Human Resource Development is a multidimensional concept which is still in the developing stage. In this arena of increasing competitiveness and turbulent change, India is facing the challenges of globalisation and liberalisation. As liberalisation and globalisation have exploded the economy into a paroxysm of activities hence, getting right people and managing them in the coming years has assumed a different dimensions. This changing business scenario indicates that we need a specific treatment of human resource. This can to a great extent be achieved by putting an effort not only for updating of technology, knowledge, re-engineering, restructuring, mergers and acquisitions but also the Human Resource Development strategy.

Human resources development is a continuous process and can be achieved by organising the organisational process in such a way that it may create a climate for development. It motivates human resource to do the job, can give feeling of a team and can develop a level of commitment. The human resource development programmes can reduce the consciousness gap between the managers, supervisors and the masses of people by training and developing them. The success of any development programme lies in a number of variables, of which executive training is an important factor. Training, education and development of human resource in industry are expected to provide the needed stimulus to initiate impulses of change in the organisational apparatus and will lead to improved efficiency, productivity and administrative performance. The Human Resource Development challenges are not limited only to the workers. But in a global situation the middle level managers and senior managers are the key element for
achieving results in different areas. But harnessing the energies of the managers who are after all independent individuals to work in team involves more than just the casual tenets of team management. The real challenge, therefore, is to ensure that without direct interference the team members work together smoothly without abrasive, clashes of egos, roles or authority in order to fulfil their mandate. Therefore, in this age of 'Professionalisation of Management' executive development is one of the most important component of human resource development which is the key to the success of an organisation. Executive talent is the most important asset of an organisation, it is not shown on the corporate balance sheet, but it influences appreciably the growth, progress, and profit, than any other corporate assets. The effectiveness of any organisation depends not only on the technological efficiency of the organisation, or the facilities available for research and development, but to a large extent, on the quality of managers executives and their approach to decision making, while implementing the organisational policies and strategies. Therefore executive plays a very important role in increasing the effectiveness of organisation in this new environment.

Public enterprises constitute a major segment of industrial activity in the country today. Born as the outcome of the conscious and deliberate policy of the Government, these enterprises are being used as a tool to promote critical development in terms of social gains. The multiple objectives of public enterprises are to provide commercial surpluses for financing further economic development, to correct regional imbalances in the economy, to establish a socialist society and to utilise the vast unemployed labour force. They, undoubtedly, occupy a
pivotal position in the planned economic development of the country. The significance of public sector hotels and their role in India's national development needs no emphasis. ITDC is established to develop infrastructure and generate employment in the hospitality industry. Due to global changes hotels have to adopt new strategies. These strategies should be global in scope and vision and be flexible enough to the fast but discrete changes in the external environment. Management should make the staff conscious of the global environment and dictates pose to organisation. They should mould member's values and beliefs in line with what is required for successful organisational adaptation to globalisation. In this new atmosphere special emphasis must be given to the need for executive training and development at all levels of managerial hierarchy in public sector hotels because they have many characteristics of their own especially in terms of their managerial system and organisational features.

Many top level executives are civil servants in public sector who might have had a totally different experience. They come to the public enterprise on deputation, their tenure is often short and their past experience has taught them very little to become an entrepreneur manager. Their bureaucratic style of functioning, about which they are often proud of, may be a virtue for civil administration but it lacks enterprising skills that may be needed for a business enterprise. The recruitment system has also many drawbacks which are not conducive for the selection of persons purely on the basis of merit. There is an erroneous belief that proper motivation particularly good pay, perquisites as well as other non-monetary benefits, if provided, may make a person
to do the job better. The benefits are liberally offered in public enterprises when compared with the private sector counterparts, to the middle and lower level executives. But the fundamental flow in this approach is that no amount of pay and other benefits will be effective unless the individual is competent to do the job. Lastly, public enterprises can be justified only for two reasons one is on the basis of ideology and the other is on the basis of efficiency. Public enterprises are therefore expected to fulfil their economic and social objectives more efficiently than the private sector enterprises. To be efficient they need efficient managers. The inevitable conclusion that emerges from the above is that there is an absolute need for training and development of the executives in public sector enterprises.

In the present investigation we have tried to study the existing executive development programme in Ashok hotel and we have specifically taken four important component of executive development namely training and development which is necessary for executive and managers who perform the leadership function in their enterprise. Performance appraisal is another most versatile instrument for the practitioners of modern management. It appraises both performance in accomplishing goals and performance as a manager. Reward management is another important component. The purpose of rewards within the organisation is to attract and retain the human resources when the organisation intends to achieve its objectives. The provisions of career advancement for managers or executives is most motivating factor from the point of view of the organisation in order to achieve maximum profit as well as reputation.
The present study is divided into five chapters - first chapter deals with the historical development of the management of human resources as well as emergence of personal management which give rise to human resource management and later human resource development. Since the present research work is concerned with human resource development hence, in this chapter meaning, definitions, needs, significance and important techniques of Human Resource Development have been discussed.

The human resource development aims at developing the enabling capacities of people by developing an environment which provides some amount of initiative, trust, openness, autonomy, risk taking and commitment to work. The human resource development philosophy believes that it is the responsibility of the top level managers to create a climate of development and trust so that people may give their best with a sense of satisfaction and growth. It assumes a healthy and motivating climate in the administrative system so that all individuals are able to develop their potential capabilities and skills. The human resource development is continuous process that involves development of enabling capacities of various levels of administrators in relation to different organisational tasks, functions and roles.

The second chapter pertains to executive development programming in Industrial or business organisations. In this chapter the concept and gradual modification in the system of executive development have been incorporated. All the requirements and components related to executive development have been presented. The concept of executive development includes everyone who has the major responsibility of
managing men. Although the chief function of a executive is to get things done through others, and by improving administrative level. A research based knowledge in this aspect forms a basis for a sound executive development programmes. In other words executive development is a business led process i.e. the business determines what kind of managers or executives it requires to accomplish its strategic goals as well as how to obtain and develop such executives. The nature and significance of executive development has also been presented in this chapter. In the concluding part emphasis has also been given to the aspect of Executive Development in Indian industries.

The third chapter deals with the brief history of ITDC and organisational structure of Ashok hotel. The ITDC was set up in 1966 as an autonomous public sector corporation by amalgamating the three corporation, namely Hotel Corporation of India, India Tourism Corporation Ltd. and India tourism and Transport undertaking. ITDC also posses an elaborate infrastructure of Hotels, Beach Resorts, Travel agency, and conference facilities. The mission of ITDC is to provide leadership and promote tourism for India by achieving high level of excellence and profit in the field of hotels, tours and travels, human resource development and consultancy and catering tourism infrastructure. Brief history, architectural and hospitality aspects of Ashok hotel has also been discussed in this chapter.

In the fourth chapter programme of executive development in Ashok hotel as operative has been presented. Ashok hotel is one of the leading enterprise under ITDC and is facing stiff competition as a result
of globalisation of business and trade as a whole. Ashok hotel provides
very grand hospitality to guests which attracts international dignitaries,
celebrities, leaders and family vacationers. Organisational structure plays
a very important part for the development of the hotel. It is an effective
management tool because it details the basic tasks and responsibilities
required for the hotel management. Moreover, while analysing the
executive development programme of Ashok hotel consorted effort was
made to study the structural aspects, functions of personnel and
industrial relation. Furthermore, other important aspects referring to
training and development, performance appraisal, reward system as well
as promotional policies, and career planning and advancement have also
been incorporated in this chapter.

In the last chapter a brief summary of the entire investigation
pertaining to conclusion and suggestions covering all the aspects of
executive development has been submitted. To reckon with the overall
functioning of the enterprise and coordination of the executives some of
the important suggestions are -

Training and development is a vital instrument in developing
skills inventory. There has hardly been any attempt to assess managerial
training needs and it is suggested that Executive development policies in
Ashok hotel should be geared towards the development and growth of
their human resources, to enable the staff to utilize their capacity fully
and apply their knowledge and experience to enhance productivity. It is
also submitted that in order to make training more effective and fruitful
some kind of evaluation system be incorporated to check the
improvement in the competence among the persons who have completed their on the job training programme. Moreover, training should be computed with in some specific time span so that results may become positive.

Performance appraisal is another important programme for the development of executives. It is suggested that in Ashok hotel a continuous appraisal system should be incorporated. It will provide opportunity to the appraiser to keep a watch and provide guidance as and when required to the subordinates. In order to achieve judicious performance review, system of counselling becomes very vital part of performance reviews. In a well conducted performance review session, the employee should freely and frankly discuss work problems and it should be encouraged to bring out his suggestions to Counsellor. This will provide the intrinsic motivation that can be derived from work itself.

Promotional avenues is another essential programme for the development of executive. It is suggested that promotion should be made solely on the basis of merit, efficiency and good conduct irrespective of the seniority of the persons concerned in service.

In Reward system it is proposed that the system of self evaluation in Ashok hotel either be replaced or be combined with some other objective techniques such as individual/group performance related pay skill, then positive evaluation of the person is likely to emerge with lesser amount of suspicious. It is also submitted that management should employ specific criteria and time for the purpose of reward and
promotion opportunities. It will reduce the growing frustration and psychological tensions among the executives and workers as well.

Career strategy is yet another emerging sphere which needs to be adopted by Ashok hotel. It is suggested that Ashok hotel must incorporate provision for aligning executive needs. The emphasis under this provision is for matching the career needs of executives to opportunities offered by the organisation, special training and development techniques such as special assignment, planned position rotation, and supervisory coaching.

We have concluded our studies with the remark that if Ashok Hotel has to compete in this global environment they have to improve their executive development programme. There is a growing awareness of the significant impact that the human technology of an organisation has on the organisations profitability and growth. Therefore, effective system of Executive Development Programme would become essential for the survival and growth of Ashok hotel.