CHAPTER -6
CHAPTER 6

HUMAN RESOURCE DEVELOPMENT IN TOURISM INDUSTRY

We have already discussed the impact of tourism marketing on the framework of Tourism policy. In addition to the development of tourism marketing as an important element of tourism policy and growth, the development of human resource in the sector will also play a pivotal role in the tourism development in the country. When one say human resource development, it means the overall impact of infrastructural growth and the manpower planning in the sector. In recent years increasing emphasis is being placed on development of human resources in the process of socio-economic advancement. Human resource is one of the basic impacts as well as an active factor of production. Now human resource is being viewed as an important asset leading to improved profitability and increased production. In any society, economic development and prosperity depends upon industrial advancement which is possible through an optimum combination and utilization of the factors of production especially its human factor, which is undoubtedly the most important.
Tourism industry employs a very formidable number of people in the country. Human Resource Development is of vital importance in a service industry like tourism people engaged in this trade deal with people and cater to their needs. They are the ones which determines the quality of the product offers to the tourists. Crores of rupees are spent on building infrastructure but it is the service personnel who alone can make them come alive. It is they who creates the ambience that lures or repels the tourists. A lot, therefore depends on the right selection, training and development of the personnel engaged in tourist services. Human Resource Development has acquired paramount importance in the process and problems of development of both the developed and developing nations of the world. It is of great importance in case of tourism and travel management as man to man controls are more vital in creating permanent and better image in the minds of the tourists coming with specific perceptions and motivation. The importance of human resource development in this sector cannot be neglected at any cost, specially in the world of competition where everyday a new competitor is present in the market. This could be clearly understood by the fact that even we would like to buy the services of the company where customers are given full respect and are satisfied to the realm. But this is only possible when there are well
trained professionals in the organisation who know the art of satisfying the customers.

No matter how good a destination or a resort, or a restaurant is but the selection of one and the rejection of the other solely depends upon the one and only important factor which are call human resource. This is mainly because when a person goes out for recreation, fun, relaxation etc. he likes to be treated in the best possible manner and would prefer the best services. All these factors depends upon the kind of manpower employed in a present place. In other words we could say that in this industry we can ignore this vital factor at our own peril and cost mainly because the tourism industry is essentially about the people. Carelessness in employing the human resource is one of the main factor for low productivity, poor quality, high cost etc. And such a carelessness in todays competitive world would definitely lead to the major breakdown of the organisation.

There is no doubt that people are the most important resource in any organisation. This is specially true in quality organisations that provide highly personalised, genuine and caring services to demanding and prestigious customers, and such an attitude can be found only in those organisations which are human resource development driven.
There is very important economic benefit to good services. When customers are pleased with the way they are treated, the employees of the organisation also feel more content and satisfied with their work because no body wants to stay in an organisation which is hated by its customers. It should be noted that in an organisation that are 'people focussed' like tourism, the productivity is higher and cost and turnover is relatively lower as a result there is lots of wastage and even due to the present day increase in competition the profit goes down. But this problem can be overcome by employing well trained and disciplined manpower as ones the customer is fully satisfied with the services provided to him he would not mind even paying a little higher price then the market because people under take travel for recreation, relaxing to enjoy and for a change from their daily routine and so where such things are required quality plays a very important role as it is the only basis for complete satisfaction, and a tourist can only enjoy his trip if he is fully satisfied with the services provided to him. So before we can discuss the role played by the Ministry of Tourism as far as Human Resource Development is concerned it is important to know a little about Human Resource Development Philosophy. In the next few paragraph an effort is made to explain the importance of “attracting and retaining talent” philosophy given by Tom Peters.
Tom Peters, the well known management guru, has summed up that ‘People can no more be treated like interchangeable parts of a machine. Now people are both, the assembly line and the product’. How well they perform in the organisation, in turn is the key component of your human resource development philosophy in attracting and retaining talent.1

Primarily, if an organisation is perceived as ‘people friendly’ it is a head start in attracting talent to the organisation. However, the key is in recruiting the right person for the right job, but it should be kept in mind that the fundamental factor in recruiting personnel etc. would be their attitude. While knowledge and skills can always be developed or enhanced by training but no training can change an individual's attitude. Therefore, it is important that the organisation philosophy must take in account and make it sure that there is a perfect match between the person and the job, here the most important concern is the attitude of the person being hired for the job.

While it might be easier to attract talent by giving good incentives by good salaries and other beneficial schemes to the employees, but it is far more difficult to retain talent. As this is a very tough task, it calls for a fair and objective appraisal system, maximising performance, enriching the job, providing adequate
training opportunities which is very important not only to keep the personnel performance up to the mark but also for acquiring him with the new trend in the market and ensuring that the person is performing to his optimum level among other areas. Obviously, here motivation would be an important factor in retaining staff. Besides the above two factors that are job satisfaction and job motivation, there are some other very important factors which are also essential in boosting up the performance of the human resource. These factors are discussed in the next paragraph.

As we know that human resource is a very important ingredient of any organisation and maintaining resource is a very important ingredient of any organisation and maintaining it upto the mark and getting the best out of it is a big challenge for the organisation. Some factors which play a very important role for its maintenance also include job description, working environment, working conditions, self satisfaction. Primarily job description is the most important thing, every individual who is working in an organisation should know his job clearly, which means that the management should clearly and specifically describe to him that what particular task he has to perform in that organization and to get the best result out of him the employee should be given specific training also. Then comes the working environment, it is very obvious that
everybody likes to work in a friendly and healthy environment. Management should try to provide the same environment in their organisations, there should be no groupings, hatred, politics and competition among the employees instead a friendly, jolly and a happy environment should be created for the employees to get the best output. Next comes the working conditions in an organisation, the organisations should be very careful about the working condition in this case they should take care for the cleanliness of the organization, proper ventilation so that employees could get fresh air which will keep them fresh and going, comfortable furniture’s i.e. desk, chair etc. should be provides which have a great effect on the performance of an employee, refreshments should be provided to the employees from time to time and a break or two should be given between the working hours so that the employees could get refreshed and their work do not seem boring or monotonous to them. Last but not the least every employee should be self satisfied in every terms which include their wages, performance, incentives, bonus etc. All these factors have a great effect on the performance of an individual and in turn effects the outcome of the organisation.

In the next few paragraphs an effort is made to understand Human Resource Management, and what are the ingredients for a successful human resource management.
Human resource management is an approach to the management of people, based on four fundamental principles. First, human resources are the most important assets an organisation has and their effective management is the key to its success. Second, this success is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to the achievement of corporate objectives and strategic plans. Third, the corporate culture and values, organisational climate and managerial behaviour that emanate from that culture will exert a major influence on the achievement of excellence. This culture must, therefore, be managed which means that organisational values may need to be changed or reinforced, and that continuous effort, starting from the top, will be required to get them accepted and acted upon. Finally, human resource management is concerned with integration – getting all the members of the organisation involved and working together with a sense of common purpose. Hence we can say that human resource management is a strategic approach to the acquisition, motivation, development and management of the organisation's human resources. It is a specialised field that attempts to develop programmes, policies and activities to promote the satisfaction of both individual and organisational needs, goals and objectives.²
Under the human resource management approach there are a certain basic assumptions about the human resource, these assumptions are as follows:

- The members of an organisation are reservoirs of untapped resources.
- There is scope for unlimited development of these resources.
- It is more in the nature of self-development than development thrust from outside.
- The organisation also undergoes development with the overall benefits along with the development of its members.
- The organisation further develops a culture in which utmost emphasis is placed on harmonious superior – subordinate relations, teamwork, collaboration among different groups of individuals, open communications, and above all integration of the goals of the organisation with the need of the employees.
- Top management takes the initiative for human resource management,formulates necessary plans and strategies, and creates an overall climate and support for its implementation.
After having a brief introduction about human resource management approach, now in the next few paragraphs we will learn about the components of human resource management.

An important component of human resource management is human resource planning or manpower planning. It is a process to ensure the right number and kinds of employees, at the right places and at right time, capable of effectively and efficiently completing those tasks that help the organisation achieve its goal. It is a systematic effort that comprises of three key elements: Workforce forecast, manpower assessment and staffing programme.

Basically the objective of manpower planning is to ensure the optimum use of human resource, currently employed, to assess or forecast future skills requirements and to provide control measures to ensure that necessary resources are made available as and when required. Other reasons for attaching importance to manpower planning and forecasting are to determine recruitment level, to anticipate redundancies and avoid unnecessary dismissals, to determine the optimum training levels, to provide a basis for management development programme, to deploy the manpower in new projects, to assist productivity bargaining, to enable the organisation to identify trouble spots. Human resource planning aims to maintain and improve the organisation's ability to attain the
goals by developing strategies purporting to magnify the contribution of human resource. So it can be said that the primary aspect of manpower planning, as with any other aspect of planning, is to prepare for the future by reducing its uncertainty. It has as a basic goal the reduction of uncertainty as related to the acquisition, placement and development of employees for future needs.\(^3\)

Another important component of human resource management is job redesign. Job redesign is a technique of enriching the job characteristics with a view to improve the quality of work life. Four important interventions in promoting quality of work life and dealing with job related problems are: Job design, job rotation, job enlargement and job enrichment.

Job design is a process of deciding on the contents of the job in terms of duties and responsibilities, system and procedures and on the relationship with the superiors, subordinates and colleagues. The aims of job design are mainly to satisfy the requirements of the organisation for productivity, operational efficiency and quality of the product, or services and to satisfy the needs of the individual for interest challenge and accomplishment. Job design involves four sets of decisions: Deciding what task will be performed by the workforce, deciding how these tasks will be grouped together and assigned to the individuals, deciding how individuals will relate to

276
each other so that their work can be co-ordinated and deciding how they will be rewarded for their performance as members of the organisation.

Then comes job rotation, it involves periodic assignment of an employee to completely different sets of job activities, this is a way to tackle routines of work in the job. When an activity is no longer challenging, the employee is rotated to another job, at the same level that has similar skill requirements. The strengths of job rotation are that it cuts injuries and reduces boredom through diversifying the employee's activities. At the same time it also has certain drawbacks like the training cost increases, secondly employee have to adjust with the new people and environment.

Then comes job enlargement, it means adding more and different tasks to a specialised job. It may widen the number of tasks the employees must do, that means to add variety to the job. When additional simple tasks are added to a job, the process is called horizontal job enlargement. This adds interest to the work and reduces monotony and boredom.

Job enrichment was basically introduced to overcome the shortcomings of the job enlargement. In particular job enrichment is concerned with designing jobs that in corporate a greater variety of
work content; require a higher level of knowledge and skill, and give the workers more autonomy and more responsibility for planning.

Next important component of human resource management is job analysis. It is a process of systematically analysing the activities pertaining to each job, it defines the duties, responsibilities and accountability of the job. The three outcomes of job analysis are job description, job specification and job evaluation.

Job description involves classifying and summarising data according to specific duties, task related behaviours, personnel requirements, and other descriptive characteristics of the job, in other words it could be said that job description is a factual statement of the duties and responsibilities of a specific job. On the other hand job specification is a statement of the minimum acceptable human qualities necessary to perform a job properly. It translates the job description into terms of the human qualification which are required for a successful performance of a job. Lastly job evaluation is a systematic method for the objective determination of the relative worth of jobs within a company. It is a procedure for measuring the relative contribution of each job and for ranking these jobs in accordance with these measurements.

Third important component of human resource management is employee recruitment. It involves the creation of a pool of available
human resources from which the organisation can draw when it need additional employees. Recruiting is the process of attracting applicants with certain skills, abilities and other personal characteristics to job vacancies in an organisation. Recruitment has been regarded as the most important function of personnel administration. Unless the right type of people are hired, even the best plans, organisation charts and control system will be of no avail. A company cannot grow, prosper or even survive without adequate human resources.

Next important component is employee selection. The most valuable asset of any large scale organisation is the high calibre personnel. Finding people and putting them to work is an expensive affair. Therefore the selection process ahs to be very sound to built a first rate staff. One of the important aspect in personnel selection is the individual differences. Individuals differ in their ability to perform, in physical characteristics, intelligence and intellectual aptitudes, in interest, in temperament and in character. These differences in the individual are to a large extent uncorrelated and because of these large differences in human abilities, the problem of proper selection becomes a very important one for modern industry.

Next comes employee orientation, it is the process of introducing new employee to the organisation, to their specific job
and department etc. In other words it is the official welcome from the company. It should be conducted with warmth and understanding as the first few days on the job are filled with doubts and fears.

Another very important component of human resource management is employees training and development. Training provides knowledge and skill to perform a job so that the employee can perform his job on the acceptable standards of the organisation. Development is viewed similarly but with more stress on communicating organisational norms and values for the given roles. Retraining of employees is also important as their job requirements keep on changing.

A very difficult function of human resource management is that of determining the rates of monetary compensation. It is not only complex but most significant, both to the organisation and employees. Compensation can be said to be a form of payment given to employees in exchange for their work.

Next important component of human resource management is the performance appraisal of the employee which is normally done by his superior. It is very important as it provides systematic judgements to back up salary increments, transfers, demotions or terminations, it is the means to let the employee know how is he
doing and to suggest if any change is needed in his behaviour, last but not the least, it also acts as a base for coaching and counselling the individual by his superior.

Next comes the employee motivation. Motivation is the process of creating organisational conditions which will impel employees to strive to attain company goals. The purpose of motivation is to create conditions in which people are willing to work with zeal, initiative, interest and enthusiasm, with a sense of responsibility, loyalty and discipline and with pride and confidence in the most cohesive manner, so that the goals of the organisation are achieved affectively.

Another important component of human resource management is the leadership and supervision. Leadership is a process of influencing others to act, so as to accomplish the specified objectives of an organisation. The objectives of a leader are: to gain the commitment and co-operation of his team, to get the group into action to achieve the agreed upon objectives and to make the best use of the skills, energies and talents of the team.

These are some of the very important components of human resource management which every organisation should take into consideration and more so a tourism organisation because in this particular sector our whole approach is human oriented. Whenever
a policy for tourism development is to be anticipated and envisaged, the human factor will play a dominant role. In this connection financial and non-financial incentives given to the human resource involved will be an important ingredient of the policy directions for tourism growth. In the pages that follow we will discuss salary and wage administration in the tourism sector.

As we know that incentive provided by a company is the greatest attraction for the human resource. So sound wage and salary administration becomes an important managerial function. Its importance is also evident from the fact that most of the disputes in the organisation is for the wage and salary payment.

Wage and salaries are often one of the largest components of cost of production and as such have serious implications for growth and profitability of the company. On the other hand they are the only source of worker’s income. Moreover, their social status depends upon it. But above all an organisation cannot expect to attract and retain its personnel unless it pays them fair compensation. This is very true for tourism organisations as they wholly depends upon the skill of the human resource because the product they are selling is intangible and the only way to present it to the customer is through words and pictures and so it is a difficult task to satisfy the customer to buy the product. That is the main
reason why tourism industry needs highly qualified and skilled human resource and if the human resource is highly qualified and skilled it would definitely prefer good wage and salary.

Another very important field of tourism where the wages should be good is adventure tourism. This is true because there the guide or the trainer who is responsible for the tourists many a time has to put his life in danger as danger is a part of adventure. So these guides or trainers are expert in their fields and are highly skilled human resource. So they definitely prefer higher incomes.

Wage and salary involves the selection, development and direction of programmes designed to implement compensation through financial rewards. In wage and salary administration managers translate selection policy into a wide range of compensation programmes from the simplest hourly wage or monthly salary to much more complex incentive wage plans and combination of wages and employees benefits and services.

Now let us look at the types of rewards, basically there are two types of rewards, financial and non financial. Financial rewards consist of (i) direct or immediate payments such as, wages and salaries and (ii) less – direct, deferred financial benefits such as profit sharing, pensions etc. The non-financial rewards consist of privileges, participation, status, recognition, job enrichment and
such other opportunities for satisfactions. Wages and salary administration involves the direction of programmes designed to implement financial compensation.4

To have a rationally sound employee compensation programme the manager must direct his attention and evaluate the following considerations.

**Necessary variety:** In a big organisation, the overall administration of financial compensation will involve a variety of programmes for different groups of personnel e.g. executives, supervisors, scientists etc.

**Dynamic programmes:** The total programme cannot be regarded as static. The best programme for today may not be the best for tomorrow. The programme must be flexible so that it can adjust itself with changing circumstances, and each programme must be reviewed periodically.

**Non-linear relationship:** Many relationships between rewards and resulting behaviour are neither simple nor linear. Sometimes an increase in hourly rates may produced desired results, sometimes it fails.

**Programme mix:** Compensation involves direct financial rewards, deferred financial rewards and non financial rewards. The
manager has to balance these choices to get the most for the company's money.\textsuperscript{5}

In such a competitive world it is very important to provide good incentives to the human resource not only to keep them intact in the organisation but also to attract highly skilled and well educated individual to the organisation, because the success of an organisation really depends on the human resource.

As we know that tourism is an important employment generating industry in the world because it is not just a single industry but an amalgams of various industries employing millions and millions of people. In India itself tourism employees 27 million people And with proper planning can generate another 15 million jobs in the next 5 years. Not only this tourism exports and promotes Indian art, culture, philosophy, handicrafts, Gems and Jewellery etc. So besides providing a big hand in direct foreign exchange earning for India tourism also helps in indirect foreign exchange earning for India. In 1996 the indirect foreign exchange earning for India from tourism was US$ 3 billion.\textsuperscript{6}

Today tourism has become a world wide phenomenon. Every body wants to escape from their routine lifestyle and tourism provides a golden opportunity for it. Not only this that it provides time for people to relax, enjoyment, recreation etc but it also has
great economic, social, cultural and political benefits. From the economic point of view we know that tourism has now become the largest foreign exchange earner, besides this it also provides a large number of employment opportunities for both skilled and unskilled labourers. This is a very important benefits of tourism for developing countries like India, where a large part of the population is either semi-skilled or unskilled. Besides this it plays an important role in national integration and in promotion of peace and harmony among the people because it gives full opportunity to us to know and understand people from different cultural and traditional backgrounds. In fact we can say that tourism has narrowed down the gaps between the countries all over the world. Another important benefit of tourism is that it helps transfer the wealth earned in one part of the country to the other. As we know that tourism phenomenon has attracted the entire world, but it should always be remembered that tourism in itself is a very complex phenomenon. In order to explain the complex tourism phenomenon in its various manifestations it is necessary to have a systematic frame work. The complex nature of tourism phenomenon also implies that various academic discipline are involved in its study. Some basic discipline like economics, psychology, sociology, geography etc. contributes a great deal. Newer disciplines like
marketing and management have been introduced and play a significant role today. In addition techniques such as planning, marketing, research, statistics, sales support and publicity and also involved and are used extensively by tourism enterprises. That is why the need for trained manpower in the tourism sector assumes a great importance to maintain high professional standards. Education and training both formal and in service for those who would be working is, therefore, of crucial importance. Now let us have a look at the employment potential of the tourism sector in the following paragraph.

One out of nine work opportunities in the world are in the travel and tourism industry. According to the World Travel and Tourism Council, the total number of jobs in 1997 was 212 million and by the year 2005 it is expected to reach 3398 million. The National Action Plan envisages of 5 million tourists and an annual earning of Rs. 10,000 crores by the turn of the century. In India the tourism industry has become the third largest foreign exchange earner after gems and jewellery and readymade garments.\(^7\)

A desirable feature of tourism industry is that it employs a large number of women both educated and uneducated as well as skilled and unskilled. Being a service industry travel and tourism requires professionals who are enthusiastic, hard working,
possesses communication skills, likeness for people irrespective of
colour, race, creed, religion or nationality, interest in travelling
ability for organisation, courage for handling tough situation, and
overall knowledge of Indian culture, heritage and competence in
various foreign languages. This paragraph deals with the abilities
which a proper professional in the field of tourism requires.
Knowing that a large number of manpower is required in this
industry in the following few paragraphs an effort is made to
describe the difference between education and training and the
desperate need of training in this sector.

We know that education and training are important ingredient
for a good manpower. But even as we say this we should know that
although education is important to achieve high goal but education
generally means ‘formal instructions in a school or college’ but
training is ‘vocationally oriented’ and is generally imparted at the
work place. So as far as service sector is considered training is
very important because here we have to earn the belief and
confidence of our customer so that they may buy our product,
because in the field of tourism it is satisfaction that really matters
and on whose basis the product is sold. So it becomes important
that the organisation should provide proper training to the
employees in their organisational environment. Now it is important
to understand basically what training is. In the next paragraph an effort is made to explain what training is.

Training in simple words can be said to be an act of increasing the knowledge and skills of an employee for doing a particular job. Training helps in developing the skills that are usually necessary to perform a specific job. Its purpose is to achieve a change in the behaviour of those trained and enable them to do their jobs better. Training is important both for newly appointed people and for the old employees. For new employees it help them in adjusting to the organisation environment and also enhance that ability and capability to perform the job. It is equally important for old employees as it helps them to change themselves according to the changing trends in the business. Training also helps the employees to get acquainted to the new technologies which are being introduced frequently in the organisations. But it should be ensured that the training program should bring positive change in the knowledge, skills and attitudes of the workers. The basic purpose of training is to bring improvement in the performance of the job. Training is not just one step but it is a continuous process a process that never ends and the employees keep on learning through their experiences and by trial and error methods. As we know that
training is very important for tourism sector. Let's have a look at the steps that our Government is taking in this regard.

Manpower development has been a major concern for the Department of Tourism. A comprehensive effort has been launched to harness manpower resources adequately to meet the needs of the fast-expanding tourism industry. In the very specialised hotel catering sector, as well as in the larger area of management services relating to ensure management, tour operation, transportation and interpretation services, the Department of Tourism has launched ongoing programmes offering courses, workshops, seminars and conferences.

The Indian Institute of Tourism and Travel Management (IITTM) was founded by the Ministry of Tourism is providing academic opportunities to graduates directly and in collaboration with universities for creating successful professionals in various fields. Programmes have ranged from subjects like planning tourism, travel and tourism management, environmental parameters of tourism development, computer technology and communication in tourism orientation courses of probationers of All India and Central Services, Immigration officers, Indian Missions, intensive foreign language training programmes for guides which are being held in important tourist centres like Bombay, Bangalore, Calcutta, Delhi,
Madras, Jaipur etc. in languages like Arabic, French, German, Italian, Japanese, Russian and Spanish. IITTM is a premier institute of its kind, offering various programmes and courses to personnel in the tourism and travel industry. The courses are specially designed by IITTM to meet professional requirements of future managers, executives, and policy makers in both public and private sectors of tourism. At the grassroots and supervisory levels, the IITTM appears language training courses and executive development programmes for periodic updating of knowledge and improving of skills of those employed in the industry.

The IITTM awards Certificates of Proficiency to successful candidates in the course appeared under the Management Development Programme. Those who complete their courses successfully are awarded the Certificate of Tourism Management (CTM). The institute also award a certificate of Diploma of Tourism Management to those students who have completed 5 course successfully. The Institute has also provided secretarial, documentation and research facilities to the National Committee on Tourism established by the Planning Commission, with the specific brief of preparing a perspective plan upto 2000 A.D. for the development of the tourism sector in India. This institute had initiated sectoral studies and compilation of data in several
identified fields of tourism. IITTM also offers Post Graduate Diploma in Tourism Management since 1990 and since 1991 it has also started a full two year course of Masters of Tourism Administration in which a comprehensive study of all aspects of tourism management is made. IITTM proposed to set up a tourism library, Documentation centre, Resource Material Bank and Career Counselling. Cell as a part of the academic setup of the institute in the new complex planned at Noida. As we know that tourism is not a single industry but an amalgam of many industries. One industry which is an important part of tourism industry is our hospitality industry. In the next paragraph the training programmes in this sector has been described.9

Training programmes in the field of hotel management catering and nutrition are being taken up at the four institutes in New Delhi, Bombay, Madras and Calcutta. Besides these four main centers Food and Craft institutes are also functioning in many other parts of the country. Effective from July 87/88, two advanced level post graduate programmes have been introduced at the regional institutes at Bombay and Delhi. The training given in these institutes is a blend of theory and practical training including a period of industrial apprenticeship. Courses in these institutes are continuously reviewed and kept up to date, besides this special
emphasis is placed on practical training, now many hotel groups have adopted various institutes so that proper training is provided to the students in the working environment. UNDP assistance for modernisation of the training facilities in values a project of US$ 1.70 million and an additional Rs 7.10 crore from the Government of India involving three components like expert assistance, supply of sophisticated equipment and the training of facility members at internationally renowned hotel training schools abroad. A National Council for Hotel Management and catering technology was setup with a view to co-ordinate more closely the activities of the institutes, to evolve a common standard of admission and examination and to frame academic programmes in close association with the industry. This autonomous organisation has the minister of tourism as its president and the secretary tourism as the chairman of the board of governors. The council had estimated that the training requirements developing upon these institutes would be approximately 27,000 persons per years against the existing capacity of only 4400. Therefore additional training capacity is need to be created and an allocation of Rs 30 crore was made in the 7th five years plan. Major highlights of the 7th five year plan were:-

Strengthening and further development of more existing institutions, upgrading of 3 more food craft Institutions to diploma level, setting

293
up of additional food craft institutes and setting up of planning, evaluation and placement cell, special grants and assistance are being looked at as special means from the international agencies to upgrade the present institutes. Institutes are being provided to attract professional with experience from the industries to impart training. The National council for hotel management and catering technologies gives emphasis to research, manpower development training programmes, setting up of guidelines to established proper training standards and also to go international in its reach in terms of extending training and advising on hotel education.

For the first time a National Workshop of Education on Manpower Development for the tourism sector was inaugurated by the then Minister of State for Tourism and Civil Aviation, on October 13, 1988 and the Secretary, Tourism and Civil Aviation, presided over the plenary session which was attended by many prominent representatives of the tourism and travel industry. It was then for the first time that vice-chancellors and academicians met together with tourism officials and industry members to discuss a structured programme of manpower development for tourism education, research and training leading to Masters of Tourism Administration (MTA). At present an interdisciplinary approach with new teaching inputs is a great requirement for the professionalisation of tourist
services both in the public and private sector. The challenges posed by the heightened demand of the consumers and the increasing competition in the international market calls for continual upgrading of human resources and expertise in the travel business. It is important to remember that making a machine is easier but making a professional is a much difficult task and the time spent on training and selection of the tourism personnel is the time spent on building a foundation for productivity and progress. This IITTM workshop is a milestone for both tourism and education. Delegates were of the opinion that tourism education and training should be confined to selected universities, with some of them providing evening programmes for those already employed in this field. There was a need for one umbrella institute for the entire tourism industry, and the IITTM could fulfil this function as the government had already decided to develop it as an institute of national importance or conceivably as a University of Tourism. Another very important achievement of IITTM which need to be mentioned was its specially structured ‘Executive Development Programme’ for senior officials of the Defence services. This course was designed with the dual objective of familiarising defence personal with employment opportunities in tourism and for encouraging them to take active participation in areas like adventure, beach, mountaineering and
wildlife tourism, safaris and trekking tourism etc. Which requires professional knowledge of terrain and skills gained through long years in this field. Their background and experience could be effectively tapped in the development and diversification of the tourism product.

Besides these Institutes other Universities have also initiated the Masters of Tourism Administration Programme in their courses. Some of these universities are Kurukshetra University, Garhwal University, Lucknow University, Aligarh Muslim University etc etc. These universities provides a two year degree course in tourism. The seats are limited for this course. In Aligarh Muslim University only 20 seats are available in this course. Besides this since a long time our Government is also taking important steps towards the development of human resources and manpower. Our government had tried to initiate training programmes for the personnel working in different sectors or we can say industries that are associated with tourism. In the next few paragraphs an effort is made to study the steps taken by government for human resource development in the various sectors associated with tourism.

The very first step taken by the government in this regard was in the field of Hotel, Management, Catering and Nutrition in the year 1962, under the Department of food Ministry of Agriculture. Four
institutes of Hotel Management, Catering Technology and Applied Nutrition were set up at New Delhi, Mumbai, Chennai and Calcutta between 1962 and 1964. For imparting training in hospitality related craft disciplines 12 Food Craft Institutes were also set up at different places in the country down below the list of Hotel Management Institutes and the list of Food and Craft Institutes in the country at present is given.  

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of IHM</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Ahmedabad</td>
<td>Gujarat</td>
</tr>
<tr>
<td>2.</td>
<td>Bangalore</td>
<td>Karnataka</td>
</tr>
<tr>
<td>3.</td>
<td>Bhopal</td>
<td>Madhya Pradesh</td>
</tr>
<tr>
<td>4.</td>
<td>Bhubaneswar</td>
<td>Orissa</td>
</tr>
<tr>
<td>5.</td>
<td>Calcutta</td>
<td>West Bengal</td>
</tr>
<tr>
<td>6.</td>
<td>Chandigarh</td>
<td>Chandigarh</td>
</tr>
<tr>
<td>7.</td>
<td>Chennai</td>
<td>Tamil Nadu</td>
</tr>
<tr>
<td>8.</td>
<td>Goa</td>
<td>Goa</td>
</tr>
<tr>
<td>9.</td>
<td>Gurdaspur</td>
<td>Punjab</td>
</tr>
<tr>
<td>10.</td>
<td>Guwahati</td>
<td>Assam</td>
</tr>
</tbody>
</table>
11. Gwalior Assam
12. Hyderabad Andhra Pradesh
13. Lucknow Uttar Pradesh
14. Jaipur Rajasthan
15. Mumbai Maharashtra
16. New Delhi New Delhi
17. Patna Bihar
18. Shillong Meghalaya
19. Shimla Himachal Pradesh
20. Srinagar Jammu & Kashmir
21. Thiruvananthapuram Kerala


**LIST OF FOOD CRAFT INSTITUTES**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of FCI</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Aligarh</td>
<td>Uttar Pradesh</td>
</tr>
<tr>
<td>2.</td>
<td>&quot;Ajmer</td>
<td>Rajasthan</td>
</tr>
<tr>
<td>3.</td>
<td>Alwaye</td>
<td>Kerala</td>
</tr>
</tbody>
</table>

298
<table>
<thead>
<tr>
<th>No.</th>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Chandigarh</td>
<td>Chandigarh</td>
</tr>
<tr>
<td>5.</td>
<td>Darjeeling</td>
<td>West Bengal</td>
</tr>
<tr>
<td>6.</td>
<td>Faridabad</td>
<td>Haryana</td>
</tr>
<tr>
<td>7.</td>
<td>Gangtok</td>
<td>Sikkim</td>
</tr>
<tr>
<td>8.</td>
<td>*Jodhpur</td>
<td>Rajasthan</td>
</tr>
<tr>
<td>9.</td>
<td>Pathraipur</td>
<td>Orissa</td>
</tr>
<tr>
<td>10.</td>
<td>Pondicherry</td>
<td>Pondicherry</td>
</tr>
<tr>
<td>11.</td>
<td>Tiruchirapalli</td>
<td>Tamil Nadu</td>
</tr>
<tr>
<td>12.</td>
<td>Udaipur</td>
<td>Rajasthan</td>
</tr>
<tr>
<td>13.</td>
<td>Visakhapatnam</td>
<td>Andhra</td>
</tr>
</tbody>
</table>

* These were setup by the state government

As per the scheme of setting up FCIs, all the Food Craft Institutes have been transferred to the respective State Governments except the one recently approved in Pathraipur (Orissa).


In October 1982 the training programmes were transferred to the Ministry of Tourism as a result the format of various training programmes were re-oriented and remodelled keeping in view the
professional work force requirements of the country's fast expanding accommodation and catering Industry. In order no harness the resources and also to provide a central thrust to the programme, Ministry of Tourism also established the National Council for Hotel Management and Catering Technology in the year 1982. The main objectives of this council are as follows:

- To advise the government on coordinated development of hotel management and catering education.
- To collect, collate and implement international development in the area of human resource development.
- To affiliate institutes and prescribe courses of study and instructions leading to examination conducted by it.
- To standardise courses and infrastructure requirements for institutes imparting education and training in hospitality management to prescribe educational and other qualifications, experience etc. for members of staff in the affiliated institutes and organise faculty development programmes.
- To grant application to Institutes at the national level.
- To award Certificates and Diplomas.\(^{12}\)
As a result of vast expansion and modernisation taking place, hotel management and catering education programmes gained tremendous popularity and the profile of students seeking admission to these courses also underwent a transformation. Courses offered by the National Council are of International standard and have been readily accepted by the hospitality industry. To strengthen the training infrastructure, the National Council for Hotel Management and Catering Technology proposes to set up the country’s first advanced Institute of Hotel Management and the Institute of Culinary Arts. The National Council is in the process of acquiring land for setting up this institute, which will provide higher avenues for education in hospitality management. Adjoining, a branch of the Indian Institute of Tourism and Travel Management and the Headquarters of National Council are also proposed. This Institute will also serve as a platform for research on Indian cuisine and its documentation and bring to focus linkages with other Asian Cuisines. Training provided in the Institute would be of world standard to ensure a constant flow of highly qualified hospitality executives and Chief Managers. Following courses are being offered by Institutes of Hotel Management and the Food Craft Institutes:

- 3 year Diploma in Hotel Management.

- Post Graduate Diploma in Accommodation.
- Operation and Management
- Post Graduate Diploma in Dietetics and Hospital Food Service.
- Craft Courses in F&B Services.
- Craft Course in Food Production.
- Certificate course in Hotel and Catering Management.

Most of these institutes also conduct short term craft level courses to meet local training needs and for generating additional revenue. The Diploma Course in Hotel Management and Catering Technology is recognised by the All India council for Technical Education (AICTE). This Diploma is also internationally recognised and credits are offered by foreign universities to these Diploma holders to pursue higher education in this field. The National Council for Hotel Management and Catering Technology is very keen to upgrade 3 year Diploma Programme as a Degree level course. Among the various options the Council is trying to introduce a Degree programme in hotel management in association with the Indira Gandhi National Open University or through a Memorandum of Understanding with All India Council for Technical Education is under active consideration. Now let us have a look at the progress
in affiliation of the privately run institutes with the National Council for Hotel Management.

The scheme for affiliation of privately run institutes of hotel management will be given effect only after the Council signs a Memorandum of Understanding with All India Council for Technical Education. National Council for Hotel Management has since introduced the scheme for application of FCIs functioning under different state governments, Diploma Courses appeared by Food Craft Institutes at Ajmer, Chandigarh, Dargeeling, Faridabad, Gangtok, Jodhpur and Udaipur have already been affiliated to the council effective since 1999-2000, such affiliation will be extended to the remaining FCIs after these Institutes comply with the norms and standards prescribed for application. The updated syllabus lays stress on developing skills in written and oral communication. Application of computers has been given added weightage for all the courses. Education on Municipal Law Costing and accountancy in incorporated in the various training programmes will be helpful for self-employment.

All the institutes of Hotel Management and Food Craft are registered under the Societies Registration Act 1960, having separate Board of Governors consisting of representatives from the Central Government, State Government concerned and the industry.
Aimed at upgrading the quality of human resource in tourism sector and in the view to develop in house training capability, government of India has implemented the south Asia Integrated Tourism Human Resource Development Project (SAITHRDP) with support from European commission. From 1995 to 1997 over 1200 participants have successfully completed the Trainers development Programme under the project. These trainers had further trained their entry level staff in different disciplines. After the completion of this project the Ministry of Tourism had established the Indian Tourism Human Resource Development Committee (ITHRDC) for the continuation of such projects under the guidance of National Council of Hotel Management. The candidates are also awarded a certificate of competence after due assessment. As we know that the financial support is the backbone of every programme that is initiated, in the next paragraph a description of the financial support by the government for the training of the personnel is given.\textsuperscript{13}

The Institutes of Hotel Management are funded by the Central Government through Grants-in-aid. Grants are released to these Institutes to covers their net revenue expenditure and capital expenditure for purchase of equipments, etc. and construction of the Institute building, staff quarters and students hostel. Land for the construction of these Institutes which are located in different part of
state is given free of cost by their respective state government. In the case of Food Craft Institutes, the financial responsibility rests with Central Government only for the first five years of their establishment and thereafter passes on to the respective state government. In case of National Council, no grants have been sought from Government of India since 1992, as Council is self supporting its activities. Ministry of Tourism encourages the Institutes to explore appropriate means to generate additional resources so that they gradually become self supporting on revenue account. The Institutes have been advised to create an Institutional Development Fund from the additional resources generated by them so that they could meet their normal capital upgradation. During 1999-2000, 15 Institutes of Hotel Management have become self-sufficient on revenue account.

Besides this another very important institution is the institution of guides, which is a very basic tourist service specially required by international tourist but also of equal importance for the domestic tourists. There has been a steady increase in the international tourist arrivals in the country. In order to meet the increasing demands for guides both for international and domestic tourists a 3-tier system of guides has been introduced so as to serve different
market segments with, this system was introduced from February 1996. This 3-tier system is as follows:-

**Regional Level Guides:** To be trained by the Ministry of Tourism, Government of India through their tourist offices or by the Indian Institute of Tourism and Travel Management or by the Indian Institute of Hotel Management under the Ministry of Tourism, Government of India.

**State Level Guides:** To be trained by the state Governments.

**Local Guides:** To be trained under the supervision of the state Government/Local Administration.

The strength of Regional Level Guides in the country at present is 1500 approximately.

In 1998-99, guide training courses have been conducted in Hyderabad and refresher courses have been conducted in Varanasi, Patan and Thiruvananthapuram. In addition, language courses and orientation programmes for customs / immigration officers and various service providers such as taxi drivers, porters etc have also been organised by Government of India Tourist Offices in Varanasi and Mumbai. It is proposed to conduct similar training courses for service providers in southern region by Regional Tourist office in Chennai.
Another very important Government owned Institute of Tourism, which is playing a great role in human resource development is Indian Institute of Tourism and Travel. It was established as a registered society in 1983 at New Delhi under the Ministry of Tourism with the objective of developing and promoting education training and research in the field of travel and tourism. In August 1992, Institute was shifted to Gwalior and is now functioning from its own campus spread over an area of 20 acres of land allotted by the State Government. In 1997 Eastern Regional Centre of IITTM was set up in Bhubaneshwar. IITTM offers academic opportunities to graduates and undergraduates directly and in collaboration with other reputed national and international institutes. Besides the various management courses, IITTM has also started conducted various other courses since 2000 they are Introduction to Tourism Marketing, Ecotourism. How to open, operate and get approved a Travel Agency, and Tourism Awareness Course for Senior Officers. An orientation programme for Information Assistants, Assistant Directors and Directors of Ministry of Tourism posted overseas was conducted at the Institute during the year. IITTM through its 5 chapters at New Delhi, Lucknow, Thiruvananthapuram, Calcutta and Guwahati has been conducting DTTIM programme and this entire course structure has been
reviewed and duration of this programme has been reduced from 16 months to 12 months since academic session 2000 – 2001. This programme has centralised examination and evaluation system. Most of the chapters are run by the Government owned, statutory corporations / institutions. The students are also taken on trips to different places so that they may get exposure to various tourist destinations, tourist plant facilities and efforts being made towards human resource development. IITTM achieved the distinction of providing placement for 100% students completing the 1999-2000 batch of Diploma Tourism Management from Gwalior and Bhubaneswar with travel agencies, tour operation units and in cargo offices located in New Delhi, Mumbai, Bhubaneswar and Calcutta. For DTM students (1999 – 2000 batch) the course on Ticketing and Cargo modules in collaboration with Air India Staff College, Mumbai were conducted for both Gwalior and Bhubaneswar. The institute is expected to enlarge its activities and efforts on advanced level to include MBA in tourism, correspondence courses and setting up of Audio Visual training facilities among many others in the next academic year.

Another important institute that plays a major role in the development of human resource development is the National Institute of Water Sports, Goa. The Institute is registered as an
autonomous society at Goa. In order to involve Private Sector participation and to make the Institute self-sufficient, offers of interest have been invited from competent consultants. In 1999-2000, the Institute conducted 32 courses for 751 trainees from all over the country and earned a course fee – revenue of Rs. 2,64,682/-. In the year 2000 from April to September 10 course were conducted for 199 trainees earning a course revenue of Rs. 1,26,245/-. The main emphasis of this Institute is to provide quality training in water sports tourism and to certify the water sports professionals in the field of power boat handling and life saving. The institute is also spreading awareness about safety norms and a good response was receive from all over the country regarding safety related training programmes. Trainees from such diverse background such as Wildlife division of Morena (Madhya Pradesh), Chandigarh Industrial and Tourism Development Corporation, Bhopal University, National Adventure Foundation of Trivandrum, Shegaon Temple Trust in Maharashtra as well as private operators from Karwar, Nagpur and Pune have participated. In order to provide effective beach safety of international standard, NIWS has established collaboration with Surf Lifesaving Association of Australia and likely to organise first ever Beach Lifeguard Training shortly. The Institute also participated in Scuba Diving Expo in
United States by setting up an India stall in collaboration with Government of Indian Tourist Office, Los Angeles. This was the first ever participation by Department of Tourism announcing the arrival of India as the “Emerging Scuba Diving Destination”.

Another very important institute in the field of training personnel in adventure tourism is the Indian Institute of skiing and Mountaineering (IIS & M). But due to the prevailing conditions in the valley the activities of the Institute have been badly affected. But now efforts are being made to transfer the Gulmarg Winter Sports project and Indian Institute of skiing and Mountaineering to the State Government of Jammu and Kashmir for effective utilisation of the assets.  

In the above few paragraphs effort was made to describe the various institutes which have been playing an important role in the training of personnels working in the field of tourism. These institutes are working in different states under their respective state Governments. These institutes are taking positive steps towards creating and providing trained professionals in the field of tourism.

It is very encouraging to know that adequate number of institutions in the country are imparting teaching of tourism in various forms but there are certain constraints in tourism education which should be overcome otherwise we would not be able to
produce well educated and trained professionals for this field. Some of the constraints are mentioned below:

In various education centres imparting tourism education there are not good professional teachers or instructors.

It is seen that in various institution backing is done by professionals invited from the different sectors of the Hospitality Industry.

It is observed that students after qualifying tourism courses find it difficult to get proper and adequate training as a result absorption in the industry is lightly unsatisfactory.

Although theoretical education is given in the classroom but no efforts are being made to impart practical knowledge to the students infact there is an absolute need of labs and workshops.

The most serious constraints faced is the lack of relationship between universities and industries.

If these constraints are overcome we can look forward for well trained and educated professional.

We have seen that over the years a number of international organisations have emphasised the need for professional training in tourism. World Tourism Organisation has been active over many
years in the field of vocational training by the virtue of its institutional responsibilities. Vocational training has been designated as a priority area. The new tourism education and training policy of WTO aims to:

Inspire and help members in establishing their education and training system for tourism professionals based on a national concept and strategy.

Provide direct assistance in the key areas of education and training.

The World Tourism Organisation's strategy for the development of tourism education and training is that it should cover all aspects of tourism and all branches of the tourism sector.

Today the World Tourism Organisation is responsible for encouraging and promoting tourism education and training throughout the world. The programme of work based on the new education and training policy includes activities of direct assistance as well as those of indirect assistance. The activities of direct assistance have been formulated on the assumption that basic training will be provided at the national level, while medium and high level training in the national institutions would be complemented by international programmes. On this basis WTO is concentrating its
activities in the field of education and training at the higher levels, particularly at university and management levels. The objectives of the WTO training and education programmes are as follows:

- To train officials and personnel from all branches of the travel and tourism sector (National Tourism Administrations, hotels and other forms of accommodation, catering carriers, travel agencies and tour operators) as well as from other government department and bodies directly or indirectly concerned with the tourism and travel sector.

- To enhance training, retraining and refresher courses at medium and advanced levels for personnel required in every area of tourism activity.

- To promote tourism consciousness among populations of both tourist receiving and tourism generating countries beginning with general education programme.

Among the WTO education and training activities are the implementation of new policy on tourism training, the continuing enhancement of the status of tourism professionally the training of officials and trainers in all branches of the tourism sector, the promotion of international co-operation concern education and training at all levels and in all sectors of tourism, the preparation of
a new world directory of tourism education and training institutions including information on scholarship etc.

As we know in the world full of competition it is very difficult to survive in any business. Tourism industry has become one of the world's largest industry as a result a lot of competition is involved. To become a survivor we need well trained and educated professionals who can handle any situation in the organisation. As for as India is concerned we are lacking far behind as compared to other countries in providing good professionals for this industry as a result we are unable to exploit a invaluable heritage. Thus it could be said that in India still a great amount of effort is required to upbring the tourism industry.

In conclusion it may be observed that in this chapter an effort was made to study some of the institutions and organisations working in the field of training and development of human resources in the tourism sector. But for a balanced growth and development of this industry a lot of effort is needed from the government. There is also a great need of grants which the states should get to develop training institution in the areas where tourism can be developed. Still this industry needs a lot of financial support to improve its manpower by providing them proper training and education without
which the quality of the product would definitely degrade as a result it will have a drastic effect on the economy of the country.

With this conclusion we can now shift to make a conclusion of this work and attempt to find out ways and take some concrete steps in bringing the tourism industry to the top, and to fill the loop holes that our government have in their plans to promote this industry. The next chapter would therefore, be a resume of the findings of all the preceding chapters.
REFERENCES:


5. Ibid; pp 127, 128.


8. Singh K. Percy; Fifty years of Indian Tourism; Kanishka Publishers and Distributors, New Delhi; Published in 1998; p 122.

9. Singh Ratandeep, Infrastructure of Tourism in India, Kanishka Publishers and Distributors, New Delhi; Published in 1998; pp. 68, 69.

10. Singh K. Percy; Fifty years of Indian Tourism; op cit; pp 128, 129.

11. Singh Ratandeep, Infrastructure of Tourism in India; op cit; pp. 70, 74.

