CHAPTER 1

RESEARCH METHODOLOGY

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Introduction

Modern societies have many legacies—including those associated with travel. Since travel is an ancient behavior, any study of tourism is incomplete without a historical perspective. History provides a context for current tourism activity and policy. Without looking back, it would be easy to imagine that most people have always been able to travel freely and safely from country to country. But upon closer scrutiny, we see that freedom to travel for people of modest means is a very current privilege.

Even as recently as the mid-1800s, most travel was reserved for the well-to-do, the powerful, and the determined or curious explorer. Middle-to lower-income citizens stayed at home and tended to their lives and business. For these people, travel was an occasional trip to a neighboring community or an infrequent trip to a larger city hosting a state fair or religious meeting. International travel was rare and usually impossible due to lack of resources or to policy restrictions. History also reveals the harsh realities of travel in earlier times and civilizations. Accommodations—if even available—were minimal, foods were basic and meager, and a sense of hospitality was often lacking.

Tourism has a history colored with both success and failure. For the most part, tourism is a story of rapid change effected by industrial and technological advances. Most of tourism’s success is epitomized by a single, symbolic measure: the rapidly decreasing amount of time it takes to travel from one place to another. Today, a person can cross the country by air from New York to Los Angeles in four to five hours. Just 100 years earlier, such a trip would be stretched from days into weeks—and would be accompanied by frustration and hardship over rough or nearly impassable roads. From a historical point of view, advances in tourism have been spectacular. This chapter will examine the evolution of tourism as well as anticipate some of the changes we can expect in the travel world.
Travel in Prehistoric Times

Early humans lived hard lives. Evidence from the latter part of the Paleolithic age (roughly 32,000 B.C. to 10,000 B.C.) suggests that all human activity focused upon day-to-day survival. The search for basic necessities—food, water, and shelter—kept early hunters and gatherers on the move. This often meant difficult and dangerous travel for families or entire communities.

People traveled by foot over paths, open fields, forests, and low marsh lands. Foot trails were useful when available. More often, early humans had to travel to new, unfamiliar locations—which meant breaking new trails. Movement across the landscape was a perilous adventure that required caution and skill. Like the aims they hunted, prehistoric humans had to cope with dangerous predators—such as hunting etc. Once a hospitable region was explored, foot paths were developed that led to hunting grounds and to seasonal sources of food and water.

The discovery and control of fire, the use of tools, and the ability to build shelters broadened the range of travel. Fire gave early travelers protection and warmth in different environments. The ability to use tools and build shelters permitted prehistoric humans to travel to new hunting grounds and food fathering locations even in extreme or unpredictable weather.

It is important to note that prehistoric humans did not transport their tools. These nomadic people fashioned tools from natural resources and materials found in their new surroundings such as stone, wood, and bones. Carrying any objects on a trip was probably difficult since animals of burden were not domesticated until 10,000 B.C. to 9000 B.C.

Although travelling was rigorous and unsafe, it did not stop early people from migrating all over the globe. Today, humans occupy all the major land masses. As one source notes: most families of mammals are less than worldwide in their distribution. Man shares his very unusual cosmopolitan misdistribution with only three families of bats and some mice and rats.” Although we may be uncomfortable with the company we keep as world travelers, the point is reaffirmed: humans have traveled since the beginning of time.
Travel in Neolithic Times

The Neolithic age refers to a time of change which began about 10,000 B.C. During this period, primitive people, settled in more permanent areas, formed agricultural communities, and developed elementary cultures. These agricultural communities had many advantages over the nomadic tribes of the Paleolithic era. For one, the community was more likely to have a reliable food source. In addition, food could be stored and consumed at a later date—which reduced the need to migrate to new hunting grounds.

Several innovations during the Neolithic age changed the nature of travel forever. Sailing vessels were built in Egypt around 4000 B.C. During this period, animals were being domesticated and trained to carry supplies, community members, weapons, and tools. Third, the Sumerians invented the wheel around 3500 B.C. and used it to move materials, people, military might, and to make pottery and tools. Each development alone, and in combination, dramatically affected travel. The burdens of travel were considerably reduced and the distance which a person, group, or whole community could travel expanded from a few miles to hundreds.

Most early travel was associated with the trade and exchange of goods. Growing agricultural communities were able to maintain reliable sources of food and water and offered some measure of safety and stability for travelers. This security fostered exchanges of surplus food, artifacts, tools, and weapons among neighboring communities and cultures. Innovations in the means of travel also made trading a realistic venture for some community members.

Related to the rise of travel for trade was the development of media of exchange between communities. Before coins were invented, valuables such as attractive jewelry, knives, and implements for lighting fires served as exchange media. The first coins were developed around 680 B.C. They were irregular and round in shape with official imprints stamped by the issuing government. With the coin, travel costs could be managed without transporting cumbersome, perishable, and often heavy bundles of valuables for barter.

The unique cultures and religions which emerged during the Neolithic revolution fostered travel for religious and spiritual purposes. While earlier
hunters and gatherers traveled to survive, the people of primitive agricultural communities were able to set aside regular times for spiritual events and festivals. Some members of the community traveled to shrines, burial grounds, sacred locations, and places of exceptional beauty of mystery.

The leisure time required for pleasure travel was very scarce in primitive societies—even in the first agricultural communities. As these communities stabilized, and as surplus food supplies and trade increased, leisure time did appear for some people. The quality of life for community members was significantly higher than for members of earlier hunting and gathering tribes. Gradually, the number of options increased in terms of how people could choose to spend their time and their resources.

**Travel in Ancient Civilizations**

Many historians and anthropologists consider travel for trade and commerce a common activity in ancient civilizations. Civilizations of great power, long duration, and extensive dominion were also known for sophisticated levels of commerce. As commerce grew, so did travel for pleasure. The societies of Greece, Egypt, and Rome openly encouraged pleasure travel by providing necessary ways and means. With such support, travel contributed to the success of each of these great empires.

**Condition for Travel**

The ever-increasing specialization of labor within ancient civilizations fostered the growth of travel. As ancient communities grew in size, the tasks and roles of the population became more specialized and skilled. This made it possible for communities to develop an array of products that increased in quality with each generation. Crafts persons honed their skills and passed them on to family members of others willing to learn. Such division of skills meant that people needed to exchange goods to survive. For example, a craft person busy producing pottery would not have time to plant and harvest crops for food. This scarcity of time required the craftsperson to obtain such necessities through barter and trade with a person who specialized in planting and harvesting crops.
The exchange of products and currency required travel. Caravans and trade expeditions moved people, products, and ideas between cultures. The oceans provided the major routes of travel for the cultures centered in the Mediterranean—particularly the Greek, Egyptian, and Roman empires. Roads, too, supported the swift development of military power and facilitated the exchange of goods over vast distances. Over time, the earliest foot trails became overland trade routes. As these routes were maintained and improved, they became the basis for extensive road systems.

Road systems were quite advanced in several ancient civilizations. The Romans were excellent road builders. Well-maintained road systems were extremely important to the Roman Empire because they supported rapid communication across the republic. Road systems, too, enabled swift and effective military movement which kept the empire intact. In fact, the quality of life for citizens within the Roman Empire was partly due to the diversity of goods, food, and services made possible by an effective road system.

Based upon the history and quality of these road systems, we can assume that travel was an important part of commerce, government, and cultural exchange during the rule of the Romans. In the latter years of the Roman Empire, the road system included inns, stables for animals, and crude maps or itineraries. Travel was on foot, on horseback, in carriages of various types, or in a litter—a covered or curtained couch carried by slaves or servants.

Travel technologies and the ability to support commerce and trade over long distances resulted in improvements for travel of all types—including pleasure, communications, and military travel. After conflicts and wars, the victor usually absorbed the best innovations, social behaviors, tools, and implements of the conquered. Conquered lands had to be managed, controlled, and supplied—and that required those in power to settle within the new lands and adapt to a new setting, new land, and people. Travel blossomed as those in power and the new citizens moved back and forth between territories. With peace established, military routes became routes of commerce, and of political, social, and religious exchange.
Early Pleasure and Religious Travel

While military and commercial goals may have been major stimuli for early travel, the wonders of travel itself were not lost on the peoples of ancient societies. Ancient travelers were lured to new lands to discover beautiful places, to experience natural attractions, and to obtain curios. However, the majority of pleasure travel was allowed or affordable only by those in power or with sufficient resources.

Those with the necessary resources frequently traveled for religious purposes. The monuments to the gods became travel destinations that people visited out of religious motives or curiosity. Ancient Egyptians traveled to religious centers up and down the Nile, Greeks traveled to Mt. Olympus, and the early Christians traveled to the holy cities of Jerusalem and Rome.

Cultural events often developed from religious festivals and became attractions in their own right. Examples from Greece include classical drama and the Olympic games. These popular events attracted local residents from the countryside and the foreign visitor. Some Greek plays had religious overtones while the games originated in a spiritual festival in honor of Zeus. Greek literature and philosophy also underscored leisure and travel in the pursuit of self-enrichment and exploration. Philosophers Plato and Aristotle both stressed the importance of leisure to society, arguing that such activities helped develop better citizens and political leaders. Nowhere is the Greek fascination for travel more clearly illustrated than in the Iliad and the Odyssey-epics written by Homer around 700 B.C.

The Romans, too, traveled for a variety of reasons and enjoyed such attractions as natural beauty, creations of artists, and the infamous coliseum games. The Romans had safe access to Egypt, Asia Minor, Greece, and extensive parts of present-day Europe and Africa. Travel for business, pleasure, religion, and sport was recognized as an important use of a well-to-do Roman’s leisure time and discretionary resources.

The primary conditions that nurtured travel were present during the time of the Roman Empire. The Roman citizen had the resources and time for travel. The empire, too, provided the support services such as roads, inns, slaves, and a host of consumer goods. Holidays were plentiful. All the gods needed to be celebrated
and, of course, a military victory was an excellent reason for celebration. At one point, nearly a third of the day in a year were set aside for holidays.

With time and funds, the rich could travel- and they did. They were off to the sea, to Egypt to see the Pyramids, or to Greece to soak in the art and culture of the land.

"The year is AD 130. The place is Thebes, in Egypt by the colossal broken stone statute of Pharaoh Amenhotep III. The hour is shortly after drawn. Even though it's early, a crowd of souvenir merchants is pressing forward. They proffer the usual mementos: little flasks of Nile water, terra-cotta replicas of the statue. But the merchants are elbowed aside to make way for a royal party: Emperor Hadrian, his queen Sabina, and assorted companions, attendants and guards. The Roman visitors have sailed all the way up the Nile to see Egypt’s most talked about sight the speaking statue. Every morning at this time, since the earthquake of 27 BC when its top fell off, the statue has emitted a cry, something like the snapping of a lute string. It must be the gods talking, or at least a freak of nature—either way; not to be missed."^4

The Roman of less means could also get away for an occasional pleasure trip. Boarding houses and inns were available to lodge travelers at popular locations such as the seashore. Such accommodations, however, did not include the comforts afforded the rich or well-to-do. Most such establishments were not the ideal place for a “family vacation” given the company of bedbugs, prostitutes, and gamblers.^5

As the Roman Empire was awash in the pleasures of games, festivals, and leisure, another movement was emerging as the next dominant force to control leisure and travel behavior-Christianty. The stability of the Empire permitted relatively free flow of travel for the teachers of this new religion. In the time immediately after the life of Christ, the Apostles moved about the Roman Empire, taking advantage of the safe, quality road system.

The fall of the Roman Empire retarded the development of travel in old Roman territories, across Europe, and in parts of Asia minor for centuries. The social, political, architectural, and philosophical excellence of Roman society were vanquished, set aside, and, in many cases, destroyed. The power of the
Church in the centuries after Christ became a force that dictated social and moral norms.

**Travel in the Middle Ages**

The fall of the Roman Empire between A.D. 400 and A.D. 500 ushered in changes that profoundly affected travel. In the centuries that followed, to about A.D. 1000, the safety, services, and comforts of travel disappeared. Local travel continued in response to limited bartering and trade. However, civil wars, changes in leadership, and shifting political and military boundaries made travel difficult and dangerous. Limited trade among the European feudal communities represented most of the significant travel that occurred.

The Middle-or Dark-Ages were indeed dark times for travel. The luxury of vacation travel disappeared. Resources required for the common person to travel were no longer available. The new rulers of the old Roman lands did not continue to develop leisure activities for the masses. The common person was subjected to a life of toil in the service of land owners in return for food, shelter, and protection.

During these times, the Roman Catholic Church became a central force throughout Europe. At first, the Catholic Church was one of many religions. But as wars continued, the Catholic Church remained constant and became a comfort to individuals in a dangerous and warring world. Gradually, Catholicism replaced pagan religions and rituals. The Roman festivals, games, and holidays gave way to Catholic holy days. These holy days were just as plentiful as their Roman counterparts, but more sober in vein. They required solemn reflection—not the gay revelry of times past. Furthermore, the Catholic Church interpreted Christ's teachings to mean that the pleasures of this earth were to be denied and scorned.

**Travel in the Renaissance**

The Renaissance was a time of enlightenment, change, and exploration from the fourteenth to the seventeenth century. During this period, the Grand Tour of Europe emerged as one of the first manifestations of upper-class travel. It is here, too, that we see the beginnings of modern tourism.
The Grand Tour

The Grand Tour began as an educational experience for the sons of the English aristocracy. Generally, the tour started in England and had the major cultural cities of Italy as its ultimate destination. A typical tour took the young traveler, his servants, and tutors to France, to Rome, and then back to England via Germany and the Netherlands.

The Grand Tour encompassed the period from 1500 to about 1820. During its early years, the Grand Tour could last as long as 40 months because of the extensive amount of study involved. For example, the young aristocrat could spend an entire year studying a new language or a particular type of literature.

Near the end of the Grand Tour era, the trip lasted a mere four months, and the age of the average traveler had increased. By the 1800s, the Grand Tour, for the most part, was taken by members of the upper and middle classes. These individuals traveled more for pleasure than for an extended educational tour.

During the latter part of the Grand Tour, travel was facilitated by transportation rentals. An important transportation advance in the 1700s was the “all-inclusive” rental or purchase agreement. Upon arriving on the continent, English tourists could purchase or rent a carriage that they later returned or sold back to the original establishment. In 1820, carriages could be rented at hotels for travel throughout Europe—much like rental cars can today. In 1829, a travel merchant in London offered one of the first all-inclusive trips to Switzerland for 16 days covering all transportation, food, and lodging. Thus, the all-inclusive package tour was born.

Travel in the Industrial Age

During the industrial age, the economies of nations shifted from rural agriculture to urban-based industry. The structure of employment, class, and affluence shifted as well. More and more people were able to travel for health, pleasure, and curiosity. Expanding railroads, distant travel by sea, and the coach system all contributed to the democratization of travel.
Travel Motivations

Health and pleasure were strong travel motivations during the seventeenth and eighteenth centuries. The Grand Tour gave way to vacation types of travel for family and friends Across Europe, the wealthy traveled to spas to experience the curative effects of hot mineral springs. Spas became major travel attractions for the rich who sought good health, good company, and good fun. Over time, spas expanded their facilities and became less exclusive and more available to the common traveler.

Before the revolutionary War in the United States, residents of the American colonies traveled to seaside resorts and spas much like their European counterparts. Popular sites included Yellow Springs near Philadelphia, Stafford Springs in Connecticut, and Berkeley Springs in Virginia. Like the European spas, the American spas attracted the rich and famous, including early presidents such as George Washington and John Adams. American spas grew in size and popularity well into the 1800s. Cheaper travel accommodations and the increasing ability to serve more guests made the spas and seaside resorts accessible to the expanding population of travelers. Also, as the Puritans lost some of their control over colonial social life, the taboos against such light-hearted activities waned.

As the social climate changed and the validity of the "Cures" provided by spas were challenged, the more forthright motivations for these vacation trips surfaced. Most came for a good time, to meet new people, and to be seen with those of wealth, fame, and status. To our modern minds, the kinds of illness supposedly cured by the spring waters reads like a list of ancient mystical spells.

Strong motivations for travel were also generated through a movement in literature and the arts. Though the early 1800s, writers, poets, artists, and explorers extolled the virtues of the natural world. This love of nature, beauty, and the sublime represented the romantic period-or romanticism in Europe and America. Stories of beautiful landscapes, majestic mountains, and vast oceans were passed on to the masses for their enjoyment; through these stories, the public developed an interest in faraway places and unknown lands. In other words, the precursor for travel was set in the minds of people.
In Europe, Lord Byron wrote of his travel in poetry. A famous passage from Byron illustrates his strong feelings about nature and echoed the feelings of many artists and writers in the 1800s.

There is a pleasure in the pathless woods,
There is a rapture on the lonely shore,
There is society, where none intrudes,
By the deep sea and music in its roar:
I love not Man the less, but Nature more,
From these our interviews, in which I steal
From all may be, or have been before,
To mingle with the Universe, and feel
What I can ne’er express, yet cannot all conceal.9

For the romantics, nature was difficult to express since it filled one with such joy and mystery. In the United States, writers claimed that the stresses of the city were unhealthy for body and mind; to be closer to God, one needed to be with nature. For the well-off and members of the arts, nature appreciation was a reason to travel, to tour, and to see the landscapes of America and Europe.10 Through painting and writing, the artists of the romantic period generated an interest in landscapes, primitive peoples and living conditions, and travel for the adventure of it.

Transportation

Another element in the tourism equation is transportation. The early tourists traveled on foot, on beasts of burden, by boat, and on wheeled vehicles.

Stagecoach Travel

Coaches were invented in Hungary in the fifteenth century and provided regular service there on prescribed routes. By the nineteenth century, stagecoach travel had become quite popular, especially in UK. The development of the famous English tavern was brought about by the need for overnight lodging by stagecoach passengers11
Rail Travel

Railways were first built in England in 1825 and carried passengers in 1830. The newly completed railway between Liverpool and Manchester featured special provision for passengers. The rail road’s directors did not expect much passenger business, but time proved them wrong. The typical charge of only 1 penny per mile created a sizable demand for rail travel—much to the delight of the rail companies. Because these fares were much lower than stagecoach fares, rail travel became widely accepted even for those with low incomes.\(^\text{12}\)

Automobile and Motor coach Travel

Automobiles entered the travel scene in the U.S. when Henry Ford introduced his famous Model T in 1908. The relatively cheap "revolutionized travel in the country, creating a demand for better roads. By 1920 a road network became available, leading to the automobile's current dominance of the travel industry. Today the automobile accounts for about 84 percent of intercity miles traveled and is the mode of travel for approximately 80 percent of all trips. Motor coaches also came into use soon after the popularization of the automobile and remain a major mode of transportation.

Air Travel

Nearly 16 years after the airplane’s first flight at Kitty Hawk, North Carolina in 1903, regularly scheduled air services began in Germany, and the carrier later became known as Deutsche Lufthansa. Today Lufthansa is a major international airline. The first transatlantic passenger was Charles A. Levine, who flew with Clarence Chamberlain nonstop from New York to Germany. This was shortly after Charles Lindbergh’s historic solo flight from New York to Paris.

The first international mail route was flown by Pan American Airways from Key West, Florida to Havana, Cuba on October 1927. The various U.S. airlines gradually expanded their services to more cities and international destinations. During World War II their equipment and most staff were devoted to war services. Development of the DC-3 and the Boeing 314A transoceanic clipper in the early 1940s established paying passenger traffic and brought about much wider acceptance of air travel. The jet engine, invented in England by Frank
Whittle, was used on such military planes at the B-52. the first American commercial jet was the Boeing 707.

Because of its speed, comfort, and safety, air travel is the leading mode of public transportation today.  

The First Travel Agent

In 1822, Robert Smart of Bristol, England, announced himself as the first steamship agent. He began booking passengers on steamers to various Bristol channel ports and to Dublin, Ireland.

In 1841, Thomas Cook began running a special excursion train from Leicester to Loughborough (in England), a trip of 12 miles. On July 5 of that year, Cook's train carried 570 passengers at a round-trip price of 1 shilling per passenger, this is believed to be the first publicly advertised excursion train. Thus, Cook can rightfully be recognized as the first excursion agent; his pioneering efforts were eventually copied widely in all parts of the world. Cook's company grew rapidly, providing escorted tours to the continent and later to the U.S. and around the world. The company continues to be one of the world's largest travel organizations.

The Cook's tours between 1850 and 1900 foreshadowed the true age of travel for masses. However, it is difficult to say exactly when such tourism and travel truly became available, certainly, the advent of railroads, large safe ships, and Cook's packaged tours gave millions of middle-class people an opportunity to travel beyond their own communities. A world was now open to the middle-class that was once open only to the very rich. But even so, tourism required time; time has always been a scarce resource for working people even when money for travel is not an object.

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money-it required time. Time has always been a scarce resource for working people—even when money for travel is not an object.\textsuperscript{14}

**The Emergence of Modern Mass Tourism**

A series of key technological, political, and social events during the first 50 years of the twentieth century finally made tourism a major worldwide business and leisure experience for the middle class. While travel was greatly limited during the two world wars, the desire to travel seemed to increase. Following each of these wars, people were anxious to travel and put their wartime anguish and concerns behind them. This suggests that travel increases when conflict subsides and normalcy is re-established between nations.

The two world wars hastened technological advancement—primarily in the field of weaponry. Some wartime innovations benefited tourism. For example, after World War I, surplus ships were converted to ocean liners—thus promoting the growth of the world travel by ship. In 1928, a reported 437,000 Americans sailed abroad.\textsuperscript{15} First and second class travel became popular on ships crossing the Atlantic and Pacific. Some have called this period a glorious time for travel—a time that reflects the excitement of the 1920s before the stock market crash of 1929 and the Great Depression.

However, it was not so much economy that reduced sea travel as it was the emergence of the automobile and the airplane. Both became reliable modes of travel for a large middle class—a middle class which had the financial means and leisure time for travel. In this sense, modern mass tourism had come into its own.

**Leisure Time**

Historically, holy days created free time for the masses to travel, relax, and be away from work. After World War I, industries within several countries considered granting holidays for their employees. In England, while labor unions were obtaining benefits such as paid holidays, youth movements—such as the Co-operative Holidays Association, and the Workers Travel Association—were organizing for travel to foster personal development and culture. In the United
States, the workweek was shrinking, holidays were expanding, and the paid vacation was being considered.

Throughout the history of tourism, the common theme has been that the phenomenon affects the rich first, the middle class second, and the working class third. This theme also applied to the availability of leisure time as well. The public began to travel in earnest when paid vacations and holidays became available for all classes of workers. Throughout the industrial age, workweeks were long and hard with only Sundays off to rest. In the mid-to late-1800s, a laborer could work as many as 60 to 70 hours per week. The 40-hour workweek was not established until the Fair Labor Standards Act in 1938.

The shorter workweek, paid holidays, and longer vacations were conditions that facilitated mass tourism. In addition, the increase in real incomes for the working and middle class contributed to the arrival of mass leisure and tourism after World War II.

Travel and tourism has continued its transformation in more recent times. As general travel took off with the airlines in the 1960s, other changes occurred around the world that altered the course of tourism. Two important social and economic events that influenced the world in a dramatic way were the oil crisis of the mid-to late-1970s and the recession of the early 1980s. In each event, travel and tourism were challenged by costs and policy. Potential automobile tourists faced fuel shortages, higher costs at the pump, and the uncertainty of whether fuel would even be available. Needless to say, travel volume diminished in the United States during each of these crises. In addition, U.S. policy addressing fuel shortages was often directly aimed at the leisure use of the automobile, boats, and recreation vehicles. Weekend closing of gas stations and allocation programs fell most heavily upon the tourist.

With the 1979 oil embargo, the world also entered into a recession. Not only were fuel prices high, but so were the costs of many other goods and services-including tourism. Inflation pushed prices higher month by month. The vacation dreamed of during the winter could be beyond reach by the time summer arrived. Many people, too, feared unemployment. This discouraged traveling great distances at high prices. It took several years before people felt confident
about traveling again and before tourism recovered from the effects of the recession.

Other major factors and events which shaped tourism in recent years included shifts in tourism policy, advances in technology, and the growth of theme parks and finally attack on World Trade Center in New York Sept 11, 2001 has changed the world of tourism totally.

Tourism denotes the temporary, short-term movement of people to destination outside the places where they normally live and work and their activities during the stay at these destinations. Much of this movement is international in character and much of it's a leisure activity. In recent years it has become an important factor in world trade and a major element in the balance of payments of many countries, which has grown faster than the trade goods. For countries, regions, towns, and villages, which attract tourists in large numbers, tourism can be significant element in their prosperity. Tourism generates wealth and employment. It is major source of income and employment for individuals in many places deficient in natural resources other than climate and scenery. It makes use of resources, which may not be used otherwise, in particular of unemployed labour in developing countries and regions with few or no alternative sources of employment. Beaches, moors, and snowfields are examples of natural resources, which cannot readily contribute to the economic well-being of the area, except through the medium of tourism. It is also a major source of income to many transport operators, providers of accommodation and entertainment, shops, and other businesses. For residents of an area tourism often provides amenities which the resident population would not be able to support otherwise. But if no skillfully managed, the injection of a large alien population into a society may also give rise to social and political tensions, which may vitiate the economic benefits the tourists bring.

By its very nature, tourism is a conspicuous phenomenon. The incidence of a mobile population visiting places outside their normal domicile is an expression of living standards and quality of life. It can also decisively influence living standard and quality of life in places visited; it is one of the visible pressure which modern civilization exert on the environment. Tourism is also a highly complex phenomenon. It involves the activities and interests not only of large
transport undertakings, owners of tourist sites and attractions, and of various tourist services at the destination, but also of central and local government. Each of these serve both the resident population and visitors, and their management must reconcile the needs of tourists with the needs of the resident population.

Tourism is in short an important human activity not only of economic significance, but also of social, cultural, an educational significance.

The complex nature of tourism implies the many academic disciplines are involved in its study. Basic disciplines such as economic, geography, psychology, and sociology, as well as newer disciplines of politics, management, and marketing, all have a contribution to make, in addition to such tools and techniques as market research, planning, and statistics.

**The Impact of Tourism on Developing Economy**

For more than 40 years, tourism has been considered as an economic panacea for developing countries. Often dubbed as the white industry, it is although be a vital development agent and an ideal economic alternative to more traditional primary and secondary sectors. International tourism in particular from the developed to the developing countries is seen as generating crucially needed foreign exchange earnings infusing badly needed capital into the economy of developing countries, the successful example of Spain, which managed to use the tourism in its development process as an income generator, reinforced the notion that countries with ‘Sand, Sun, and Sea’ resources, which most developing countries incidentally have, can overcome other infrastructural, locational, and economic disadvantages and sell the tourist product. Stagnating and highly unreliable commodity prices as well as import barriers for manufactured goods in many developed nations only serve to focus the economic options on tertiary activities, with tourism undoubtedly being the most important one. For the lack of alternative development options and in view of the ever growing number of outbound tourists, most developing countries have opted for participation in the international tourism industry. Especially for small developing countries with few primary resources and small industrial base, and particularly for small
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microstates, tourism often constitutes the only viable economic activity within their economic means and their resources base.\(^{17}\)

Rapid population growth, high unemployment, increasing social and regional disparities, high trade deficits, monostructured economies, and a generally high dependency on the industrialized countries force developing countries to utilize all of their available resources to survive. Among these resources are their climate, which promises a lot of sun-seekers from the developed countries, exotic landscapes, people and cultures, and a usually very favorable exchange rate. In addition, the major attractions for mass tourism, sand, sun and sea, are available to all but a few of the developing countries. While some countries like Tunisia, Morocco, Mexico, and many Caribbean countries have gambled early on tourism, others like Vietnam, Laos and Bhutan have only recently joined the ranks of developing countries that are trying to benefit from international tourism. Employment and income generation, increase in foreign exchange and tax earnings, reduction of rural-urban migration, and balancing the trade account are the most often conceived goals of tourism development.\(^{18}\) Yet to date, tourism often has not endowed developing countries with the envisaged economic benefits. Furthermore, a considerable number of socio-cultural and physical impacts have emerged that seriously deflect from the potential benefits that tourism can bring to developing countries when planned and managed appropriately.

Tourism is no more considered as a secondary sector of Jordan economy, in view of vital role it has been playing in the gross domestic product. It’s one of the economic sectors that have the potential to enhance the national economy in terms of the exportation of services and increasing the reserves of foreign currencies.

Jordan unlike other Arab countries especially the oil-producing ones, is known for its meagre natural resources. Hence, it dedicated most of its efforts to manage and develop its human resources to become the main source of economic development. Therefore tourism industry has emerged as major force in the growing services sector that provides new opportunity in the labour market. This
is done through securing a sustainable tourism development, not just an
unmanageable temporary boom.

Tourism in Jordan is a barometer of the political situation in the Middle
East and tourist arrivals are subject to a remarkable fluctuation. This puts great
pressure on Management, Planning, Investment and even Employment in this
sector. On the other hand, the government of Jordan considers tourism as the
country’s oil and has invested considerable efforts to encourage local and foreign
investors to develop tourism facilities in order to increase tourist numbers.

Survey of Literature

In the process of surveying the literature, it has been observed that no
doctoral thesis has been submitted on tourism industry covering its management
aspect. There are many studies on tourism marketing in the form of doctoral thesis
by Dr. Momani, submitted with Jaipur University, Jaipur. In department of public
administration in 1999, otherwise one finds no records of work done in the field of
tourism with special reference the emphasis on tourism management in Jordan in
particular. The same case is there with dissertations taking the management aspect
into consideration, no academic work has so far been done in tourism
management. Coming to the articles published in non-academic journals one
observes that most the articles concentrate on the role of tourism in Jordan
economy, development of touristic sites and back-up services quality and
efficiency of tourism services, quality and efficiency of tourism services, tourism
public awareness, impact of political affairs on tourism, marketing of Jordan
tourism product, and finally domestic tourism.

Articles and notes appearing in newspapers also do not highlight any
aspect of management being practiced in MOTA and its institutions. These
articles mostly informative and statistical in nature and give an idea on policies,
strategies, planning and other issues related with tourism in general but not
management in specific. Now some of these works are classified into the
following headings:

- H. E. Mr. Aqil Beltaji (July 1999). The minister of tourism, his article
  highlights the importance of tourism in the international economy and the
  prospects for the growth of the international tourism movement, including tourism
in the Middle East, in addition, the article points out the high expectations the country builds upon tourism sector as an indispensable tool to activate the Jordanian economy and steer it towards growth. Mr. Beltaji also projected Jordan’s preparations and current projects to enhance its capacity of attracting various kinds of tourism.

- Mr. Beltaji emphasized the necessity of cooperation between the public sector and private sectors, which as he said is only possible through a “vision statement”. A vision statement enables us to understand our position in an attempt to define a task statement. A task statement attempt to facilitate the following endeavors: developed and advanced tourism industry that can effectively make use of relative as well as comparative advantages, improve archaeological sites and tourist resources, boost the components of Jordanian tourist products, enlarge of the role of private sector in the field of investment, and finally develop laws and regulations to attract capital. A task statement also aims at upgrading tourism services to make them emulate the highest international standards while raising tourism awareness within the framework of tourism sustained development. It includes reinforcement of the institutional structure through the development of tourist-crafts legislation related to human resources. Finally, a task statement seeks to provide leadership for marketing and promotion policies in regional and global markets. At the end of his article Mr. Beltaji urged for the expansion of hotels and other specialized facilities to attract what is called “conference tourism”. Providing it with incentives and special privileges because of its current importance.

-Mrs. Nisreen Barakat (Ministry of Planning), 1999. in her article she pointed out that tourism promotion carried out by both public and private sectors is still small in Jordan compared with neighboring countries like Egypt and Israel. She called for studies to be conducted with a view to understanding the type of tourists who visit Jordan and the services they requires that appropriate plans may be prepared to receive such tourists. Hence Mrs. Barakat requested that the Ministry of Tourism play a basic and effective role in the establishment of a specialized department that prepares such studies in a bid to help decision makers carry out sound and strategic planning. She added that we must not content ourselves with concentrating on Western tourists but also pay due attention to attracting Arab
tourists by opening promotion offices in Arab countries, which will be helpful in maintaining tourism year round. She also urged the peace process be exploited for the benefit of tourism in Jordan. Finally, she recommended that the tourist planning must concentrate on the oriental civilization and culture to enable a foreign tourist have first hand knowledge of this unique quality which he may not find in his own country.

- Mr. Michel Nazzal (president of the Hotel Associations), 1998, in his article he confirmed that large funds have been allocated for the Tourist Promotion Corporation to market the Jordanian tourism product in the Arab Gulf for the purpose of combating seasonality in tourism. However, he pointed out that hotel occupancy rates are still inadequate and he suggested that a solution to the "driver-guide" problem might be found by permitting the tourist guide to drive the means of transport. Addressing these two issues may help boost individual and family tourism.

- Dr. Majdi Sabri (Royal Jordanian Airlines) 1999, in his article he noted that political conditions in this part of the world adversely affect tourism. Even in Israel itself where the tourism rate are dropped by 35 per cent below the last year’s rate. Dr. Sabri believes that control of tourism seasonality lies in the hands of Jordanian tourist sector which must offer low prices in seasons which suffer from weak demand for tourism. Finally, he recommended the use of the Internet to promote tourism in Jordan.

- Dr. Habis Samawi (University of Jordan) 1999, in his article indicated that clear flaws exist in the tourism process which the Ministry of Tourism cannot cope with in a limited period of time. Here, joint efforts should be collectively exerted by both private and public sectors, and not by mere reliance on the work done by the Ministry of Tourism. He went on to say that domestic tourism in Jordan is completely absent, despite the fact that it is the basic starting point in the tourism process. He also demanded that tourism studies or questionnaires be completed for the assessment of tourism performance in Jordan. Dr. Samawi concluded by saying that it is not possible to rely only on the number of tourists coming to Jordan as an indicator of the actual state of tourism, suggesting that average length of visit is more important indicator.
- Dr. Jawadat Qusus (al-Isra University) 1999, in his articles, he pointed out that citizen’s awareness in Jordan is totally absent. Jordanians do not know yet how to benefit from tourism and the same time how to serve tourism in their country. He then touched on the problems facing the Abu Jabir project in Karak (Karak Kan Zaman) and explained that Mu’atbah buses were placed at the gate of the tourist center although the center cost a lot of money spent on its conservation. Dr. Qusus wondered: Is this the best way to deal with tourism promotion both at home and abroad? He concluded by saying that scenarios promoting Jordan are non-existent and then asked whether Royal Jordanian Airlines would be willing to market Jordanian tourist product.

Objectives of the Study

i- To investigate MOTA goals and policies.

ii- To study role of the total process of managing MOTA.

iii- To study the changing environment of tourism in Jordan.

iv- To study the main problems faced by MOTA.

v- To study the financial management policies of MOTA.

vi- To study the role of domestic tourism in economic development in Jordan.

vii- To study the international tourism growth and its impact on economic development on Jordan.

viii- To study the management and marketing of tourism by MOTA.

ix- To study a regulatory framework for tourism sector to achieve the necessary standards and quality.

x- To study the human resources development programmes in tourism sector.

Hypothesis of The Study

The Ministry of Tourism and Antiquities is the governmental body responsible for the tourism industry in Jordan. Its main purpose as emphasized in the act no(20) of the year 1988, is to manage and develop tourism through conservation and development and management of archaeological sites throughout Jordan for
the purpose of visitation. It is also responsible for clearing tourism related investments and to forward proposals and action plans for tourism development with collaboration of other sectors. In this study we have taken the managerial approach at the micro level, on the management activities of MOTA. The hypothesis of our study is

- That MOTA is being managed effectively and organizational development program has been continuously executed to improve the managerial capacity of MOTA and the skills and knowledge of it’s personnel.

- That MOTA focuses on management activities necessary to develop tourism industry, such as, planning, research, advertising, control and coordination. It is managerial objectives geared to change to meet shifts in tourism environment. It is acting as valuable agent in economic development of Jordan, and fostering tourism growth. It is playing great role in shaping tourism in Jordan.

- That MOTA is playing major role in tourism development and providing overview the main tools available to government in initiating, supporting and restricting tourism. It is necessary to develop tourism industry in Jordan, providing tourism development plans, investment incentives or disincentives, general legisulatory regulations, financing of tourism infrastructure, marketing the country overseas, and also domestically, and maintaining close link with other sectors, trade and professional association, and consulting organizations on tourism, such as, council on tourism and training, and joint marketing board.  

Research Methodology

In the completion of this work I have relied upon both sources i.e. primary and secondary. For the collection of data from primary sources, a questionnaire has been prepared. The respondents to the questionnaire are the executives of MOTA and Jordanian tourists in general.

Information regarding management of tourism sector is gathered through interviews with the top management of MOTA. The main objective of this to know about working and management activities of MOTA. Apart from this our
intention is to explain to top management about the study, its importance and criticality of their participation and thus arouse interest in them to seek their commitment individually.

Secondary data has been collected from studies and researches about tourism industry in Jordan and the World, official, private and international institutions have been used for collecting secondary data.

Also journals, reports, periodicals, statements, government publication, internet and other literature etc, have been utilized in the study.

A modest experience of myself in tourism sector as an expert in the field of tourism in the United Nations Development Program (UNDP), and also as a tourism manager in the private sector have been a great help.

**Future Direction for Research**

The present study has covered a very important segment of tourism industry in Jordan i.e. MOTA and other government institutions related and connected with it. It is possible and will be of interest also if the future research is undertaken in the following areas with different emphasis:-

i- The management functions - how far applicable in a travel agency business.

ii- The management functions - how far applicable in a tour operator business.

Especially in out-bound tourism.

In-bound tourism.

iii- The principle of management - how far the service industry specially tourism is aware of and makes use of that.

**Frame Work**

Keeping in view the objectives of the study the present work has been divided into six chapters.

In the first chapter, an attempt has been made to highlight the historical background of tourism because any study of tourism is incomplete without a historical perspective. Tourism has a history of both success and failure. For the most part, tourism is a story of rapid change effected by industrial and technological advances but advances in tourism have been spectacular.
Historical stages in tourism such as travel in prehistoric times, travel in Neolithic times, travel in ancient civilization, condition for travel stimuli for air travel, travel in middle ages, travel in the Renaissance, the grand tour, travel motivation, transportation, the first travel agents, emergence of modern mass tourism, leisure time has been briefly discussed in the chapter.

After that we have pinpointed, the survey of literature, objectives of the study, hypothesis, research methodology, framework and the future direction of research.

In the second chapter, an attempt has been made to present the historical background of Jordan, its civilization which first appears prominently in the Bible. Though many periods passed throughout it, such as Ammonites, Persian, Nabateens, Romans, Byzantine, Islam, and Turks. After that we have talked about modern Jordan, a new and dynamic nation which has been forged in less than fifty years.

Jordan constitutes of various tribes that have migrated to the area over the years. More than 92% of Jordanians are Sunni Muslims, and about 6% are Christians who live mainly in Amman, Madaba, Kerak and Salt. Several small Shi’a and Druze population can also be found in Jordan. Others minorities, the Bedouins, Palestinians and Circassian. This is followed by a quick look on modern Jordan, Jordanian economy, industry, finance and investment, and finally culture and tourism.

In the third chapter, we have discussed tourism in Jordan, there is a lot to offer of special interest of domestic tourism as well as international tourism to Jordan. The MOTA is now building up tourism around Petra in coordination with Aqaba and Wadi Rum. This gives Jordan a resort area, the romance of Arabian desert and these are archaeological gems of Petra. There is also a lot of festivals, in Jordan the famous is Jerash festival in summer which could be of great interest to foreign visitors.

Jordan is also becoming an ideal center for regional conferences. It is very active at overseas trade fairs. Jordan is developing spa facilities, specially around Zarka ma’in, an area of hot springs in the mountain overlooking the Dead Sea. A detailed discussion is there on Jordanian tourism product and tourist destination and the importance of tourism in Jordan.
In the fourth chapter, we have been highlighted the importance of international tourism to Jordan. Of course the highest purpose of tourism is to become better acquainted with people in other countries, because this furthers the understanding and appreciations that builds a better world for all. Travel raises levels of the human experience, recognition, and achievements in many areas of learning, research, and artistic activities.

Tourism is one of Jordan’s major industry, and the sector has tremendous potential for future expansion. Tourists from within the region have traditionally accounted for most of Jordan’s tourism. With the advent of peace, however, the country is poised to begin developing untapped potential for international tourism. We have highlighted Jordan’s international tourism potential, and the most important tourism markets with the aim of promoting Jordan’s touristic products in these markets such as, Europe, United States, Japan and South-Eastern Asia, The Gulf Cooperation Council States (GCC). In the end we have overviewed the importance of international tourism problem of growth and development, global forecast, and global forecast for next decade, economic impact of tourism, special benefits of tourism in Jordan and finally the future prospects of tourism in Jordan.

In the fifth chapter we have discussed about planning and management of tourism sector in Jordan. The responsibility of management basically lies with MOTA. All the important seven areas which included management of MOTA itself, regulation and control, research, marketing, product development, human resource development and public awareness are covered in our study. These seven areas when taken together also represent the contents of integrated plan for tourism. After that an analysis has been done regarding the performance and management of tourism sector since 1991. SWOT analysis has also been discussed regarding tourism sector in Jordan.

In the last chapter main problems faced by the industry are discussed in details, deficiencies in the management of this sector are also highlighted. In the end suggestions are being given to improve the performance and management of tourism industry in Jordan. Suggestions are classified into three broad categories, namely, suggestions for improving tourism management in Jordan, specific suggestions for improving tourist product, and general suggestions for tourism
These suggestions are important for sustainable tourism development in Jordan.

I, hereby, hope that this research will provide those who are interested in tourism management of Jordan a useful and appropriate information. Really, I feel very honor and proud to share and participate in providing modest solutions and suggestions for the sake of management and development of tourism sector in Jordan. Finally, I think that every one’s responsibility is to express his love and devotion for the country he belongs to.
References


