Chapter - 2

REVIEW OF LITERATURE

* Review of Literature

* Conclusion
Chapter 2

REVIEW OF LITERATURE

The human resource planning has always been the subject of tremendous importance to every organization using human force to achieve its objectives. In fact, the quality of the organization, to a large extent, is dependent on the overall quality of the people it acquires and utilises. Human resource planning serves as the management tool to decide on the quality and quantity of the people required for the organization. It becomes a pre-requisite to ensure that the right people are available for the right job at the right time. In view of its vital importance to the organisations, a large number of scholars, authors and professionals have focused their attention and studied the various aspects of human resource planning in India.


Tripathi, P.C. in his book entitled 'Human Resource Development' (2005) deals with the routine functions of personnel manager describes in detail human resource development techniques such as quality circles, quality of work life, training, counselling, participation, welfare, grievances mechanism-for workers; and performance appraisal, potential appraisal, training and development, role analysis for managers.

Aswathappa, K. in his book entitled ‘Human Resource and Personnel Management – text and cases’ (2004) states that Indian industry is working up to the challenges thrown in by market economy. To survive in this highly competitive scenario, managers are being pressured to improve quality, increase productivity, cut down waste and eliminate inefficiency. The collective efforts of the employer and employee assume relevance in this context and this is where human resource management can play a crucial role. In this book sincere attempt has been made towards the understanding of human resource in its proper perspective.

Monappa, Arun and Saiyadain, Mirza in their book entitled, ‘Personnel Management’ (2002) cover some of the changes that are taking place in existing or traditional personnel functions/practices. These changes are due to the increased importance being given to functions, such as selection or training, by organizations wanting to identify and utilize human resources as efficiently as possible.

backwardness and indifference of the female population in developmental efforts are highlighted in a logical and scientific way.

Kumar, Ashok in his book entitled ‘Human Resource Management Challenge of Change’ (2004) highlights the major challenge confronting modern management thought and practice and concludes that a viable human resource development strategy is essential to cope with the increasing demand for super-skilled personnel by rapidly growing business and commerce, trade and industry, corporate and multinational entities, and the burgeoning public sector and government systems.

Sarma, A.M. in his book entitled ‘Personnel and Human Resource Management’ (2003) stresses that there is an urgent need to understand the constant changes in the environmental factors and human resources and to find proper solutions to the various problems arising therefrom. The responsibility to find out the solutions to these problems lies with every manager who has to deal with different changes effectively through educational and development programmes. The objective of this book is to enhance the understanding of these problems with a view to promoting the effective management of human resources in changing organisational settings.

Bhasin, M.L. in his book entitled ‘Human Resources Management - the Case Studies’ (2004) focuses upon problems and policies of managing people in organisations. Its objective is to assist the practicing or potential managers in developing the awareness, knowledge and skills needed to solve human problems and to make appropriate organisational decisions.

that go to make up the management of human resources. Human beings are a resource to an organisation. Like any other material on economic resources they represent an investment whose development and utilisation require managing.

Flippo, Edwin B. in his book entitled ‘Personnel Management’ (2002) has summarized that personnel management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources, to the end that individual, organizational, and societal objectives are accomplished.

Yoder, Dale and Staudohar, Paul D. in their book entitled ‘Personnel Management and Industrial Relations’ (2002) have stated that examination of the major functional areas of personnel management and industrial relations such as organisation, recruitment, selection, appraisal, training and development, wage and salary administration, and labour relations, etc. is significant. The systems approach is used to integrate materials and show the relationships among functional areas.

Rudrabasavaraj, M.N. in his book entitled, ‘Dynamic Personnel Administration – Management of Human Resources’ (2002) discusses the nature and evolution and develops certain concepts, theories, and principles in the field of personnel administration. He then sets forth the policies, programmes and procedures of the various operative and advisory functions, dealing in detail the personnel tools and techniques utilised in India and U.S.A. He points out some of the trends in the field of personnel administration and the kind of challenge facing the personnel executives. Both philosophical concepts and practical ideas are presented.
Pettman, Barrie O. and Tavernier, Gerard in their book entitled ‘Manpower Planning Workbook’ (1998) have explained the objectives of manpower planning, designing a manpower information system, manpower requirements, analysis of internal and external manpower supply, improving manpower utilization, improvement of manpower policies within the company, analysis and control of training, and controlling manpower costs etc.

Ghosh, P. in his book entitled ‘Personnel Administration in India’ (2002) has stated that the behavioural science approach is gradually gaining ground in the art of handling men in India. Define the philosophy and goals of the Indian working class vis-à-vis the leadership of the professional managers in motivating a work-force which till now has not adapted itself to an industrial climate. Drawn freely upon the theories prevalent in the industrially advanced countries of the world and examined their applications on the problems of personnel administration in the Indian context.

Davar, Rustom S. in his book entitled ‘Personnel Management and Industrial Relations in India’ (2002) states that personnel function is presented in the conceptual focus of the manager’s job, and thereafter is concerned with manpower planning, recruitment and selection, training and development facilities including suitable promotions and transfers, performance appraisals. And then indicates how personnel productivity can be enhanced through an adequate system of motivation and suggestions are made for better industrial relations.

Hax, Arnoldo C. in his book entitled ‘Planning Strategies that Work’ (2002) has endeavoured to provide practicing managers with a
systematic range of ideas and applications in the ever-important area of planning for the future in organizations’.

Walley, B.H. in his book entitled ‘Management Services Handbook’ (2001) discusses the role of management services, diagnosis and appraisal techniques, measurement techniques, planning, strategy formulation and general management methods, control of performance, motivation and communication, aids to decision making and profit improvement.

Finble, Robert B. and Jones, William S. in their book entitled ‘Assessing Corporate Talent – A Key to Managerial Manpower Planning’ (2001) describe an assessment process that has been in use in one company for over seven years. Primary attention is devoted to explaining how the program uses present day assessment technology in ways that help the management of the organization understand and build confidence in the results and how these results affect manpower planning decisions. It points to the value of using a wide variety of testing and assessment techniques and of having psychologists and managers work jointly on the assessment process itself. It is not a survey of testing theory or a resource book of available technique.

Chopra, Rakesh K. in his book entitled “Management of Human Resources” (2002) has made an attempt to present a comprehensive analysis of principles, tools, concepts and techniques which is only helpful to the practicing managers and not to others.

Gupta, C.B. in his book entitled “Human Resource Management” (2004) has mentioned that human resource management is a set of policies, practices and programmes designed to maximize both personnel and
organizational goals. It is the process of binding people and organizations together that the objectives of each are achieved. It does not consider the productivity aspect.

According to National Institute of Personnel Management of India, "personnel management is that part of management concerned with people at work and with their relationships within the organization. It seeks to bring together men and women who make up an enterprise, enabling each to make his own best contribution to its success both as an individual and as a member of a working group". It does not consider the aspect of organisational culture and effectiveness.

As opined by the National Committee on Tourism, Planning Commission, Government of India, the present system of tourism training programme suffers from several weaknesses both in qualitative and quantitative dimensions. Yet, those trained under these schemes are better than those having no education and training for they can comparatively add to more productivity in the tourism sector.

Asia Pacific and Training Institutes in Tourism (APETIT), United Nations Environment Programme (UNEP), International Labour Organisation (ILO), World Tourism Organisation (WTO) and the World Travel and Tourism Council (WTTC) etc., concerned with human resource planning to achieve productivity at maximum level in tourism sector have not made in-depth country-specific study pertaining to manpower planning in tourism sector in India, particularly after the implementation of the policy of economic liberalization.
Agarwal, Nair Banerjee in his book entitled “Human Resource Management” (2004) has mentioned that the purpose of this book is to assimilate new insights from human resource management and behavioural sciences into established concepts. In order to make this more interesting, the author has utilized the concept of formulating the plan to divide the book contents into small units. Attempts have been made to approach empirically to the practical problems of human resource management.

Prasad, L.M. in his book entitled “Human Resource Management” (2003) has tried to place proper emphasis on the human resources of the organization. It presents the most recent developments in the field and tries to relate how these developments are relevant to Indian Companies. It incorporates the human resource management practices being followed by the leading Indian Companies in their respective fields. It has failed to focus on Human Resource Planning in tourism sector.

Bhatnagar, K.P. in his book entitled ‘Transport in Modern India’ (2003) has shown the role and significance of Civil aviation in India and abroad. He has examined critically the growth and development of various mode of transport in India and its effect on the economy of the country.


Tripathi, P.C. in his book entitled “Personnel Management and Industrial Relations” (2005) has stated that there has been an increase in prestige and power of Personnel Manager in India in comparison to past practice when organizations used their personnel departments as a sort of
dumping ground for executive misfits. The enterprises have now started putting their personnel management in the hands of powerful senior executives.

Reddy, Sumati in her edited book entitled “E-Learning and Technology: New Opportunities in Training and Development” (2003) has highlighted how distance training and education helps organizations to meet the challenge of organizational change their personnel practices reach competitive standards, and achieve organizational goals. Distance and online training is considered as an investment in people which helps in meeting pre-determined objectives.

“Managerial Effectiveness”, Vol. II, Concepts and Cases edited by Prasad, V.R.K. (2004) states that effective management is right thinking and right acting and the effective manager has to be a competent theorist and practitioner. Managerial effectiveness is beyond enhancing managerial skills and behavioural competencies.


Sharma, K.K. in his book entitled, ‘Tourism and Development’ (2005) focuses on nature based tourism and ecotourism trend and issues in tourism industry management, tourist attraction, sustainable tourism, and globalization. He also dwells upon the economic impacts of tourism, tourism and leisure, individual consumption of tourism, tourism industry, tourism and entrepreneurship, tourism employment and labour markets, etc.


development, tourist guides, tourism publicity and promotion, satisfaction index, government policy and tourism, etc.


Singh, Ratandeep in his book entitled ‘Infrastructure of Tourism in India’ (1998) explains the state of tourism industry in India, planned approach to tourism development, tourism infrastructure and manpower development, tourism marketing strategies, promoting India, hospitality industry in Asia and regional tourism potential etc.

W.G. Scott, Clothier, R.C. and Spriegel, W.R. in their book entitled, “Personnel Management – Principals, Practices and Point of View”, (2000) define the Personnel Management as “that branch of management which is responsible on a staff basis for concentrating on those aspects of relationship of management to employees and employees to employees and with the development of the individual and the group the objective is to attain maximum individual development, desirable working relationship between employers and employees and employees and employees, and effective moulding of human resources as contrasted with physical resources”. They elaborate on it and deal with various aspects of personnel management.

Prasad, Lallan and Banerjee, A.M. in their book entitled, “Management of Human Resources” (2003) have stressed that manpower is a primary resource without which other resources like money, material etc.
cannot be put to use. In their view even a fully automatic unit such as unmanned satellite requires manpower to execute it and plan further improvements/activities. That is why man learnt the use of manpower much before he learnt to use other resources.

Devi, Laxmi in her book entitled, “Human Resource Management” (2002) analysed that human resource is an important corporate asset and overall performance of companies depends upon the way it is put to use. In order to realize company objectives, it is essential to have a manpower plan. Manpower Planning or Human Resource Planning is essentially the process of getting right number of qualified people into the right job at the right time. It is a system of matching the supply of people (existing employees and those to be hired or searched for) with the openings the organization expects over a given time frame. She concludes that manpower planning, thus, involves two things: (i) employment planning and (ii) programme planning.


Narayan, B. in his book “Human Resource Practices in Organisations” (2002) has remarked that “the Human Resource Development is a continuous process and can be achieved by organizing the
organizational process in a scientific method, which can create organizational climate for development, motivate human resource to do a job, can give feeling of a team and can develop commitment in the people”.

Mathur, Navin in his Paper entitled “Manpower Management for Improving Productivity in Public Enterprises”, International Journal of Management and Tourism, Vol. 1, No. 3, January-March, 1993, pp. 373-381, has suggested measures to improve Manpower Management which is one of the ways to increase productivity and efficiency of Indian Public Enterprises. However, the Paper does not base its study on survey and primary data.

Report, National Committee on Tourism (1988). The scholar has also searched relevant ongoing projects on internet. In addition the researcher has also consulted a number of M.Phil. dissertations and Ph.D. theses on Human Resource Management and Manpower Planning.

From the foregoing comprehensive review of literature on human resource planning in India, it comes to fore that a wide spectrum of hrp has been covered by researches. However, there is a dearth of research studies on the planning and development of human resources in the tourism sector particularly in post liberalization era. The present study is an endeavour of the researcher to present the varied dimensions and facets of management and planning the human resources in the tourism sector. The study goes to make indepth critical analysis with regard to personnel planning recruitment, development, management monitoring policies and practices and sharpen the capabilities of personnel engaged in the tourism sector in India.

The next chapter is devoted specially to the Tourism Sector of India. A profile of tourism sector has been presented in this chapter which provides an insight into the development and expansion of tourism in India through five year plans. The present status of the sector in the overall economic structure of this country, its contribution in the economic development, the sector holds for the country’s growth have also been discussed in the next chapter.