INTRODUCTION
The present investigation is an humble attempt to study and analyse "HRD - Executive Development in Public Sector Hotels, policies and practices of Ashok hotel Delhi". The Public Enterprises have assumed great importance as a potent instrument of growth with social justice particularly in the developing countries like India. Today, they are regarded to be powerful engine of overall development of a country and a catalytic agent for bringing about the desired changes and attaining the cherished goals of a socialistic as well as welfare society.

The public sector in India has emerged not as a result of nationalisation of private industries but by taking up in hand the responsibilities of industries of national importance by the state. Today the public sector has organised the total spectrum of national, industrial and commercial activity from production of core industrial item to the production of mass consumption items. Often referred to as the "commanding heights" of the Indian economy, the public sector was patronised by the state through budgetary support and substantial investment. It is estimated that the investment in the public sector (in the pre-liberalisation period) was to tune of Rs. 1021 billion. With the adoption of policy of economic reform a searching second look at the public sector became inevitable. Public enterprises have to change their strategy and must learn to integrate into the new competitive environment and must recast their approach. Public sector units in general must be based on sound commercial line and must generate adequate surpluses. Studies have also drawn attention to the low level of
motivation and efficiency in public sector unit and near absence of meaningful system of accountability.\textsuperscript{2} The only aspect that has not been well analysed, appreciated and admitted is the need for management training and development in the public enterprises.

Executive development and training programme in public enterprises is needed to improve the managerial effectiveness through a carefully planned and deliberate learning and training processes. Executive development is a process by which the enterprise or organisation develops its capabilities to understand its own behaviour and more specifically the inter-dependent parts of its decision making policies or activities in multiple environment. Executive development and training programme is therefore, one of the most important tool or strategy for public enterprise development and thus is conceived as planned change involving the whole organisation as a complex system, and aimed at increasing the effectiveness of the enterprise. In recent past the expansion of public enterprises has been very rapid and thus today one of the major task before them is to find effective ways and means in developing competent personnel at top, middle and lower levels of management hierarchy for ensuring better organisational performance, improving the levels of productivity and quality of standards.

Executive is now considered to be one of the most important inputs for the public sector performance. Out of around 18.22 lakh manpower deployed presently in 239 public sector enterprises about 2.14 lakh, which represent 11.75\% of the total manpower, are in the
supervisory and managerial cadres. To improve the quality of the manpower employed as well as to upgrade their knowledge and skills particularly in the fast changing and competitive environment various steps have been taken by the public sector enterprises. In India Public Sector Hotels are under the governance or control of Indian tourism development corporation and Ashok hotel occupies the most prestigious place among the hotels under the control of I.T.D.C. The Ashok group of hotels has been India's most gracious and regal host to leading national and international visitors. The group is known for its unique mix of traditional Indian hospitality and modern day conveniences. In hotel industry or trade the executives occupies a very vital position pertaining to the overall functioning of the hotel.

Therefore, in this arena of increasing competitiveness and turbulent change, executive development is a prerequisite for the success of the hotel. It is not only an activity that is desirable, but also an effective scheme that a hotel must commit, resources for developing and maintaining a cadre of reliable competent and motivated executives. Executive Development is the process of gradual systematic improvement in the knowledge, skills, attitudes and performances of those individuals in an organisation who carry management responsibility. The executive development programme is to concentrate on the quality and skills of the staff. It should make the executives to be conscious of the global environment and dictates posed to organisation. It should mould the member's values, beliefs in line with what is required for
successful organisational adaptation towards globalisation. The executive should be self-enlightened to appreciate the compulsions of globalisation and the cost and quality competitiveness for ensuring the customer's satisfaction and delight. They should judiciously co-operate in the introduction of new sophisticated technologies, fast changing products/service profiles, innovation and fast changing skill requirement. Executives, thus can contribute maximally to the establishment of the reputation, profits and greater acceptability of the customers.

Review of Literature:

During the course of this study entitled "HRD-Executive Development in Public Sector Hotels - Ashok hotel of Delhi", a number of books, journals, articles, periodicals, annual reports, and handbooks etc. have been consulted and reviewed. Most of these books and journal are related to human resource development and little literature is available on executive development programme. The available literature on the present study has been extensively reviewed in the following paragraphs.

"Frontiers of Management Science - Training and development of executives", by T. Jogaïsch is a rigorous and an indepth research study of training and development of executive in the Indian power sector. It has covered an exhaustive study of the power sector problems and prospectus concerning personnel policies and HRD policies and practices relating to executive training and development and institutional training network in the power sector.
Youndt (1996) found that HR system focused on human capital management was directly related to multiple dimensions of operational performance like employee productivity, machine efficiency, and customer alignment. Huselid, Jackson and Schuler (1997) found that organisation effectiveness was associated with capabilities and attributes of HR staff. Further, they concluded that relationships between HR management effectiveness and productivity, cashflow, and market value were positive.

Pareek & Rao (1992) contend that unlike west, even the leading organisations in India do not have management research interests. As a result, they contribute to use human resource systems on the basis of their conviction rather than empirical evidence. They emphasise that organisations need to study the changes in HR variables. The past trend shows that human resource efforts have played a significant role, though the amount of contribution to growth and positive attitude are not quantifiable. Pfeffer (1994), on the basis of literature review, concluded that employee participation and empowerment, job redesign including the team-based production systems, extensive employee training, and performance contingent incentive compensation are widely believed to improve the performance of organisation. Huselid (1995), on the basis of his study of 968 publicly traded firms found that a one standard deviation increase (about 25%) in work performance reduces turnover by 7.05 percent on a per employee basis, increases productivity by 16 per cent (measured by sales
per employees), and yield $3,814 increase in profits. Huselid & Becker (1995) based on a study of 740 firms created an index of each firm's human resource management system reflecting the degree to which a firm has deployed the high Performance Work Systems (HPWS) and consistently found that the firms with higher values on this index, other things equal, have economically and statistically higher levels of firm performance.

Lawler and Ledford (1992), speaking about the advantages of skill based human resource management approach over the traditional job based approach, suggest that by adopting skill based approach of human resource management competitive advantage can be achieved as it leads the organisation to perform better and results in creating core competencies which is an important key to competitive success. The advantage achieved on the basis of skill based human resource management is sustainable as organisations following the traditional approach find it difficult to duplicate it.

"Management of Human Resources in Public Enterprise" entitled by S. Ravi Shankar & R.K. Mishra providing an understanding of the system of Human Resource Management rather than merely the activities assigned to those who provided various personnel services for effective public enterprise management. It also gave a balanced and comprehensive grasp of the concept, problem, approaches and strategies of human resource management.
"Personnel Management Developed in Public Enterprises" by M.P. Bansal, is a pioneering study in the area of Personnel Management & Personnel policies taking Steel Authority of India Ltd. (SAIL) for study. It has clearly explained the concepts, processes and scope of personnel management in general and in public sector undertakings in India in particular. It has also portrayed on the components of personnel policies like organisational development, training and development, performance appraisal, career advancement as they are practised in SAIL. It has also suggested a manpower forecasting model apart from offering some significant suggestions.

Sparrow (1994) cluster analysed data from twelve countries to identify country groupings across a range of human resources policies and practices that could be used for competitive advantage. They statistically analysed the data and interpreted these in light of the relevant literature. Their investigation concluded that there is indeed a convergence in the use of human resource management for competitive advantage.

Swiercz & Spencer (1992) have been successful to a great extent in showing the contribution of effective human resource system in the creation of sustainable competitive advantage. Their theory is based on Barney's (1991) model of creating a sustainable competitive advantage. Barney argues that before a resource can contribute to a sustained competitive advantage, it must meet four conditions: (1) It must be valuable, (2) It must be rare, (3) It must be imperfectly imitable and (4) It must lack strategically equivalent substitutes.
"Scope of Personnel management in Public Service" by Sanrupt Misra\textsuperscript{16}, is an empirical research study of Orissa Education Service, this study has dealt with theoretical perspectives of human resources and education recruitment, selection, induction and placement, training and development of teaching personnel, their motivation, integration and job satisfaction, performance appraisal, career development, discipline and grievance handling. Since the research study was operational in nature, a number of suggestions has also been offered on the basis of findings.

"Reading in Human Resources Development" by T.V. Rao\textsuperscript{17}, an edited compendium has started with a conceptual framework on development and integrated personnel policies and ended with an account of the research in Human Resource Development. It has also focused on Human Resource Development instruments like performance appraisal, potential appraisal, counselling, training and rewards and implementation of the same in different organisations. It also dealt with Human resource development in government systems, primarily focused on educational system.

Macmillan (1982)\textsuperscript{18} says that there are various ways of gaining competitive advantage, but one which is generally overlooked is through HRM practices. This is achieved due to the increasing involvement of human resource management in the formulation and implementation of strategy. The primary purpose of human resource management is to attract, retain and motivate human resources. Schuler and Macmillan (1986)\textsuperscript{19} referred this as the core of human resource management
function. They listed human resource planning, staffing, appraising, compensating, training and development and union management relationships as the key human resource management practices, which if carried out successfully help in achieving competitive advantage.

"Human Resource Management 2000" by P. Subbarao, has presented an analysis of developments in human resource management in a comprehensive form. It has also attempted to look into the current trends in the human resource function with a view to outline the future development that are likely to take place in the years ahead. It has also discussed in a lucid manner the topics such as job analysis, job evaluation, employee benefits, recruitment and selection, line staff conflicts, social responsibility policies alongwith other current topics such as organisational culture and climate, organisational policies, organisational effectiveness, followership, dual career problems, quality of work life, quality circles and organisational development.

"Excellence through Human Resource Development" by M.R.R. Nair and T.V. Rao, an edited compendium, has contained experiences available from 25 organisations. These experiences has dealt with human resource development mechanisms like performance appraisals, counselling and review discussions training, organisation development interventions, career planning and development, job-rotation and role clarity exercises.

"Human Resource Development in Public Sector" by Anil K. Khandelwal, a comprehensive guide on human resource development in

From the above review of literature, it is clear that presently very few empirical studies are available on public sector hotels executive development programmes and sub-systems. As such, there is an imperative need for studies dealing with effectiveness of these sub-systems. Most of the literature available on these sub-systems also comprises of mostly case studies. Practically, there is very little information available on other important instruments of Human Resource Development through Executive Development Programmes, like Performance appraisal, Training and Development, Potential appraisal, reward and promotional policies and career advancement. Though research works on the theme of Human Resource Development and their practices in public sector are available, they all have focused on the theme of Human Resource Development in a general way and with reference to certain corporate bodies in particular. But no study has been conducted earlier to Executive development programmes in public
sector hotels. Against this backdrop, the present study undertaken for the research purpose is of immense value and of topical interest.

**SIGNIFICANCE OF THE STUDY**

Human Resource is the life blood of the organisation. It is the single biggest factor deciding the fate of the organisation. To manage people is the most difficult task. In the coming century all managers need to specialise in Human Resource Management, as they have to deal with more demanding and career oriented employees. As gradual changes take place importance has to be laid on

- Training and Development
- Compensation
- Retention strategies
- Empowerment

The organisations, which want to be a leader in the competitive race needs to rely very heavily on shared responsibility teams and competencies of the employees. The organisations will have to have a people-oriented approach and if this aspect is taken care of, it would result in trust and responsibility building. Thus to develop the human resource of any organisation, stress needs to be laid on mentoring, coaching, on the job interventions, learning oriented projects and performance mapping. This improved capability make a person sharper in his job. Function of an HRD manager in an organisation is to undertake those aspects of work life which would create the environment. It
implies that organisation wants to enhance the overall capabilities of its employees to develop their potential in areas and directions best suited to them. Therefore, organisations which want to succeed in future needs executives who can learn fast and create a culture of learning.

Thus, in this century one of the thrust area is Human Resource Development. Because the global corporation of the future demand flexibility from the people who work in them. The global companies want employees to rotate from job to job and from product to product to ensure that their company will ride out fluctuations in their business and remain competitive and competent. Multiskilling can be the key to developing a competitive edge. Any organisation which will succeed to inculcate in its people an approach towards multiskilling would certainly develop a competitive edge in achieving its objectives and this will be only possible through Human Resource Development approach.

**SCOPE OF THE STUDY**

There are very few empirical studies on Executive development or Human Resource Development and whatever sporadic researches have been conducted, they tend to be survey researches dwelling at length, the perceptions, of employees and are undertaken mostly by personnel staff of those companies. Very few researchers outside the corporate management have attempted to study the Executive Development Programme (HRD) variables. Unlike the previous studies, the present study is an empirical study and hence, the focus is on the hither to
neglected use of executive development, human resource development and their development variable viz. Performance appraisal system, Training and Development, Reward and promotional aspect and impact of career advancement in this changing scenario. The present research study is conducted, with a focus on executive development in public sector hotel, like Ashok hotel of Delhi, by an independent and outside management researcher and hence, devoid of any bias.

AIMS AND OBJECTIVES OF THE STUDY

The following are the objectives of the present investigation.

1. To examine the multifarious functions of the executives and their relevance in achieving the targeted aims and objectives in public sector organisation like Ashok Hotel.

2. To study and analyse the organisational structure of the Ashok hotel and suggest certain measures for their improvements.

3. To ascertain and compare the extent of conduciveness prevailing in personnel department's climate in Ashok hotel.

4. To assess the extent of competencies possessed by the Personnel Departments professional in Ashok hotel.

5. To identify the strength and weaknesses of the existing system of executive development in Ashok hotel and give remedial measures.

6. To evaluate the effectiveness of training system, performance appraisal, career planning, promotional as well as reward system as operative in Ashok hotel.
7. On the basis of the findings to offer suggestions for improvements in the Executive Development programmes as applicable to Ashok hotel.

HYPOTHESES

There are major economical and social forces across the world driving the needs for change in Indian organisations. It was becoming increasingly clear that today's complexity could not be handled by yesterday's paradigms. The role of management has to change. The Indian organisations can not cope with the 21st century competition with 20th century organisational structures and systems and 19th century feudal mindset managers. Indian organisations find themselves catapulted straight from 19th century into 21st century and they do not have much time to learn. They can not afford to experiment and learn by their own mistakes. Most Indian managers lack imagination and initiative and they have to change their role. The role of top management is not to manage but to provide leadership i.e. they have to shift the focus from strategies, budgets, plans etc. and instead build institutions based on vision and values. Leaders need to become capability developers through coaching, guiding, mentoring, sharing of best practices and creating network of knowledgable people. Thus, there is a need for total overhaul of the management system and building of entirely new result oriented work culture as opposed to the current activity oriented culture.

On the basis of the above statements the following hypothesis have been framed -
1. That the Ashok hotel has been strictly adhering to the standard policies and practices regarding overall growth and development of its personnel.

2. That Ashok hotels personnel department is having full fledged executive development programme with all the paraphernalia and trappings such as training programmes both within and outside the organisation, a reward system, individual development programme and total work culture to make its executives at all levels of the organisation dynamic and multiskilled, effective and efficient so that they may contribute to their maximum to the growth and development of the organisation.

3. That Executive Development programme in Ashok hotel provides opportunities to executives to move a local mindset to a global mindset, from a Government focus to customer and competitive focus. from millennium local optima to a global optima and to empower them to utilize their fullest potential.

4. That in this era of change Executive Development Process in Ashok hotel has been bringing about requisite, alterations and changes. Firstly it is developing a process of knowledge generation such as identification of training needs, designing and administering training programmes etc. Secondly, processes that move knowledge to the right place like linking training programmes to placement, promotions, etc. and thirdly, processes that help knowledge deliver
output like creating and enabling work environment, healthy organisational culture etc.

METHODOLOGY

In the present investigation primary and secondary methods for the collection of data or information have been employed. Executives from Ashok hotel served as the respondent in the present study. Information regarding executive development programme is gathered from Department of Personnel Management and also from unstructured interviews with different levels of executives. In order to provide support to the data or information collected through primary method relevant supportive information have also been collected with the help of articles, journals, annual report, periodicals and books etc.

FRAMEWORK OF THE STUDY

The present study has been divided into the following five chapters -

In the first chapter an attempt has been made to present the historical development of the management of human resource as well as the emergence of personal management as a mature field 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 HRD have been
discussed. HRD is one of the most important functions for organisations and individual growth.

In second chapter the concept of executive development, which is an issue of Human Resource Development has been discussed. The presentation has been supported by suitable definitions and major characteristics and components of the executive development. The systematic development of managerial talent is one of the primary tasks of any organisation, for its own survival in an increasingly changing environment. Executive development is an attempt to improve managerial effectiveness through a planned and deliberate learning process. It is also considered as one of the tools of organisation development and a planned change to improve the effectiveness of the organisation. The nature and significance of executive development has also been presented in this chapter. Moreover, methods and techniques have also been incorporated in this chapter which includes in company courses, on-the-job training, external courses, special project arrangement and many others important techniques. In the concluding part emphasis has also been given to the aspects of Executive Development in Indian industries.

In third chapter a brief history of I.T.D.C. as well as importance of hotel industry in the present era, with special reference to Ashok hotel Delhi has been presented. The I.T.D.C. was set up in 1966 as an autonomous public sector corporation which possesses an elaborate infrastructure of Hotels, Beach Resorts, Travel agency, convention/
conference facilities across the length and breadth of the country. 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 travel, human resource development and consultancy and catering tourism infrastructure. Hotel industry plays a special role in the development of tourism. Brief history and architectural and hospitality aspects of Ashok hotel has also been discussed. While analysing the Ashok group of hotels attempt has also been made to present the organisational structure and responsibilities of managers of the organisation.

In fourth chapter the entire system of executive development as operative in Ashok hotel has been analysed. While analysing the executive development programme of Ashok hotel concerted effort was made to study the structural aspects, functions of personnel and industrial relation. Moreover, 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. It has been observed that the executive development programme in Ashok hotel requires upgrading improvement in many aspects because of changing environment.
References


