC**

Goa was liberated on 19th December 1961 and it became a part of India after 450 years of Portuguese rule. In the decade 1961-71, there was relatively rapid increase in the population of Goa compared to the average increase of 24.8% in India Following the integration of this territory into the Indian union, rapid development took place and there was a rapid growth of tourist arrivals (both domestic and foreign) in Goa. The Department of Tourism Government of Goa was the only agency looking after the promotion of tourism, developing basic infrastructure facilities and providing accommodation facilities to the middle and low-income group tourists. The tourism industry being a service oriented industry it was felt that it would be difficult for the Department of Tourism to promote tourism, develop basic infrastructural facilities and provide accommodation to the middle and low-income group tourist. Therefore it was decided that the commercial activities looked after by the Department of Tourism should be entrusted to an autonomous and corporate agency which would have greater flexibility to carry out the development works as also would have a greater scope for raising the necessary funds not only from the Government sources but also from other financial agencies. The Department of Tourism, Government of India suggested three alternatives. One was to set up a Board under a resolution of Government of India on the pattern of the Bhakra-Nangal Board, the other was to have a Tourism Development Corporation registered under the Companies Act and the third was to set up a Goa Tourism Development Authority under the act of the Goa, Daman and
Diu legislative assembly. All the three alternatives had been discussed by the Chief Minister and the Lt Governor with the Union Minister for Tourism and other officers of Government of India. Further the matter was also discussed in a meeting with the Chief Minister that was attended among others by the Development Commissioner, Chief Town Planner and Director of Tourism, Government of Goa. The second alternative of having a Tourism Development Corporation registered under the Companies Act was discussed in detail by the Chief Minister with the Union Minister for Tourism in New Delhi, which was also attended by the Director General of Tourism, the Joint Director General of Tourism, Joint Secretary Ministry of Finance, Chief Town Planner, and Director of Tourism, Government of Goa, Daman and Diu. In 1982 the Council of Ministers, Government of India took a decision to constitute Tourism Development Corporation for the union territory of Goa, Daman and Diu. The primary function of this corporation was to run tourist facilities on commercial lines. It was also decided that the entire transport wing would be transferred to the said corporation while the hotel establishments would gradually go as and when the corporation is ready to take over and the projects in progress when completed. Soon after the Goa liberation, Goa started getting a better access to the rest of the country in particular and to the world as a whole in general. Consequently over a period of time, this state with varied attractive features was recognized as the best tourist destination and many foreign as well as domestic tourists got attracted towards this beautiful destination. An accelerated number of tourists, from year to year, made the task of tourism department rather tough and the task that went beyond its reach in terms of providing better tourism facilities. Both the above reasons obviously gave birth to another agency named as Goa Tourism Development Corporation.
Goa Tourism Development Corporation (GTDC) was incorporated on 30th March 1982 under the Companies Act 1956 and started functioning almost immediately with the take over of hotel establishments. All the establishments put up by the Directorate of Tourism were transferred to Goa Tourism Development Corporation. The employees working prior to the formation of Goa Tourism Development Corporation were given option of either joining the corporation or to continue with the Department of Tourism. The employees who joined the Goa Tourism Development Corporation were either those who were working with the Department of Tourism or those who worked in other departments in the Government of Goa. These employees who joined Goa Tourism Development Corporation were paid all the dues and retirement benefits by their respective departments. The company prepared the Memorandum of Association and Articles of Association, which provided guidelines for its smooth functioning.

Memorandum of Association:

The Memorandum of Association contains the following clauses:

a) Name of the Company: The Name of the Company is Goa Tourism Development Corporation Limited (GTDC)
b) Registered office: The registered office of the company will be situated in the state of Goa.
c) Object: The objects for which the company is established are:
   i- The Main objects of the company to be pursued by the company on its incorporation.
   ii- Objects ancillary or incidental to the attainment of the main objects
   iii- Other Objects
d) Authorised share capital: The authorized share capital of the company is Rs. 200,00,000 (rupees two crores) divided into 2,00,000 equity shares of Rs 100 each.

e) The liability of the members is limited.

**Articles of Association:**

The Articles of Association of Goa Tourism Development Corporation contains the following

a) Interpretation- In the interpretation of these articles the following expressions shall have specific meanings. Annual General meetings, Auditors, Board of Directors, Chairman, Capital, Director, Dividend, Debenture, Documents, Extraordinary General meetings, Financial year, Governor, Office, Persons and Regulations.

b) Share certificates: The certificates of title of shares shall be affixed in the presence of and signed by two Directors and the Secretary or some other person appointed by the Board for the purpose.

c) Underwriting and Brokerage
d) Calls, Forfeiture, Surrender and Lien
e) Transfer and Transmission of shares
f) Increase, Reductions and Alteration of capital
g) General meetings, Vote of members

h) Board of Directors: The Board of directors consists of 12 members and shareholders consisting of 7 members, all of who are Government nominees. All the shares are held by the Governor of Goa except 7 shares, which are held by its nominees.

With the inception of Goa Tourism Development Corporation a clear-cut division has emerged as far as the activities within the tourism
sector are concerned. The Department of Tourism has been entrusted with the responsibility of planning and providing the tourist infrastructure and basic facilities, publicity, statutory functions under the tourist trade act, the commercial aspects of the tourism industry like providing accommodation, sightseeing, river cruise, tour packages etc were entrusted to Goa Tourism Development Corporation.

OBJECTIVES OF GOA TOURISM DEVELOPMENT CORPORATION

The objects for which the corporation is established are of three types, viz 1- Main objectives 2- Ancillary objectives and 3- Other objectives.

1- Main Objects

The main objectives of GTDC are:

a) To acquire and take over from the Government of Goa including central or state Governments all tourist homes, tourist bungalows, holiday camps, travelers bungalow, state guest houses, pavilions and dormitories together with the catering establishments attached thereto, youth hostels, convention centers, electric works, water works and all types of conveyances and vehicles such as cars, cabs, buses, omnibuses, launches, boats, lorries, trucks, vans and thereafter to run and manage the same with a view to promoting and developing in the state of Goa tourism both internal as well as international

b) To carry on the business of owning, managing, running, constructing, purchasing, acquiring, operating or entering into contract with other parties and for the management and operation of hotels, motels,
restaurants, canteens, cafeterias, lodges, guest houses and establish own, run and manage transport units, rental agencies, travel and transport counters, operate cars, cabs, coaches, trucks, launches, boats and other modes of transport for the carriage of passengers and goods.

c) To produce, distribute and sell tourist publicity materials, design, print, publish, sell or otherwise deal with books, magazines, periodicals, folders, pamphlets, picture postcards, diaries, calendars and other material for the purpose of giving publicity to develop tourism and to aid, assist, organize, promote and accelerate cultural activities in all fields including cultural shows, dances, music shows and such other entertainment and develop all places of tourist interest like wild life sanctuaries, parks, beaches, beauty and recreational spots in the state of Goa.

2- Ancillary objects

The Ancillary objectives of GTDC are:

a) To provide shopping facilities to tourists by owning, establishing, managing or renting shops, including duty free shops, bazaars, emporia and other places for selling travel requisites and other articles of tourist.

b) To carry on business as tourist agents and to provide for tourists and travelers or promote the provisions of conveniences of all kinds in the way of through tickets, hotel and boarding and or lodging, accommodation and guides.

c) To carry on business of booking seats at theatres and other places of amusement for clients and to provide and conduct refreshment rooms, newspaper rooms, reading and waiting rooms, telephones and other conveniences for the use of constituents, customers and others
d) To carry on the business of body builders of buses, omnibuses, taxicars, motorcars, motor lorries, motor trucks, motor vans, jeeps and all types of vehicles and to run and provide local bus service in important towns and cities.

e) To sell, improve, manage, lease, mortgage, abandon or otherwise deal with all or any part of the property, rights and concessions of the company.

f) To invest money of the company in any investments, movable or immovable.

3- Other Objects

The other objectives of GTDC are:

a) To provide for the welfare of employees or ex-employees of the company and the wives and families by building or contributing to the building of houses, dwellings or chawls or by grants of money, pensions, allowances, bonus or other payments or contributing to provident fund and other associations, institution funds or trusts.

b) To donate, present or otherwise dispose of either voluntarily with or without consideration or for value any property of the company deemed to be of national, public or local interest, to any national trust, public body, museum, corporation or authority subject to the provisions of section 239 (A) of the companies act 1956.

c) To undertake, carryout, promote and sponsor or assist any activity for the promotion and growth of the national economy and for discharging what the directors may consider to be the social and moral responsibilities of the company to its workmen, consumers and the public.
d) To carry on any other manufacturing activity, trade or business whatsoever which can in the opinion of the company be advantageously or conveniently carried on by the company by way of extension of business.

e) To enter into negotiations with Indian and Foreign Companies and other persons and to obtain financial or and technical collaboration, technical information, know-how and expert advice.
Note:
UDC - Upper Division Clerk
LDC - Lower Division Clerk
TTM - Tours, Travel and Marketing
ORGANISATION STRUCTURE OF GOA TOURISM DEVELOPMENT CORPORATION

The organisation structure of Goa Tourism Development Corporation (GTDC) is as under:

The Managing Director is overall incharge of the entire organization. The managing director participates in the formulation of various policies and strategies. He is invariably responsible for their implementation and performance. The managing director so appointed may be authorized by the board of directors to exercise such of the powers and discretions in relation to the affairs of the company as are specifically delegated to them by the board and are not required to be done by the board of directors of the company at the general meetings under the act. The Governor may appoint any one or more of the directors of the board to be the managing director or full time director for such period and upon such terms as he may think fit, for the conduct of management of business of the company, subject to the control and supervision of the board of directors. The managing director shall be paid such salary and allowances as may be fixed by the Governor. The managing director is assisted by three managers viz General Manager (Marketing and Administration) General Manager (Finance) and General Manager (Hotels).

General Manager (Marketing and Administration)

The general manager (M&A) is overall in charge of the administration department. Under the general manager, there are deputy general manager (TTM) and deputy general manager (Administration).
The main duties of the general manager are to cooperate with the management in establishing terms of appointment and to direct and supervise. He has to establish general instructions, duty shifts, days of rest etc. He is also to receive and examine request and complains. The general manager has also to see after publicity and advertisements including processing of bills, priced publications, printing and purchase of stationery and Government Gazettes.

The Deputy General Manager (TTM) looks after travel division and tour section. The travel division has one artist, two upper division clerks (UDC) and four lower division clerks (LDC). The duties of the artist include visualization and designing, preparation of artwork and any other work entrusted from time to time. A senior manager heads the tour section. His duties include overall in charge and responsible for all the conducted tours, supervision and control over the staff, maintaining close liaison and coordination with the manager (transport) and any other work entrusted by the managing director, general manager or deputy general manager (marketing and administration). There are two assistant managers in charge of scheduling and pricing of tours, hire of buses and taxis, inspection and supervision of tour counters and tour vehicles, keeping records of statistics and outstanding dues, preparation of charts for booking clerks, drivers and cleaners, preparation of itinerary of special tours, programmes etc and any other work assigned from time to time. There are two lower division clerks (LDC) whose duties includes accepting of advances for taxis let out, preparation of credit bills and maintaining records of outstanding bills, sending remainders to the debtors, typing, maintaining records of amount earned and any other work assigned from time to time. There are also thirty-four drivers and seven cleaners. The duties of the drivers include maintenance, washing
and upkeep of vehicles assigned to them, maintaining log book and usage register, checking and refueling diesel, oil and water of the vehicles, submitting prompt report in case of breakdown, accidents and attending to the repairs of the vehicles in garage. The duties of the cleaners are cleaning vehicles, accompanying tour buses, assisting mechanics for repairs, obeying instructions from drivers, mechanics or section head and any other work assigned from time to time. The Deputy general manager (administration) looks after river cruise section, transport and administration. In the river cruise section, there is an assistant manager whose duties include supervision of daily and special cruises, maintaining records of repairs of launches, maintaining leave records of all the staff members, preparation of duty charts of crew members and any other work assigned from time to time. There are two lower division clerks (LDC) who have to perform the following duties: submission of bills of staff members on daily wages, preparation of statistical records, preparation of credit bills and maintaining outstanding register. Two coxwain working in the river cruise section man and upkeep the launches, supervise and control the crew members and submits report to the assistant manager regularly. There is one engine driver who drives the luxury launch Santa Monica owned by the corporation, three oilmen who work under the supervision and control of the engine driver, assist the engine driver during repairs and does any other work assigned from time to time. There are fifteen sailors who do the cleaning, scraping, painting of the launches; roping, anchoring, working under instructions and control of coxwain and transportation of the material required on board the launch for cruises. The transport section looks after the maintenance and repairs of all vehicles of the corporation. It is manned by a manager whose duties include handling all the formalities of R.T.O and insurance company as per the Motor vehicle act and rules, supervise the duties of the mechanics
and cleaners, visit the automobile garage for inspection of vehicles under repairs, test the vehicles for mechanical fitness, attend to the accident cases, visit the accident spots, complete the formalities of the police/RTO and insurance, purchase of parts required for different vehicles, contact various dealers and complete all the formalities pertaining to purchase of new vehicles, their body building etc and take necessary action for disposal of old vehicles. The assistant manager deals with all types of RTO works in respect of vehicles owned by the corporation such as new registration, inspection, payment of taxes and insurance. He also maintains records of fuel used for buses, mini buses, water tanker, tourist taxis, office vehicles and timely submission of these bills, to submit all the bills of repairs, maintenance of taxis, office vehicles and any other work that may be assigned by their supervisors. There are two mechanics whose functions includes maintenance and upkeep of all vehicles owned by the corporation, daily checking of vehicles before deployment for tours and after returning from tours, attend to minor repairs of vehicles, maintain work diary of jobs attended, maintain records of stock of spares and other material, supervise and control over the cleaners and to drive vehicles in absence of the drivers. In the administration section there is a manager who sees the general supervision of the administration section, looks after publicity and advertisements, printing and purchase of stationery, replies to the representation of the staff and looks after the disciplinary cases. There are two upper division clerks (UDC) who perform various functions such as creation and filling up of the post, recruitment rules, service matters, personal files and service books, sanctioning of advances, TA/DA, Assembly/Parliament questions, pay bills, recovery of advances, fixation of pay, maintenance of office premises, purchase of furniture and other material, maintenance of stock register and any other work entrusted from time to time. Two senior
stenos and four junior stenos are kept in charge of the entire typing work. They also look after the maintenance of casual leave and prepare effective reports. There are six lower division clerks (LDC) whose functions include employees contribution and family pension funds, insurance remittance, bank loans its recovery and payment, payment of bonus, maintenance of records of all kinds of leave, settlement of electricity bills, water, telephones, maintenance of library, maintaining registers of entry/dispatch of letters and any other work entrusted from time to time. There are eight peons who perform the duties assigned by the supervisors from time to time.

**General Manager (Finance)**

The Finance section is headed by general manager (Finance). The general manager (Finance) is overall in charge of the finance department. Files from Rs 5000 and above should be compulsorily seen by the general manager (Finance) even if sanctioned by the other general managers and managing director. Quotation/Tender above Rs 5000 to be opened in the presence of general manager (Finance). The other duties include signing of cheques and work of an estate officer. There is a deputy general manager who assists the general manager in discharging his duties. All files pertaining to Finance are routed through the deputy general manager. The deputy general manager (Finance) looks after the maintenance of books of accounts, supervision of purchase books (Payments), sales book (receipts), cashbook, journal, trial balance and finalisation of accounts. The senior accountant handles internal audit, Government audit, income tax returns as well as any other work assigned by the general manager (Finance). The accountant looks after the verification of expenditure files, pay bills, TA/DA bills, leave salary, pension contribution, supervision of payment vouchers, cheques,
purchase books (payments) creditors ledgers as well as any other work assigned from time to time. The audit assistant duties are verification and entry of daily collection statement, preparation of journal entries, bank reconciliation statement, entry of receipts and payment vouchers into the computer and to take print outs, verification of monthly report of trial balance, cash book, journal book, advance and security deposit register, maintenance of books of accounts, supervision of receipts and payment voucher files and to deal with internal audit and Government audit. There is one upper division clerk (UDC) who does the writing of payment vouchers, writing of journal voucher books and register of chequebooks. The computer programmer is overall in charge of the computer system in the accounts section. The duties includes entry of daily collection statement and payment vouchers of north and south Goa establishment into the computer, writing of payment vouchers, maintain accounts of lease, debtors and files pertaining to them, to take computerized monthly report of outstanding dues, register of bills and receipts issued, monthly reminders to debtors for recovery of dues, maintain transport vehicle register and TDS register. Two lower division clerks (LDC) perform simple cash book/writing of pay-in-slip and receipt vouchers, self cheque disbursement register, petty cash book, tickets sold register, attending to bank work whenever required, typing work, purchase book, creditors ledger, monthly summary of purchase books and creditors ledger, bill books register, outward register of cheques and covering letter of cheques.

General Manager (Hotels)

The general manager (Hotels) is overall in charge of all the hotels run by the corporation. The corporation has 12 hotels. The general manager duties include supervision of all the hotels run by the corporation, purchase of items required by the corporation, maintenance
and staff supervision. Under the general manager there is a deputy general manager (Hotels) and assistant engineer who is in charge of the engineering section. The deputy general manager goes through all the documents first and then sends them to the general manager (Hotels). Under the deputy general manager, there are two sections hotel establishment and housekeeping. In the hotel establishment section, there is a manager and two upper division clerks (UDC). There are 12 units under this section- Panaji Residency, Mapusa Residency, Margao Residency, Vasco Residency, Calangute Residency, Calangute Residency (Annexure), Colva Residency, Farmagudi Hill Retreat, Mayem Lake view, Miramar Residency, Old Goa Heritage view and Britona Riverside. The managers duties include overall in charge and responsible for maintenance, upkeep and guest relations in the establishments, supervision and control over the staff working in the establishment including the work entrusted to all the staff placed under the manager, maintenance and cleanliness of the entire establishment including the surroundings and beaches, reporting through various statistics the information about the occupancy, sales and other important events like visit of VIP etc. There are two upper division clerks (UDC). They assist the manager in the day-to-day functions. They prepare bookings charts, checking of allotment register, maintenance of the lease rent register, accounts work, cashbook and any other work entrusted by the superiors. There is a senior manager in charge of the housekeeping section. Her duties include supervision of the work of the floor staff, maintenance of housekeeping job register, maintenance of stock register and consumable items register, numbering the items of furniture, equipment etc. The items so numbered should correspond to the stock register.
The engineering section looks after any maintenance work of each hotel run by GTDC. Similarly the engineering section will undertake any additions and alterations like major works. Incase of major works the engineering section will prepare detail report of the job and prepare estimate, floating of tenders, execution of works after following due procedure as required. The assistant engineer is in charge of the engineering section. He is assisted by two junior engineers and one lower division clerk (LDC). There is also a technical staff consisting of two carpenters, three plumbers and two electricians. The assistant engineer has to deal with the expansion programmes, file the report of the undertaking to the higher authorities, guide the lower order under him i.e. the junior engineers and the technical staff. He has to supervise their work and get the work done from them. The two Junior Engineers have to supervise the construction and maintenance of civil works, carry out measurement of new works and preparation of estimates for new works. There is a lower division clerk (LDC) who looks after the clerical work including typing and any other work entrusted from time to time. The two carpenters maintains and repairs furnitures and any other carpentry works of all establishments, carries out all types of carpentry work and does any other work entrusted by the superiors from time to time. The three plumbers maintain water supply and sanitary installation of all establishments, carries out the repairs and modification of minor nature. There are two electricians who maintain electric installations of all establishments, carries out minor repairs of wiring, electrical fixtures, air-conditioning, generators, stabilizers, carries out periodic overhauling of fans and any other work entrusted by the superiors.
SERVICE MIX OF GOA TOURISM DEVELOPMENT CORPORATION

The main activities of Goa Tourism Development Corporation can be broadly categorised as follows:

1- Accommodation,
2- Sight seeing Tours
3- River Cruise and
4- Package Tours.

1- Accommodation

Goa Tourism Development Corporation provides accommodation to the middle and low-income group tourist visiting Goa. It has 12 hotels spread all over the state. There are four beach resorts, two at Calangute beach and one each at Colva beach and Miramar beach. It has four hotels in the main cities of Mapusa, Panaji, Vasco and Margao. Two cottages, one each at Mayem Lake and Farmagudi hill. All this cottages offer comfortable stay with greenery all over these places. There is one hotel in the vicinity of Old Goa famous for the world heritage monuments and one at Britona facing the River Mandovi. These hotels have different types of rooms such as double rooms, AC suite and family rooms and the rates are seasonal and off seasonal and vary from hotel to hotel depending on the location of the place.

2- Sight-seeing Tours

Goa Tourism Development Corporation conducts different tours such as North Goa tour, Electroven Tour, Dudhsagar Special, Goa by Night Tour and Pernem special tour. These tours start from Margao,
Colva, Mapusa and Panaji. The reservation for such tours can be done within Goa and outside Goa. This reservation has to be done in advance. Goa Tourism Development Corporation has AC and non-AC buses and the rate depends on the type of vehicles the tourist selects.

3- River Cruise

The corporation has a luxury launch by the name Santa Monica plying in the River Mandovi with live cultural show. It has four different cruises namely Sunset Cruise, Sun Down Cruise, Full Moon Cruise and Pearl of the Orient Cruise. The sunset cruise and sundown cruise is of one-hour duration and the charges are Rs 100 per head. The full moon cruise is of two hours duration and the charges are Rs 150 per head. Goa Tourism Development Corporation (GTDC) has recently launched its prestigious cruise “Pearl of the Orient” a unique blend of natural and cultural heritage to Velha Goa. It departs at 10.15 A.M and arrives at 1 P.M and the rates charged are Rs 250 per head.

4- Package Tours

Goa Tourism Development Corporation (GTDC) conducts special package tours where the tourists are taken to the most exotic places. GTDC has four special packages. Each package has its own specialty and it varies from 3 days to 6 days. The four packages are Saptakoteshwar Special, Goa Beach Special, Winter/Summer Package and Monsoon Special.