ABSTRACT

Manpower planning plays a significant role in ensuring optimum utilization of human resources which can be of great benefit at both national and company unit levels. Manpower planning helps in many ways, such as, to forecast compensation cost involved, to develop existing manpower to fill the future openings through promotion, to motivate employees, to determine weaknesses of the existing manpower so that corrective training could be incorporated. Through adequate and effective manpower planning requisite skills should be developed in existing employees.

Maximum utilization of manpower reduces excessive labour turnover and high absenteeism, improves productivity and aids in achieving the objectives of tourism organization. If manpower planning is faultily used, it leads to disruption in the flow of work, high cost of production, lower production and less job satisfaction etc. So, for the success of tourism organization, manpower planning is very important. It helps an individual to improve his skills and utilize capabilities and potential to the utmost. It improves tourism organization’s efficiency and productivity. Only through initial manpower planning capable hands are available for promotion in future.

Manpower planning provided tourism organization personnel with the necessary qualifications, skills, work experience, knowledge and aptitude for work. It is needed in order to identify areas of surplus or shortage of personnel. In order to meet the needs of expansion programmes of tourism organization manpower planning comes into play its role. To meet the challenges of new and changing technology and new techniques of
production, existing employees need to be trained or new employees should be employed. It is necessary due to discharges, marriage, promotions demotions, transfers, retirement, death or incapacitation because of physical or mental ailments, etc. Manpower planning maintains and improves the organizations ability to achieve its goal by developing strategies that will result in optimum contribution of manpower. Due to manpower planning, upper level management has a better view of manpower dimensions of business decisions, less personnel costs because management can anticipate imbalances before they become unmanageable and expensive, better planning of assignments to develop managers and more time to locate source talent.

The human resource planning has always been the subject of tremendous topical interest. A large number of scholars, authors and professionals have studied the various aspects of Human Resource Planning in India.

Dynamic as this activity is, the social, political and economic environment exert their profound influence on the nature of human resource planning. No study can, therefore, fully and finally cover the various aspects of this activity. Despite a plethora of studies conducted in this field there still remain gaps and new issues have cropped up which offer fresh ground to probe this subject in the context of modern development and requirement of human resource. Some of the glaring problems and issues in Human Resource Planning drawing attention for further research may be elaborated as follows:
Human resource plans are not balanced with the corporate plans of the enterprise. The methods and techniques used do not fit the objectives, strategies and environment of the particular organization.

The period of a human resource plan is not appropriate to the needs and circumstances of the specific enterprise. The size and structure of the enterprise as well as the changing aspirations of the people is to be taken into consideration.

Human resource planning function is not properly organised. A separate cell, section or committee may be constituted within the human resource department to provide adequate focus, and to coordinate the planning efforts at various levels.

Before starting the human resource planning process the support and commitment of top management is not ensured. Moreover, the exercise is not carried out within the limits of a budget. There is no use formulating plans which cannot be implemented due to financial constraints.

To be successful, human resource planning requires active participation and coordinated efforts on the part of operating executives. Such participation will help to improve understanding of the process and thereby reduce resistance.

An adequate database is not developed for human resource planning.

The quantity and quality of human resources is not in tune with the balanced manner. The emphasis is not on filling future vacancies with
right people rather than merely matching existing people with existing jobs. Upward mobility of existing staff needs to be considered carefully. Labour turnover is not considered according to length of service rather than merely on aggregate basis.

It is evident from the gaps in the studies conducted so far that there is still dearth of research studies mainly focusing on the human resource planning in tourism sector in India particularly in the post liberalization and globalisation regime. The present study is conducted against this back drop. It includes empirical study on human resource planning, recruitment and selection, training and development, and so on, with special focus on the tourism industry of India. The study is based on the following hypotheses:

- **H₀₁** Unplanned manpower development leads to poor productivity in tourism sector in India.
- **H₀₂** Any expenditure exercise made in planning and development of tourism manpower increases the cost of manpower and adds less to profitability in tourism sector.
- **H₀₃** Poor manpower planning leads to unencouraging profitability in tourism sector in India.
- **H₀₄** In most of the tourism organizations human resource information system has not been fully developed and thus it is not possible to develop effective human resource plans.

Upper management has a better view of the human resources dimensions of business decisions. Personnel costs may be less because management can anticipate imbalances, before they become unmanageable
and expensive. More time is provided to locate source talent. Better opportunities exist to include women and minority groups in future growth plans. Better planning of assignments to develop managers can be done.

Human resource planning is practically useful at different levels. At the national level, it is generally done by the Government and covers items like population projections, programme of economic development, educational facilities, occupational distribution, and growth, industrial and geographical mobility of personnel.

At the sector level, it may be done by the Government-Central or State — and may cover manpower needs of agricultural, industrial and service sector.

At the industry level, it may cover manpower forecast for specific industries, such as engineering, heavy industries, consumer goods industries, public utility industries, etc.

At the level of the individual unit, it may relate to its manpower needs for various departments and for various types of personnel.

To sum-up, man-power planning at the national level is a co-ordinated effort in a free economy to accelerate the growth and development of industry in a country like India which has been traditionally agricultural. We have already seen that our population is growing very fast, and the pressure on the land is so intensive that unless the country can create more wealth and purchasing power by developing economic pace, it will be difficult for the citizens to enjoy a better and fuller living. In spite of all the planned programmes we have a very large unemployed or under-employed
population. It is difficult for a democratic government to leave to problem merely to the adaptation of supply to demand on the basis of market forces.

In any organization a certain amount of employee turn-over always takes place, which may be due to many causes such as physical incapacity, accidents, sickness, retirement, seasonal or cyclical fluctuations in business or death. The community depends upon an enterprise of repute for efficient, courteous and dependable service and today, under complex situations the need for utilizing the skill and experience of the personnel in a systematic manner has become a matter of first importance. The objectives of the study are mentioned below:

(i) To determine future recruitment, selection and training needs.
(ii) To control wage and salary costs.
(iii) To ensure optimum utilisation of human resources presently employed.
(iv) To provide control measures to ensure that necessary human resources are available as and when required.
(v) To link human resource planning with organisational planning.
(vi) To assess the surplus and shortage of human resources.
(vii) To provide a basis for future management development programmes.
(viii) To facilitate productivity bargaining.
(ix) To meet the needs of expansion and diversification programmes.

It has been the endeavour of the researcher to make an empirical study by analysing and critically examining the relevant statistics collected from primary as well as secondary sources. The collection of primary data includes:
(a) Questionnaire;
(b) Interview;
(c) Discussion; and
(d) Observation

Secondary sources include procurement of facts and figures from published and unpublished material. Published sources are reports and official publications of international bodies, central and state and private publications such as journals, periodical and dailies for different years. Unpublished data include records maintained by the government and private offices, studies undertaken by research institutions, scholars, executives and economists etc. With the help of thorough analysis of these data and their interpretation and examination, fruitful conclusions and findings have been formulated at the end of the study. A case study of Air Sahara, Jet Airways and ITDC has been undertaken in order to make the study more concrete and valuable.

For the purpose of analyzing the collected data, statistical techniques of mean standard deviation and skewness have been used. In order to study the uniformity in the views of various respondents, chi-square test has been applied. The ‘t’ test has also been made use of.

100 employees (not below the rank of Assistant Managers and supervisory levels) in case of Air Sahara and Jet Airways and 125 employees in case of ITDC have been selected. The sampling method has been devised so as to ensure adequate representation for the entire population with regard to human resource development. The questionnaire consists of 28 statements, out of which 12 relate to ITDC which includes question on human resource planning, recruitment and selection, training and development and so on. The
objective of framing questionnaire is as to elicit information relating to forecasting future requirements for human resources, determination of future recruitment and selection needs, linking human resource planning with organisational planning, providing a basis for future management development programmes, ensuring optimum utilisation of human resources presently employed, assessing the surplus and shortage of human resources, control of wage and salary costs, facilitating productivity bargaining and so on.

Pilot survey has been undertaken for pre-testing the questionnaire. Questionnaire has been edited in the light of the results of the pilot survey. The questionnaire includes 28 statements relating to assessment regularly of the surplus and shortage of human resources, determination of levels of future recruitment and selection needs, determination of future training and management development needs, controlling of wage and salary costs, to ensure optimum utilization of human resources employed, to provide a basis for future management development programmes, to make efforts to meet the needs of expansion and diversification programmes, full development of human resource information system, status of growth of productivity, unplanned manpower development leads to poor productivity, poor manpower planning leads to unencouraging profitability and any expenditure made in planning and development of manpower increases the cost of manpower and adds less to profitability, to identify and utilize the potential of the employees, whether human resource information system has been fully developed in the organization, employees feel that proper manpower national planning helps the people in the placement of jobs in the different areas of the country, employees feel that in spite of all the planned programmes still there is a very large unemployed or underemployed population and so on.
Every endeavour has been made to make this study as realistic as possible. However, certain constraints are unavoidable and this study is subject to limitation arising from them. These limitations are listed below:

(i) Some of the conclusions are based on the estimates, assumptions, observations and informal interviews.

(ii) Sample size remain medium and the margin of error associated with it could creep in to influence the inferences drawn in this study.

From the statistical analysis and interpretation made in the study, it is inferred that majority of the respondents agree with the opinion that top management needs to assess regularly the surplus and shortage of human resources considering the needs of the ITDC for present and future requirements. Employees are not satisfied with the efforts made by the management to determine levels of future recruitment and selection needs.

The majority of the respondents do not have the same opinion over the issue of determination of future training and management development of ITDC. It is notable that a majority of the respondents are uncertain over the issues and thus they are not satisfied with the provisions of controlling of wage and salary costs.

The majority of the respondents do not agree with the provisions related to ensuring optimum utilization of human resources employed considering the ITDC requirements.

Further, majority of the respondents are uncertain regarding provision of a basis for future management development programmes. Thus, they are not satisfied with this issue.
The analysis of the statistical tools also leads to the conclusion that ITDC is lacking in laying emphasis on making efforts to meet the needs of expansion and diversification programmes.

The majority of the respondents disagree with the full development of human resource information system of ITDC.

As far as respondents' attitude towards slow growth of productivity in ITDC is concerned, they do agree with the statement.

It can also be concluded that unplanned manpower development leads to poor productivity.

The majority of the employees are disagree over the issue that poor planning leads to unencouraging profitability.

Respondents' opinion regarding human resource planning in Air Sahara and Jet Airways have been presented and analysed and it is found that majority of the employees agree with the question of the questionnaire that the human resource planning is must for every dynamic tourism organization. They feel that top management do not consider it seriously.

Most of the employees feel that there is need to re-structure the organizations of Air Sahara and Jet Airways and train, plan and develop them according to its pre-determined objectives. They feel that their potentialities are not fully utilized for enhancing productivity of both organizations. While HRP has been helping Air Sahara and Jet Airways, the overall performance as regards higher productivity has not been so encouraging. The main reason is the conflict between employees and the management which leads to strike and unrest among them.
Further, any expenditure exercise made in planning and development of manpower increases the cost of manpower and add less to profitability.

The airline industry is classified into six segments: Major, flag-carriers, cargo airlines, independents, low cost carriers (LCCs), regional, and leisure.

The majors are airlines which have annual revenues in excess of $2 billion; flag-carriers are the national airlines; regionals are the niche airlines limited to certain geographical parts; LCCs are the new breed airlines operating point to point with lower costs; and leisure are the charter operators.

An analysis of the top 150 airlines reveals that the majors have more than two-thirds share of the airline business. Their average operating margin is negative 3.9 per cent in 2003, while that of the LCCs is much better at 6.9 per cent. The majors grew in 2003 by only 4.4 per cent while the LCCs expanded by 28 per cent. Thus, the LCCs have grown profitably in 2003, showing way for the majors.

The cost side of the airline business has deteriorated considerably, as carriers soak up increased ATF (airline turbine fuel) costs which are indexed to prices of crude oil. In 2004, as crude oil went up from $35 to $55 a barrel, few airlines had hedged against such price rise. As per International Air Transport Association (IATA) forecast, the airline industry losses in 2004 would be $4 billion, in spite of improved traffic, mainly due to rise in ATF costs.
Privately owned Asian airlines, such as Cathay Pacific and Singapore Airlines, always had good financial conditions due to stronger growth but the financials of US airlines are extremely poor.

Three of the leading airlines of the US among the Big Six – US Airways, United Airlines and Delta – recently filed for bankruptcy protection; most others with notable exception of Southwest, clearly demonstrate the difficulty faced by US carriers as they fight to cope with the changed operational and financial environment. The US majors can survive only if they successfully cut costs to meet long-term reduced revenues, and reduce debts by bringing in fresh capital.

The Government-owned Air India and Indian Airlines have been modest in their losses since the last five years. As per published financial results, Air India, India’s international airline, 51st in 2003 in global rankings, in terms of revenue, had a negative operating margin on 2.6 per cent resulting in a loss of $33.3 million against a loss of $40.3 million in 2002.

Indian Airlines, ranked 73rd in 2003, with revenues $851 million, reported net losses of Rs. 196.5 crore in 2003, 246.75 crore in 2002, and 159.17 crore in 2001, as per the DGCA.

India’s largest private airline, Jet Airways, globally ranked 94th with revenues of $595 million, was reported to have made a net loss of Rs. 244.5 crore, as per DGCA reports, in 2002-03, loss of Rs. 13.4 crore in 2001-02, and a profit of Rs. 12.4 crore in 2001, as per the DGCA, Air Sahara had a net loss of Rs. 37.75 crore in 2002-03, loss of Rs. 159.9 crore in 2001-02, and loss of Rs. 34.9 crore in 2000-01.
The boom in international arrivals, better financial performance of India Inc, and an increase in the incomes of IT professionals all contributed to a surge in domestic travel in 2004. Jet Airways recorded a net profit of Rs. 259 crore for the nine months period ended on December 31, 2004, as per company sources. Air Sahara and Indian Airlines are also expected to turn in better performances this year. As the competition in India is so far limited, the fares in domestic sectors are considerably higher than international fares.

The aviation supply chain consists of airlines, airports, airline equipment manufacturers, airline IT suppliers (like GDS), travel agents and the traveller.

According to an analysis of top 150 airlines' profitability with that of airports, aircraft manufacturers, and IT suppliers, airlines have the most adverse profitability margins.

The new Director-General of IATA, has been complaining against monopoly airline suppliers such as air traffic controllers, airports, and GDS, IT vendors, aircraft manufacturers such as Boeing and Airbus, who benefit at the cost of airlines.

The main reasons why airlines are rarely profitable are:

- Highly capital intensive (with high fixed costs on aircraft, their maintenance, IT infrastructure, crew training, etc.) as well as labour intensive.

- Governments usually like to retain partial control of the airlines and hesitate in liberalizing ownership.
- Low profitability – deflationary revenues and inflationary costs.
- Cyclical nature with longer period of recession and shorter recovery.
- Strong influence of external environment whether economic, political or environment.
- Very few professionally managed.
- Complex pricing structures, restrictive conditions.
- Steep fall in demand for business travel, especially post 9/11.
- Reducing pricing power due to competition from LCCs.
- Escalating fuel prices, and
- Additional security and insurance charges after 9/11.

In the 1990s, liberalization of Indian skies saw a plethora of private airlines, such as Jet Airways, Damania Airways, East West Airlines, NEPC, UB Air and Archana Air taking to the skies.

However, most of these private airlines, with the exception of Jet Airways, have now ceased to exist. Varios factors account for the disappearance from scene of these airlines. It may be noted that private airlines were formed before the appropriate time or they might have to pay the price for not understanding the low profitability, high capital cost implicit in the airline business.

Now, with income levels rising in urban India, private airlines have better prospects. Close on the heels of the success of Air Deccan, India’s first LCC, many private airlines such as Kingfisher airlines, rechristened from B Air; Royal Air, rechristened from ModiLuft; and Eastwest airlines are readying to take off again, promising to bring down air fares and
challenging the oligopoly of Indian Airlines and Jet Airways. Moreover, with liberalization of bilaterals by the Ministry of Civil Aviation, the domestic private airlines such as Jet Airways and Air Sahara can now explore new horizons in the UK, Singapore, hitherto a preserve of Air India and Indian Airlines; with this development, the fortunes of the domestic airlines seem to be viewed in more favourable terms.

The industry's low profitability and its capital and intensivity, mean that airlines will struggle to earn profits, as forces of competition are unleashed.

Recently quite a few low-cost airlines in Europe such as Air Polonia (Polish), Volare (Italian), V-Bird (Dutch), Jet Magic (Irish) and Now and Duo (British) have gone bankrupt unable to sustain the cyclical pressures of the industry.

While the Indian air traveller looks forward to the launch of more airlines leading to more competition, lowering of airfares, the newly established airlines are advised to stay on course, by avoiding the air pockets of the airline business.

The trend of travel to India is booming and is undoubtedly expected to grow continually in the coming years. However, some undermining factors become apparent, particularly during peak periods, which might have a negative effect and thus restrict further development of this trend.

In the context of domestic business tourism, India largely depends upon Indian Airlines. But the quality of services of Indian Airlines are not quite satisfactory. Hence, people have started moving towards the private domestic carriers.
It is believed that Ministry of Civil Aviation has failed in convincing the Finance Ministry for the very needed development of infrastructure. It is imperative on the part of the Department of Civil Aviation to fight all the way to acquire the resources required for integrated infrastructure development. Without this it would be impossible to gain for the growth and development of this very potential and strategic Indian Airlines and Air India Ltd.

Finally the researcher concludes that factors framed affect the overall improvement of the functioning of Air Sahara and Jet Airways.

The developing countries must first develop the human resources in order to develop a tourism institutional structure in which technological innovation can occur on a large scale. Economic development can succeed only when the environment as a whole is conducive to change and innovation at all levels and on all fronts. This will require educated masses, literate and national masses.

The strategies supported to achieve the goal of human resources development in tourism industry include more open government, more transparent and accountable public administration and development of energetic entrepreneurship in developing countries and further liberalization of markets and goods, capital, technology and tourism products. This would require joint action programmes. A new vision for global co-operation for the next century is needed.

It has become imperative that tourism sector should concentrate on HRP system for grooming. HR in such a manner so as to flourish and achieve international competitiveness in tourism.
The tourism industry is faced with various challenges in the field of human resources. One of the crucial issues in this regard is the quality of manpower. The industry is vitally faced with the demand for qualified quality personnel.

The Government of India has shown some interest, though obviously not enough, in the promotion of tourism sector over the years, the Government has realized the importance of the skilled manpower in the field at different level to plan, train and develop human resources.

There is still a strong potential for further growth rate in tourism to India and better transport services could play a dominant role in the overall development of tourism in India. It is observed that increases in tourism in the future would much depend on the successful handling of the areas, like by providing proper facilitation in travel formalities. The infrastructure problems should also be solved with an emphasis on transportation because there is an urgent need for attention to roads not only for national highways but also the rural and urban roads all over the country. Technological upgradation of vehicles is also necessary so that there inbuilt safety, driving comfort, fuel efficiency, reduced maintenance costs and greater reliability. Besides upgrading the technology human resource development should also be done for ensuring better driving and maintenances skills.

Recruitment and selection is an important function of Human Resource Planning in the tourism industry. Slightest mistake will lead to ruin the whole tourism industry. The role of HR manager is very crucial in selecting and recruiting the right kind of people who can be an asset for the
tourism sector. Instead of following a blind elimination process, focus should be on selecting people based on the skills and competencies required for the job.

The training and development plans are aimed at developing talents to perform effectively in the present and future higher levels on more challenging work situations. The T&D activities are the techniques of encashing on the human capital whose potential is much more than any other resources in the organization. The rapid increase in the size of the organization and the technological advancement have resulted in delegating the authorities and responsibilities to the supervisors. This has added new dimensions to the role profile of a supervisor.

The role of training and development programmes is most essential as it helps not only in ‘managing others’, but in managing self and it inculcates among participants a feeling to aspire for higher and higher excellence and effectiveness and thereby increased productivity.

The role of Air Sahara and Jet Airways in the promotion of tourism in India cannot be ignored but there is a need to bring some innovative changes in the management strategies for making the efforts meaningful. Air Sahara and Jet Airways play a very supportive role for tourism industry.

Further, to increase the tourist flow the Government has to pay attention to the air transport services like by improving the quality of services which its national carrier and international carrier provides to the tourist. It has to bring innovative changes in the marketing strategies for competing with competitors of this field. The Jet Airways has to introduce
tourism oriented schemes for attracting foreign tourist, for example, budget tours in off seasons, incentive tours etc. Besides this, it has to provide enough funds for the tourism publicity division and establish tourism cell in the big cities, appointing the full time tourism director in management body so that he could give suggestion how to improve the tourist attracting tactics.

If Jet Airways wants to have a stand in the market against its competitors then the carrier has to have better and effective publicity of its promotional schemes and better marketing strategies. To improve its market reputation it has to introduce extraordinary facilities and comfort on the flights on very reasonable fares. Efforts should be made to introduce new destinations which have the capacity to generate tourist traffic.

Air Sahara and Jet Airways play a very important role in tourism, both at the domestic and international level. It is abundantly clear that air transport plays a dominant role in the inter-regional movement of tourists, which normally entails travel over long distances and frequently over-water barriers as between, for example, North America and Europe. Again, air transport is also of growing importance in intra-regional travel where substantial distances are involved and geographical obstacles impede easy movement. The rate of growth of international air traffic has persisted at around 15 per cent a year, and this increased use of air transport by tourist is the result of a number of factors: people have become air travel-minded, travel is immeasurably quicker and fares have generally decreased. The most decisive development, however, has been the development of inclusive tours in which travellers are carries on charter flights at rates substantially below those of normal scheduled services.
The declining profits of ITDC are owing to the interference of the Government which gives a blow to the functioning of different parts of the organization, be it recruitment and promotion of employees, changing marketing strategies, venturing into new areas, financial prospects or other prospects of the organization. Each and every decision of the organization has to be approved by the Government. This does not give much chance of innovation and initiative of the managers. The management is reduced merely to application of ideas of the top level decision makers. Perhaps this is the reason why ITDC lags behind its counterparts.

For the generation of profit the ITDC should establish effective coordination with all the relevant agencies so as to achieve synergy in the development of tourism. The ITDC should concentrate on a few selected centres and circuits to achieve balanced development of infrastructure in an integrated manner.

ITDC should plan hotel projects in the newly created State of Uttranchal which is now becoming a desirable spot for adventure lovers. New trekking routes are being developed. ITDC can plan budget hotels in this area and also assist in transport facilities.

And finally, ITDC has tremendous potential for Convention Tourism with the back drop of excellent infrastructure necessary for a convention or symposium, and years of experience. ITDC can pool all its resources and make a separate department of conventions. The Convention Wing in Marketing Division and that of Ashok Travels and Tours should be combined, and both should work together.
The fact is that ITDC has a large potential of growth in the coming years. What is required is a systematically and coordinated effort, to bring, all units together, as an opportunity to India.

Sahara and Jet Airways should give preference to quality of services if it is planning to go international since most of the passengers give priority to the airlines providing good quality of services. It includes both in-flight services and ground services.

Sahara and Jet Airways should observe on time operation of flights and punctuality in schedule.

Time to time introduction of various discounted fare schemes for excursionists, economy class and even business class passengers are also conducive to growth of tourism. Since Delhi-London is one of the costliest route in terms of air travelling and discounted fares definitely will fascinate the passengers.

Discounted fares scheme for students should be made available during the beginning and end of academic sessions of various British and Indian Universities.

To enter a new market Sahara and Jet Airways should keep its fares for each class similar to the fares of CIS carriers but should give services that European carrier are giving. As a result it will fascinate more and more passengers.

During the high season Sahara and Jet Airways may increase the fares a bit to cover the cost of operation and during the low season they should allow discounts to fascinate passengers, since mobility of passengers during
low season is low and discounted fares may attract a few more towards Sahara.

Sahara being a new international airline should operate twice a week to maintain economic operation otherwise airline will go down in terms of financial status due to over cost.

The main suggestions to make HRP effective in tourism sector in India are as under:

- There should be an explicit corporate policy on human resource planning.
- HRP needs of the tourism organization should be seriously planned, examined and an action plan for HRP should be prepared.
- HRP departments should be headed by competent persons and should be placed close to the Chief Executive on the organization chart.
- Heads of various departments who are dealing with HRP should be encouraged to share their experiences and develop professionally the human resource under them.
- It is the right time to accord the status of priority to tourism industry due to increase in tourist arrivals and the socio-economic benefits of the tourism phenomenon.
- The Government should set up a high power committee consisting of Human Resource Planning professionals, professionals from the tourism industry, prominent economists and intellectuals to study and assess various aspects of HRP and conclude on a National Tourism Policy on HRP.
Tourism which is a highly labour intensive industry, should have an integrated HRP system with both public and private sector participation in order to develop human resources to meet the requirements of tourism industry.

Manpower resource division of Public and Private sector organizations should look that programmes for HRP are conducted with foreign collaborations for maintaining International status.

In order to study the various training establishments and training programmes conducted by different countries, the perspective planners should send study missions for gathering information which will be useful in formulating plans and strategies for human resource development and setting up training establishments in our country.

To choose the best human resource from various educational institutions/universities, we should incorporate vocational training programmes in order to create human resource from the grass root level. There should be awareness programmes and career orientation lectures to encourage youth to opt for career in the different segments of the tourism industry.

HRP programmes should give due emphasis on high tech functional training to impart necessary skills.

Seminars, workshops, conferences should be conducted to discuss problems and prospects of HRP at the national and international level.

For awareness and the implementation of various schemes for HRP, there should be a Confederation of Indian Travel Industries (CITI).
The CITI can monitor the implementation and advise the Government in formulation of policies for the development of the tourism industry in general and HRP in particular.

- ITDC hotels need marketing and sales promotion which is largely lacking off at present.

- The reason for low occupancy rate of ITDC hotels should be identified and the discrepancies causing the low occupancy rate must be removed.

- More duty free shops should be added to the ITDC elite hotels.

- The ITDC should use the time spent by travellers at airports offering an international shopping experience.

- There should be an arcade at the duty free shops that should sell only 'destination goods'. At the arcade the duty free shops should keep an array of Indian handicrafts, jewellery and handlooms.

- ITDC should tap the inbound traffic with glamour around shops.

- Inadequate infrastructure is another factor of much concern for Indian tourism. As a matter of fact, one of the major setbacks that the Department of Tourism has suffered is that its demand for substantial investments amounting to Rs. 45,000 crores which involves Centre, State financial institutions and private sector to develop tourist infrastructure has remained unsatiated. Modernisation of Delhi and Mumbai airports is needed urgently. It is believed that the Department of Tourism has been unable to convince the Finance Ministry and the Planning Commission to grant adequate resources for the
development of infrastructure. It is imperative on the part of the Department of Tourism to fight all the way to acquire those sources for integrated infrastructure development.

- Air Sahara should not be merged with Jet Airways. Rather it should compensate the previous losses by developing its infrastructure facilities on the international level, customers satisfaction and enhancing its number of fleets and so on.

In sum and substance the study finds that Human resource planning is gaining much attention from human resource specialists, academicians and employees alike. It is felt that the importance of HRP will increase further. As per forecast of World Tourism Organisation, tourism growth prospects for India are very bright and tourist arrivals and receipts are likely to increase fastly in the coming years. With these growing trends in the tourism industry in India which is considered labour intensive industry. Human resource plays an important role in managing, operating, planning and promoting tourism industry. Thus, HRP efforts in tourism industry needs a major transformation in the attitudes, behaviour and values of employees as well as management. This is possible only if appropriate organisation culture is developed by the tourism organization to make HRP more successful and introduced it as a total system within the tourism industry.

Therefore, HRP plays a major role for the development of tourism sector. HRP should be taken on a priority basis and adequate planning measures should be undertaken accordingly because the best and efficient human resources can increase customer satisfaction and thereby to create a competitive edge in this global world. The customer satisfaction through
HRP in tourism will continue to be a significant factor in determining how tourism develops in future. Effective customer care is more significant than training of the staff in smiling pleasant manner and complaint handling. Good customer relations come from a total management culture within an organization.

In spite of the fact that tourism has been given the status of an industry in India, inbound tourism or domestic tourism has not grown in planned manner. The reason is that govt. department. The hotel industry and the tour operators have no close cooperation or coordination among themselves. Further the role of the travel media has been completely ignored unlike any other country. Travel media plays an important role in giving an exposure to the best tourists products of a country the services of the travel industry and the good hotels/properties. Travel media is a guide for consumers as well as for the industry and the tour operators should make full use of it.

If the suggestions made are implemented properly, it will keep the ship of tourism sector sailing in the right direction. Without quality improvement in human resource planning, the potential for development of tourism would be externally limited and the dream of achieving global competitiveness in the tourism sector will be in vain.

Main findings which have been drawn from the case studies undertaken of Air Sahara and Jet Airways and ITDC which reveal that the factors affect the overall improvement of the functioning of Air Sahara and Jet Airways, and thus the strong recommendation is made to the Ministry of Civil Aviation and Ministry of Tourism, Government of India, New Delhi.
to implement the suggestions for the proper functioning of these organizations and thereby maximize the profit as well as to achieve the desired results.

Demand for air seats between metros is growing fast as people have begin to attach value to time, but impediments in the way of expansion are inadequate ground handling and navigational facilities on these trunk routes. It is recommended that investment should be made to develop them.

The Jet Airways has done a lot in the field of tourism promotion in recent decades like giving more new promotional schemes and there by providing the incentives to the passengers or the tourists under various promotional schemes. It is also recommended that still it needs more attention towards promotion of tourism in India and abroad.

It is further recommended that the Government of India should form a ‘HRP Board’ which should encourage the researches upon increasing potentiality of human resources. It should take many productive and aggressive steps for the promotion of HRP. The need of the hour is to tackle grassroots realities of HRP and then take some harsh measures to infuse a new blood in Indian tourism sector.