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“It is not the ship so much as the skilled sailing that assures the prosperous voyage.”

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Chapter 4: Analysis and Findings

The present study is an effort on preparing a status report on training activities in selected hospitality industry units. Case study method is followed for the research.

Hospitality Industry in Pune has been growing with leaps and bounds. During the period of this study Pune had 5 new five star property and chain hotels being raised and now few of them are operational. There are some 113 (67 rated i.e. 1 star to 5 star and 36 unrated) hotels (source www.justdial.com) and Almost 12 five star and luxury hotels.

As per PHA (Pune Hoteliers Association) there are 7 five star deluxe properties in Pune which have been rated by HRACC (Hotel and Restaurant Approval and Classification Committee). Five new international chains are operational in Pune and they are in the process of rating as five star.

The three HRACC rated five star deluxe hotels in Pune were chosen for case study are as mentioned:

Vivanta by Taj Blue diamond
Hotel Pride
Hotel Sun and Sand

Sample of three hotels (out of seven) was selected for the study as per convince and commonalities of the three units for the purpose of case study:

- All the three hotels for the study are well established in Pune.
- They have strong customer base and also loyal employees who have served customers for so many years.
- These hotels to great extent have become identity of Pune city as all the three hotels are based in proper Pune and within 5 k.m.
circumference of Pune Railway station and maximum 11 k.m from Pune airport.

- All the three units have more than 100 rooms to offer and are five star properties.
- There has been tremendous growth in these hotels business over past few years.
- Out of three hotels one has an international chain of hotels (Taj) and others have national chain of hotels under their brand name.

Interviews of HR Managers/ General Manager / Training Manager was taken for which structured questions were asked and from each hotel survey of employees was done.

Permission of Management was sought to get the feedback of employees. Understanding the busy and over worked schedule of Employees; Questionnaire was kept simple with straight forward yes/no type closed ended and few open ended questions. On few occasions questions were translated in Marathi and Hindi to communicate across the meaning of questions to respondents. To get the questionnaire filled researcher had meeting with employees on various occasion in group or individuals. In few cases Training Managers have got the questionnaire filled on behalf of the researcher.

Case study on training activities of the three five star hotels for the study is presented below. Hospitality unit is inseparable from what it offers to its customers unlike other manufacturing industry. Researcher has included property details as part of this chapter for the case study to know more about the facilities these hotels offer to its clientele.

Data collected regarding functioning of training department is presented as per each unit and feedback of the employees are presented for each unit as well as collectively for the entire Hospitality Industry. Analysis of various questions is presented below. On few occasion comparative analysis is also presented. Bar Graphs are used to show comparative data and pie chart to

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represent the hotel industry scenario. Detailed case and findings are as below:
4.1. Vivanta by Taj - Blue Diamond, Pune

Address: Koregaon Road, Pune, Maharashtra

Location: Taj Blue Diamond is located just 20 minutes from the airport and 10 minutes from the railway station. The hotel is situated in the quiet and scenic surroundings of Koregaon Park, which is a plush residential area, close to the business district of Pune and 10 minutes from the main shopping area.

Distance from Airport  6.00 km
Distance from Station  3.00 km
Distance from City Center  4.0 km

Rooms: 110

The Taj Blue Diamond Pune is one of the best five star hotels in Pune and offers utmost luxury and more value for money. The Taj Blue Diamond has been serving its guests for over 25 years now, with its exemplary service and luxury.
The official website (http://www.vivantabytaj.com/Blue-Diamond-Pune/Overview.html) mentions "Vivanta by Taj - A Fresh Surprise" and further:

Explore the space that's right in the heart of Pune's business and entertainment areas. Just 5 km from the airport and 2 km from the nearest railway station. Drive in the Vivanta by Taj car delighting in backseat surprises (we're not revealing here). On arrival check out the soaring glass, fan shaped entry canopy cantilevered 25 feet above a sparkling new water feature.

Customer will see how we mean business in a quiet efficient way from the moment step in. The new and expanded lobby features a dramatic atrium space with a full height glass wall opening to the exterior, a new lobby bar and a lounge with French doors framing views to a new elevated poolside alfresco terrace. A sweeping grand staircase and the two storey glass curtain wall offers views to the pool and adds a sculptural element to the lobby while flooding the new interiors with natural light. This arrival zone sets the tone for guestrooms and banquet facilities that deliver the ultimate in urban relaxation. Get set to be delighted with small surprises from the moment you enter.

Discover the most happening restaurants which open to the lobby or the pool to create an enticing food zone offering the best in world cuisine. Technology is woven through it all. Vivanta by Taj - Blue Diamond has all the entertainment and connectivity options today's traveler requires. Become a part of our world. Feel the pulse of an international business and conferencing destination. Experience the buzz.

Accommodation in Taj Blue Diamond Pune

The rooms and suites at Taj Blue Diamond Pune are designed to provide unmatched comfort to the business guests. Customers’ can choose from the city-facing rooms or the pool-facing rooms. The rooms are done up elegantly and offer modern facilities.

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Dining Facility in Taj Blue Diamond Pune

The 24 hrs coffee shop serves continental cuisine and beverages. The multi cuisine restaurants- Ashwamedh and China Town are the places where you can tickle your taste buds with Indian and international delicacies. The Casabella is the well stocked bar sure to kick your spirits.

Business Facility in Taj Blue Diamond Pune

Conference and banquet facilities, secretarial services, internet connectivity, fax, photocopiers, projectors, LCD screen, audio visual gadgets, business centre, power back up are the business facilities you can get hold of at the Taj Blue Diamond Pune.

Recreational Facility in Taj Blue Diamond Pune

Swimming pool, evening club, gym and fitness centre are the places where you can while away your time meaningfully while at the Taj Blue Diamond Pune.

Other Facilities in Taj Blue Diamond Pune

- Travel desk
- Front desk
- Car rental service
Pune is aptly called the cultural capital of Maharashtra. Nestled in the lush green surroundings of Koregaon Park, the Taj Blue Diamond boasts the finest in cuisine, elegant guest rooms and warm hospitable service. Conveniently close to the city’s business district and shopping areas, the hotel proves to be the perfect destination for the most discerning traveler.

The Taj Blue Diamond experience offers you banqueting facilities, business centre services, a swimming pool, a fitness centre, 24 hour In-room dining and Coffee Shop along with specialty restaurants. When you need to consummate service and style, Taj Blue Diamond is place to be.

Rooms & Suites
The Taj Blue Diamond is a 110 room property with renovated elegantly furnished rooms.

Deluxe Room
Recently renovated rooms with wooden flooring, offering City / Pool views. Equipped with a wall mounted LCD television and DVD player. Sleek work desk with specially designed Aeron Chairs, large wardrobe, mini bar with bar counter. Bathroom amenities include sleek massage showers with showerheads.

Deluxe Premium Room
Elegantly furnished rooms, with LCD Television and DVD player, sleek work desk with Aeron chairs and state of the art room amenities.

Deluxe Suites
Smart and contemporary 2 bay suites equipped with an LCD television, direct dial facility, digital safe, Minibar and a dining area.

**Presidential Suite**

These incredibly spacious 3 bay suite offers pool and city views, includes a separate living area, dining area and bedroom. Equipped with 2 LCD televisions, sleek work desk, mini bar with a bar counter as well as large wardrobes, enhanced bathroom amenities with sauna and steam facilities and special VVIP courtesies.

**Sports**
- Swimming
- Treadmill
- Universal Gym

**Massage**
- Oil
- Facial

**Restaurants**

Number of Restaurants: 3
No of Bars in Hotel: 1

**The Coffee Shop**

Cuisine: Multi Cuisine
Theme: Paris Cafe
Open Timings: 24 Hrs
Entertainment: Live Solo music on Wednesdays

**Whispering Bamboo**

Times Food award to Whispering Bamboo for the best Thai cuisine in the city (2 years consecutively).
Cuisine: Thai and Chinese  
Theme: Oriental  
Entertainment: Channel music

**Mystic Masala**

Cuisine: Indian - Northern and Peshwa  
Theme: Indian  
Entertainment: Indian Classical - Vocal and Non Vocal

**Casabella Bar**

Restaurant Type: Bar/Lounge  
Cuisine Type: International  
Type: Bar  
Cuisine: Snacks  
Theme: Anglo Saxon  
Entertainment: Cable TV

**General Services**

- Laundry/Valet  
- 24-Hour Room Service  
- Business Services  
- Currency Exchange  
- Virgin Atlantic Freeway  
- Singapore Airlines Krisflyer  
- Gulf Air Frequent Flyer  
- Emirates Airline  
- Doctor on Call  
- Handicapped Services  
- Interpretation  
- Room Service  
- Delta SkyMiles  
- Malaysia Airlines Enrich  
- Cathay Pacific Asia Miles  
- Qantas Frequent Flyer  
- Shoeshine  
- Turndown Service  
- Airline/Travel Desk  
- Lufthansa Miles and More  
- British Airways Executive Club  
- KLM Flying Dutchman  
- British Midland

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Skywards Miles

**Total Number of Meeting Rooms** 7

**Meeting & Business Services**

- Computer Printing
- Copy Center
- Copy Machine
- Copy Service
- Courier Service
- Fax Service
- Interpreter
- Secretarial Services
- Fax Machine

**ABOUT TAJ**

For more than 100 years, we have acquainted guests with the living heritage of India - and a legendary experience in hospitality.

It began on December 16, 1903, when Jamshetji Nusserwanji Tata opened Taj’s first hotel, the **Taj Mahal Palace & Tower, Mumbai**. This grand hotel epitomized a philosophy that still holds true today: provide impeccable service and unparalleled facilities so every stay is a memorable one.

A part of the Tata Group of companies [www.tata.com](http://www.tata.com), India's premier business house, Taj Hotels Resorts and Palaces comprises 57 hotels in 40 locations across India with an additional 18 international hotels in the Maldives, Mauritius, Malaysia, Australia, UK, USA, Bhutan, Sri Lanka, Africa, and the Middle East. Over the years, Taj has won international acclaim for its quality hotels and its excellence in dining, business facilities, interiors, and world-class, personalized service.

In India, Taj is recognized as the premier hospitality provider, spanning the length and breadth of the country, and gracing important industrial towns and cities, beautiful beaches, historical and pilgrim centers, and wildlife destinations.

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An innovator in dining, Taj was the first to introduce Sichuan, Thai, Italian, Mexican, and Californian cuisine into the country. In 1972, it was the first to open a 24-hour coffee shop in India at Taj Mahal Palace & Tower, Mumbai. Today, each restaurant is reflective of that tradition, setting benchmarks for an outstanding culinary experience.

HOTELS

Taj Hotels, Resorts and Palaces is an international hospitality group with strong roots in India. For over 100 years, we have built our reputation on legendary properties, unparalleled facilities and impeccable service. We operate in the luxury, premium, mid-market and value segments of the market through our following brands:

**Taj (luxury full-service hotels, resorts and palaces)** is our flagship brand for the world’s most discerning travelers seeking authentic experiences given that luxury is a way of life to which they are accustomed. Spanning world-renowned landmarks, modern business hotels, idyllic beach resorts, authentic Rajput palaces and rustic safari lodges, each Taj hotel reinterprets the tradition of hospitality in a refreshingly modern way to create unique experiences and lifelong memories.

Taj also encompasses a unique set of iconic properties rooted in history and tradition that deliver truly unforgettable experiences. A collection of outstanding properties with strong heritage as hotels or palaces which offer something more than great physical product and exceptional service. This group is defined by the emotional and unique equity of its iconic properties that are authentic, non-replicable with great potential to create memories and stories.

**Taj Exotica** is a resort and spa brand found in the most exotic and relaxing locales of the world. The properties are defined by the privacy and intimacy they provide. The hotels are clearly differentiated by their product philosophy
and service design. They are centered around high end accommodation, intimacy and an environment that allows its guest unrivalled comfort and privacy. They are defined by a sensibility of intimate design and by their varied and eclectic culinary experiences, impeccable service and authentic Indian Spa sanctuaries.

**Taj Safaris** are wildlife lodges that allow travelers to experience the unparalleled beauty of the Indian jungle amidst luxurious surroundings. They offer India’s first and only wildlife luxury lodge circuit. Taj Safaris provide guests with the ultimate, interpretive, wild life experience based on a proven sustainable ecotourism model.

**Premium Hotels** (*premium full-service hotels and resorts*) provide a new generation of travelers a contemporary and creative hospitality experience that matches their work-hard play-hard lifestyles. Stylish interiors, innovative cuisine, hip bars, and a focus on technology set these properties apart.

**The Gateway Hotel** (*upscale/mid-market full service hotels and resorts*) is a pan-India network of hotels and resorts that offers business and leisure travelers a hotel designed, keeping the modern nomad in mind. At the Gateway Hotel, belief is keeping things simple. This is why, hotels are divided into 7 simple zones- Stay, Hangout, Meet, Work, Workout, Unwind and Explore.

As travel often means more hassle than harmony, more stress than satisfaction, modern travelers are looking for smarter choices. Driven by passion for perfection, we welcome our customers to a refreshingly enjoyable and hassle-free experience, anytime, everywhere. Offering the highest consistency in quality, service and style we set new standards and take the unwanted surprises out of traveling. Our warm welcomes make our guests feel at home, away from home and our crisp and courteous service empowers them to get more done with greater effectiveness and control. And through

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our unrivalled network we provide service that is effortless, simple, never overwhelming, always warm.

**Vivanta by Taj Hotels & Resorts** span options for the work-hard-play-hard traveller across metropolitan cities, other commercially important centres as well as some of the best-loved vacation spots. Stylish & sophisticated, Vivanta by Taj delivers premium hotel experiences with imagination, energy & efficiency. It's the flavour of contemporary luxury, laced with cool informality and the charming Taj hospitality. Created for the cosmopolitan global traveler and bon vivant, Vivanta by Taj Hotels & Resorts create experiences that will amuse, invigorate & inspire people.

Vivanta revels in a spirit that presents the normal with an unexpected twist. Experiences which make one pause & appreciate the hidden beauty in life! It challenges the expectations of a hotel and unfolds multiple layers of delight. Innovative cuisine concepts, the smart use of technology & the challenge to constantly engage, energize and relax customer all add up to make Vivanta by Taj the new signature in hospitality.

**Ginger** (*economy hotels*) is revolutionary concept in hospitality for the value segment. Intelligently designed facilities, consistency and affordability are hallmarks of this brand targeted at travelers who value simplicity and self-service.

**CORPORATE SUSTAINABILITY AND SOCIAL RESPONSIBILITY**

As a part of Tatas; India’s premier business house; we; at Taj Hotels, have always believed in society and environment being integral stakeholders in their business along with our shareholders, customers, vendors and others. Over the last decade, the movement towards ecologically sound tourism has gained urgency and importance across the globe and TAJ recognize that responsible practices in vogue are as diverse as the geographies.

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TAJ promote corporate citizenship through our strategic public-private partnerships which encourage building livelihoods of less-advantaged youth and women. The causes to promote include reducing malnutrition, promoting indigenous artisans and craftsmen and enhancing employability of identified target groups by sharing core competencies as a leading hospitality company.

**TAJ encourage training and development of differently abled youth.**

Taj has the unique scope and opportunity to develop raw potential into a skilled workforce that is immediately employable by various players in the industry. A majority of community projects are focused around extending key strengths in food production, kitchen management, housekeeping, customer service and spas to promote economic empowerment of candidates from vulnerable socio-economic backgrounds. Taj management is fully committed to the cause of building a sustainable environment by reducing the impact of our daily operations on the environment and improving operational efficiencies, resource conservation, reuse and recycling of key resources.

**TAJ believes in continuous learning and sharing from its customers and employees.**

**EARTH**

In an endeavour to reinstate its vision and efforts to boost sustainable tourism, Taj Hotels Resorts and Palaces presented EARTH (Environment Awareness & Renewal at Taj Hotels) this year. Implementing schemes such as the Gangroti Glacier Clean-Up Expedition, as well as designated Earth rooms, which minimise environmental impact, Taj is one of Asia’s largest groups of hotels to commit to energy conservation and environmental management. EARTH has received certification from Green Globe, the only worldwide environmental certification program for travel and tourism.

The Taj began a century ago with a single landmark – The Taj Mahal Palace Hotel, Mumbai. Today, the various Taj hotels, in all their variety and historical

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richness, are recognised internationally as the symbols of true Indian hospitality. The Company’s history is integral to India’s emergence into the global business and leisure travel community; and looking to the future, Taj Hotels Resorts and Palaces is well positioned to meet the increase in travel activity with the rapid expansion of the Indian economy.

Taj Hotels is internationally acclaimed for its excellence in providing the finest and most unique hospitality experiences. The Corporate and Hotel awards can be viewed by Type and / or Location from the drop down boxes on the left.

The Tata Group has always held that what comes from the society, must, in reasonable measure, go back to it. The Taj is proud to be a part of this legacy, and is deeply committed to serve the community. Taj recognizes that the community is not just another stakeholder in the businesses, but serving the community, especially the underprivileged sections, is central to the Taj core values. Further they believe that serving people in the form of corporate volunteering has positive spin-offs by way of reviving a sense of bonding and the spirit of learning in the employees.

The Taj uses its competencies in areas such as food production, housekeeping and laundry to develop and train raw people to enable their earning a livelihood. For example partnering with NGOs to train underprivileged women housewives in hospitality, self-grooming and housekeeping.

Globally, the Taj is synonymous to the culture and heritage of India and our “Building Livelihoods” theme is extended to the artisans and craftsmen of India. The Taj, in association with “Paramparik Karigar” identifies the artisans and craftsmen across India, in areas close in and around the location of our hotels and assigns projects to trainees who identify projects that the hotel can take forward. The project provides trainees with exposure to the

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unique arts and crafts of India. It gives trainees a unique opportunity to live within the community and broaden their own outlook. The project has a strong, long-term impact and creates a strong platform for volunteering.

The Taj is a brand that combines a rich legacy of carefully nurtured values steeped in a culture of excellence with opportunities for participating in new vistas of the Company growth. The main success factor for the Company’s growth, are the Taj employees and talent selected for this exciting journey. The Taj considers its employees among its most important stakeholders in taking it to new pinnacles of service standards and guest delight.

At the Taj, every employee is an ambassador of the culture and spirit of the Taj. The Taj magic is all about passion in what one is doing, the pursuit of excellence, feeling included, warmth and the highest levels of service standards with a relentless and untiring obsession about delighting the guest. This spirit that rings through the heart of every Taj employee makes the difference between a job in any hospitality company and career with the Taj.

A career in the hospitality industry offers an opportunity to sharpen the saw of one’s own emotional quotient. The Taj compounds this advantage because of the diversity of its products, properties and people. The Taj nurtures a service mentality that demands an attitude of being quick and agile in terms of response time, attention to detail, operational excellence, postponing gratification to ensure that the guest is delighted at all times and developing one’s social radar through networking skills. The Taj provides its employees space and elbow room for exploring opportunities to emerge as career leaders in a supportive environment through a high potential program in which every executive has a chance to participate. The safe environment of the Taj encourages its employees to be outspoken, to grow in self-confidence and this self-development journey which accompanies a career in the Taj become a self fulfilling prophecy for success and excellence.

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Taj has an internal mobility process which allows employees to move freely between functions, hotels and disciplines, and develop their skills as well rounded professionals in an employee self discovery environment. Opportunities for career choices are multiple and there are possibilities of moving across to other Tata companies for talented professionals. Taj’s growth plan which includes expanding its footprint in the global arena as well as growing in domestic dominance provides opportunities for a large number of roles and careers unfolding. This perhaps is the most attractive proposition while exploring a career with the Taj.

Taj Website reads: **People are our greatest asset and the key to our success.** We respect diversity of people, ideas and cultures and honor the value of individuals in a team. We believe in perfection to achieve excellence. We continuously improve processes to surpass global benchmarks. We succeed by exceeding expectations of all stakeholders and protecting the interest of our shareholders and playing by the rules. We encourage innovation, embrace change and support growth through knowledge and learning. We accept responsibility and deliver on promises with a sense of urgency and agility. We commit to improve the quality of life of the communities we serve and our concern for the environment by returning to society what we earn. We recognize and respect each other in all interactions and set the example for our guests, business associates and colleagues. We encourage a fair environment that supports equal opportunity to attract, develop and retain the best talent and endeavor to have fun too.

**Taj Values**

PEOPLE DIVERSITY, INTEGRITY & RESPECT

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At the Taj Group, our commitment to service excellence is rooted in two guiding principles called the *Four Steps of Service* and the *Taj People Philosophy*. One of the key priorities is to empower people to deliver on legacy of impeccable service.

*Four Steps of Service:*

1. A warm and sincere welcome. Use the guest name, whenever possible.
2. Fulfill guest needs and provide anticipatory service.
3. Defect free products and services.
4. Fond farewell using the guest name, whenever possible.

*Taj People Philosophy:*

The Taj People Philosophy displays commitment to and belief in people. Talent Management is seen as the most important sustainable competitive advantage in the future.

As it says, *You are an important member of the Taj family. We endeavor to select, retain and compensate the best talent in the industry. We reward and recognize quality customer care based upon individual and team performance. We commit to providing you with opportunities for continuous*
learning and development. We abide by fair and just policies that ensure your well-being and that of your family, the community and the environment.

We commit to regular and formal channels of communication, which nurture openness and transparency. We strongly believe that you are the Taj.

From the above it is clear that Taj group of hotel in general and Taj group of hotel in particular are not only known for its philosophy and values but systematic employee development activities.

Researcher can unhesitatingly mention that Training and Human Resources Development place very significant role in the development of Taj group of hotel. It is an inspiring case study for all the five star hotels across Pune city.
4.1.1

Case Study “Training at Vivanta by Taj Blue diamond”

Hotel Blue Diamond was established by Kirloskars in 1959 and in 1999 it was taken over by Taj Group of hotels. 2010 It was branded as Vivanta property by TAJ group of hotels.

The Taj blue diamond property has undergone a major renovation in terms of its look, feel and services. The branding strategy of the hotel has transform and had taken shape during the years of present study.

No of Employees: Total Number of employees in Taj Pune are 230. Maximum staff is employed in Production / services department. The total number of staff in various categories is as:

<table>
<thead>
<tr>
<th>Category</th>
<th>Numbers</th>
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<tbody>
<tr>
<td>Managers:</td>
<td>20</td>
</tr>
<tr>
<td>Supervisors:</td>
<td>40</td>
</tr>
<tr>
<td>Other Staff:</td>
<td>147</td>
</tr>
<tr>
<td>Female employees:</td>
<td>30</td>
</tr>
<tr>
<td>Internship Trainees</td>
<td>23</td>
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</tbody>
</table>
Organisation Structure:

*General manager reports to COO (Chief Operating Officer) Vivanta at Head Quarters in Mumbai

No of Shifts: Staff in operational areas are working in three shifts 3.

Average Age of the staff: 30
HR Department structure:

```
GENERAL MANAGER

HUMAN RESOURCE MANAGER

HR EXECUTIVES (2)
```

HR also reports to corporate office for certain aspects.

**Functions handled by HR Department:**

1) **Recruitment & Selection:** Recruitment and Selection is one of the major functions HR Department in Taj, Pune does. Manpower planning is compiled in discussion with various Head of Departments and Head office. After due approvals of Manpower requisition, Recruitment initiatives are taken.

Recruitment sources mainly include campus drives at hotel management institutes for operative staff and management institutes for management trainees.

Interviews of short listed candidates are also conducted by HR Head and operational heads at the corporate office in Mumbai. Appointment letters are issued by the corporate office. Certain temporary staff and trainees are selected and letters are issued from Pune office.
Previous year 2009-10, hiring were only done for the empty positions and no more positions were created because of the recessions. Total number of hires was 25 which included 1 manager. Current year have rigorous plan for hiring few management trainees

2) **Performance Appraisal**: Vivanta by Taj bluediamond Pune, follows a well defined appraisal system. Key Result Areas are defined for each category of employees. Appraisals are conducted by the head of the departments for the employees in their departments. These are further discussed with General Manager and send to the head office.

Appraisals are conducted twice a year and it aims at improving performance of employees by continuous feedback, coaching and mentoring. Appraisals are linked to training needs identification, development of employees, career growth, rewards and recognition.

3) **Payroll/ Attendance**: Time keeping, attendance and maintenance of leave records are also important function of HR department in TAJ. This attendance is processed at 21st of every month and send to accounts for the release of employees salary. Salaries are directly deposited in Bank Accounts.

4) **Compensation**: Taj group of hotels follow very competitive compensation structure. The total compensation at various levels includes basic plus incentive pay. Managerial cadre also enjoys various other fringe benefits. Head office in Mumbai does benchmarking of the salary structure across various units.

5) **Discipline**: Maintaining discipline in employees is a must for service industry. HR departments many a times also deal with disciplinary process and internal enquiries.
6) **Employee Engagement**: Employee engagement is about creating opportunities for employees to connect with their colleagues, managers and wider organisation. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job. It is a concept that places flexibility, change and continuous improvement at the heart of what it means to be an employee and an employer in a twenty-first century workplace.

Entire TATA group takes due care of employee engagement and so Taj group of hotels take keen interest in measuring and improving its employees engagement level at work. Gallup Q 12 surveys are conducted every year for the past three years. Employee satisfaction is measured which is quite high almost more that 80% in all the areas. HR department works hard to cover up grey areas identified in these surveys.

Taj Pune has following practices for employee engagement: Annual day, Picnics, Competition, Joy @ work, Puja celebrations, Laughter challenge etc. The STAR “Special Thanks and Recognition System” is a unique practices of TAJ where in on the basis of GSTS (guest satisfaction tracking system) employees are suitably rewarded (cash and kinds). The entire HR system is integrated to boost employees morale and hence customer satisfaction.

7) **Grievance and Employee issues**: HR department deals with the grievances or complains of the employees and efforts are made to resolve grievances upto the employees satisfaction in no time. The department by its culture and people had made itself approachable by its employees.

8) **Exit/ Separation**: Exit or employees separation is an important function of HR. HR department also measures and take proactive measures to avoid non voluntary separation of employees. Previous year employees turnover was about 10-12% which is acceptable as per industry standards in Pune. Exit interviews are conducted by HR manager.

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9) **Corporate social responsibility**: HR department has various initiatives of CSR with employees involvement for e.g. “Joy of giving week”, tie ups with NGO for training hospitality skills, few initiatives are of Taj employees, Bhartiya Samaj Seva Kendra (NGO for mentally retarded kids) food, cakes, eatables are provided to them. This gives lot of satisfaction to the busiest department staff of the hotel i.e. kitchen and production division.

10) **Employee Records**: HR department maintains records of employees and personnel file. They also have software to maintain these records.

11) **Liasoning with Corporate Office**: HR department has to do reporting to corporate office in Mumbai for various issues and records.

12) **Liasoning with government offices**: Any legal employees related issues are dealt with HR department at local levels. Returns related to labour legislations are dealt with HR department.

13) **Benchmarking best practices**: Being a TATA group company TAJ keeps benchmarking its management practices to other organizations best practices. Some best practices of TAJ acknowledge for entire TATA are 30 days meeting, Memory Wall, Safety Board etc.
Training & Development

Vivant by Taj blue diamond is having full fledged learning and development department. The department is headed by L & D Manager.

Structure of Learning and development

The ratio of 1 departmental trainer for every 20 associates is to be achieved for this year.

Roles and Responsibilities

Learning and development department is responsible for

1. Training plans and policy
2. Training budgets
3. Induction Training to all the new employees
4. Facilitate training in the organization
5. Training needs identification along with HR and Line managers
6. Maintenance of training records and make it available to various stakeholders when required
7. Reporting to Head office of any requirements
8. Actively involvement in quality audits at work areas
9. Organizing, conducting and imparting training
10. Train the trainers certification
11. Evaluation of training
Training Budget is prepared in discussion with various departments and finalize with general manager and Head office. Budget has various considerations as expansion needs, branding strategies and manpower requirements. Training budget for year 2009-10 was 20 lakhs.

There has been considerable Increase in training expenses due to branding and most of the expenses in previous year were also catered by corporate office due to branding strategies and renovation.

Taj Pune property has well equipped Training Center with sitting capacity of 25 participants. This is fully equipped with learning and training aids and a model setup of hotel.

There are number of training programs conducted internally and externally. Major emphasis is on in-house training. Some times outside trainers are also invited to take training For e.g. Language training. External training events are less and only for specific requirements. For e.g. sending employees for training organized by Pune Hoteliers Association.

The Taj group of hotel is having tie up with IHM (Institute of Hotel Management Aurangabad) for various training which cannot be conducted in house. This tie up is also for the internship trainees.

Total man-hours of training are more than 40 man days for all the employees in the previous and current year. At operational levels training hours are much more.

Training process in Taj Blue diamond is well defined and systematic process of training is followed. All reports are maintained as per SOP’s. Quality systems are adhered strictly. Documentation in registered format is maintained.

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Training Needs/ Requirements are identified in following way

- Annual Process and Mid term review is carried out.
- Performance Appraisals, KRA Gaps
- Strategic and business requirements
- Quality Surveys and Concerns
- Guest Satisfaction Tracking System (GSTS)

Periodicity of TNI through Performance Appraisal is Annual but many a times frequent and random as per the requirement.

Taj Pune L&D center imparts following training during previous year.

A. Induction
B. Communication Skills

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C. Train the trainer
D. Customer Care
E. Security
F. Supervisory Skills
G. Interpersonal Skills
H. Foods and Beverages
I. HACCP
J. Room Service
K. Fire Fighting
L. Kitchen Operations
M. Leadership
N. Team Building
O. Motivation
P. Managerial Skills
Q. Software Applications
R. Soft skills on etiquettes

Methods of training used:

a) On the Job and Internship
b) Demonstration
c) Video
d) Lecture
e) Activities
f) Training Games
g) Others “Online Self Learning” “miuniversity.com”

Training Evaluation: Training feedback is a must after the training. However following methods are observed for the evaluation of training.

- Pre and post training test
- Reviews by trainers/supervisors
- Happy Sheets (feedback system)
HR department along with training manager meet periodically to verify on the fulfillment of training needs identified. All needs identified have to be imparted to the associates. That will only lead to 100% compliance for various quality reports of the department.

**ROI in training** is measured in form of percentage and qualitative forms of

- Measurement of GSTS points
- Quality and Internal audits

Top Management believes ‘**Training is priority and important function of our organization**. The reason could be:

  - Trained employees help in Branding and brand identity
  - Trained employees reflect in Customer Satisfaction Index
  - Trained employees ensures Quality Service
  - Trained employees provide Competitive Edge

Training and learning opportunities are welcome by all the employees and there is no resistance to training.

**Top Management encourages training** by

- By being involved in the entire process of training
- Incentives for Trainers
- Training aspects are important KRA’s for all managers and supervisors
- Training Manager has KRA of having 1 CTDT to every 20 associate
- 30 days improvement programmes are aimed towards training
- Competency building of its employees is taken as challenge

Lot of focus on quality and various internal audits are conducted.

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• Corrective measures for each low scores
• Brainstorming sessions, monthly meetings and reviews after implementation.

**HR encourages employees to attend training and implement training.**

Framing KRA’s with training in focus
Career Development
Enhancing culture of continuous learning
Grooming and developing subordinates is KRA for HOD’s and Supervisors

Management believes **Training has role in resolving following business problems**–

• Getting good remarks from customers
• Bringing innovations in services to customers e.g. airport pick up service is far ahead than others.

Some of the **achievements of HR / Training department** at Taj Pune during the period of research could be summarized as below

• 100 % Training for all the employees Vivanta Brand
• Continuous stress on Training on all certification process
  o Gallup Q12 survey (Employee Satisfaction) (scores right now is 80%)
  o Johnson Diversity (Hygiene ) audit
    ▪ (HACCP process helps prepare for this)
  o Richie Audit ( Guest Response feedbacks, Surprise audit)
  o TPAN audit for Business excellence
  o Guest Satisfaction Survey ( 60 % satisfaction is mandatory)

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Views of Vivanta by Taj Blue diamond Pune Management on **Future of training function in hospitality industry**.

This services sector of hospitality Training is integral part of Business.

To survive and sustain in market continuous learning has to be encouraged and today shift is on self learning only organization has to provide an environment for the same that is HRD in practice. “The era is of online learning and we are provide opportunity to our employees for the same.”

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**Employee Productivity:** Employee productivity at Taj Pune could be said to be:

1. **Area in Sq Meters / No of Employees**

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of Employees</td>
<td>230</td>
<td>230</td>
</tr>
<tr>
<td>Area in square meters</td>
<td>33717</td>
<td>33717</td>
</tr>
<tr>
<td>Area to No. of employees sq m per employee</td>
<td>146.60</td>
<td>146.60</td>
</tr>
<tr>
<td>No of Rooms</td>
<td>110</td>
<td>110</td>
</tr>
<tr>
<td><strong>Employees to Room ratio</strong></td>
<td>2.3</td>
<td>2.3</td>
</tr>
</tbody>
</table>

There has been no change in the two years ratio.

2. **Turnover Sales/ No of Employees**

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of Employees</td>
<td>230</td>
<td>230</td>
</tr>
<tr>
<td>Turnover</td>
<td>38 crores</td>
<td>27 crores *</td>
</tr>
<tr>
<td>Turnover to No of Employees</td>
<td>16 lakhs per employee</td>
<td>11 lakhs per employee</td>
</tr>
</tbody>
</table>

* 10 crores are spend on branding, reconstruction and capital expenditure.

Turnover to employee percentage has reduced for 2009-10 due to huge expenditure in reconstructions and branding expenses.
Details of Training Activities at TAJ Pune

At Taj the employees are treated as most important assets. They believe that every employee has the potential to make a successful, long-term career within the company, upholding the true values that have been the foundation for the phenomenal growth of the Taj Group. He or she is the very reason for their survival.

Details of Learning and Development Process in TAJ

Process Followed by TAJ Pune. (Summarized from the TAJ training manual used for internal purposes.)

I. TAP – ME (Taj Acculturation Process for Managing Excellence)
II. 30 Day Improvement Meeting
III. Procedures and Standards Manual
IV. Certified Taj Departmental Trainer
V. LIFESTYLE
VI. Cross Exposure Training
VII. Industrial Exposure Training
VIII. Competency Based Training Matrix
IX. Corporate Training Calendar
X. External Training Programs
XI. Associate Training Program
I. TAP – ME (Taj Acculturation Process for Managing Excellence)

Process

1) The TAP – ME will be held on the first and third Monday of every month. The induction will be divided into two parts – General Induction & Department Induction

2) The HR to inform the L&D of the names and background of all the new associates joining, a day prior to the TAP-ME. HR to handover the PART 1 of the induction manual at the time of giving the appointment letter.

3) L&D Manager to prepare a General Induction Schedule and have it sent to all concerned a minimum of one day prior to the TAP-ME. For duration and content of the schedule.

4) L&D Manager to keep the following induction kit ready
   - Induction Manual
   - Induction Schedule
   - Vision, Mission, Values cards
   - Hotel Brochure with the tariff card

5) The L&D Manager to follow up on the Hotel induction schedule and ensure that the new associates are being taken care of while they spend time in other departments. The appropriate “what to observe” sheet to be handed over the associate.

6) L&D Manager to conduct a briefing & de-briefing every day.

7) All new colleagues to be given a short induction test about the hotel before the new team member reports to the parent department.

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The results of the test to be discussed, soon thereafter. This need not be a written test by oral in nature too.

8) The new associate to be given the TAP-ME feedback form

9) The new colleague to be introduced to their respective buddy (as nominated by the HOD) at the end of the General induction.

10) The L & D and HR Manager to organize a get together of all new joinees for the month on the last Saturday. This can be over breakfast or Tea and the new joinees get to meet the GM and the HOD's

11) On completing General induction program, all new recruits will go through a **15 day Kick Start Program**.

12) At the end of 15- day Kick Start program the new colleague to be evaluated by the HOD and L&D Manager. **The L & D manager to schedule this as part of the monthly L&D training calendar.**

13) The Kick Start feedback form to be given to the new colleagues, so as to seek feedback on the entire process.

14) Review the feedback and make the necessary changes, if needed.

**For transfers:**

If an employee is transferred from another Brand, he/she undergoes the entire induction program including the **first day of Unleashing the Passion workshop**. If they are transferred from another hotel in the same Brand, they only need to undergo the General Hotel induction (property
tour as on days 6 & 7).

HOD and GM from the same brand will only go for General Hotel Induction. New HOD’s into the brand will have to undergo the entire induction program including the E learning Leadership module.

**Measure of effective deployment**

1) All new colleagues to undergo TAP ME. New GM’s & HOD’s to undergo the General induction only.

2) 100% adherence to the departmental specific induction. % Excellent on the new employee feedback received.

II. **30 day Improvement Meeting /Monthly Managers Meeting**

**Process**

1) The General Manager of the unit will conduct the 30 day Improvement Meeting in the first week of every month to review the GSTS, Voice of the customer, Audit findings, Key Process Indicators (KPIs) findings and progress of the PIT’s (Process Improvement Teams).

2) This meeting would be facilitated by the L&D Manager.

3) The audit format to be used. The audit to review the following

   a. The summary of the GSTS and Voice of customer (Taken from CFS/ Lobby Manager Schedule).

   b. To review the cases from the Customer Feedback System.
c. The audit findings (Internal Brand standards audit conducted / External Mystery Audit) as per format.

d. The Key Process Indicator scores (as depicted from the SBU KPI Targets)

e. The status of the Process Improvement Teams. (& Formation of any new PIT’s)

4) The meeting should address the status of the Action Plan of the previous month’s 30 day audit.

5) The group to review the areas of concerns and identify the possible reasons for the same.

6) If it is training issue, the critical training points to be identified and noted under L&D in the audit format. If the concern area needs a process change and hence needs a PIT to be formed, the same to be noted under operations.

7) Based on critical training needs identified a training calendar for the following month to be planned and submitted to the L&D Manager by the departments. A copy of the Department Training calendar to be displayed in the department notice board.

8) The L&D Manager to record the CTDT training hours in the Training report (DT tracking Sheet) –

9) L&D Manager to track the departmental training calendar and provide assistance to the HOD’s /DT’s as and when needed.

10) L&D Manager to review the training conducted and up date the DT

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Tracking sheet. The L&D Manager to ensure that the right training method is used and review the feedback given by the participants for each of those sessions conducted.

11) The training report and the 30 day improvement audit to reach the corporate office by the 10th of every month via e-mail.

Measure of effective deployment

1) Efficiency Measure
   - Actualization of Departmental Training calendar
   - Actualization of the L&D training calendar (KPI)
   - Completion of the PIT as per the deadline

2) Effectiveness Measure
   - Increase in the Overall satisfaction % (GSTS)
   - Increase in the Overall service score % (GSTS)
   - Increase in the Courtesy and Efficiency indices (GSTS)

3) Decrease in the number of complaints in the month
III. Procedures & Standards Manual

Process

1) Generic Procedure and Standards manual will be complied by a team consisting of L&D Managers and Operation Managers. A copy of this manual will be sent out to all Hotels for implementation.

2) The L & D Manager of the unit will have to customise the manual to the hotel.

3) A hard copy of the manuals for each department to be maintained in the GM’s Office, L & D office and in each department. The manual has to be placed in a clear insert and filed.

4) The manual to be used by the departments for training purposes.

5) All new associates to complete their P & S manual certification within 15 days of their joining as part of their kick start program. Their details to be recorded in the CBTM tracker.

6) All other associates to complete the P&S certification as per the Competency Based Training Matrix schedule.

7) Post 30 day improvement meeting, if there is a need for a change in process, the same has to be done and highlighted in a different colour for reference. The change in process will have to be intimated to Corporate L & D.

Measure of effective deployment

1) 100% compilation of P&S Manuals for all the sections

2) 100% certification of employees in their respective P&S

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Manual.
IV. **Certified Taj Departmental Trainers System**

**PHASE 1**

- Attend Train the Trainer workshop conducted by L&D resources

**Criteria:**
- Good Communication Skills
- High Performer in department
- Should be either a Manager/Supervisor

**PHASE 2**

- Clock 32 trainer man hours (4 trainer man days) in 2 consecutive months

- Evaluation of 60-90 minute classroom session

- Will be recertified every year as a CTDT if
  - Conducts an average of 8 mandays during the previous year in consideration
  - Scores 60% and above in the re-certification evaluation

- Create Training aids including lesson plan that will be used in the session and submit within 3 weeks

**Process**

1) In order to be a departmental trainer, an associate should fulfill the following criteria's:

   - Should have a good performance record
   - Should have good communication skill
   - Should be either a Manager or Supervisor

2) L&D Manager to conduct the 4 day Train the Trainer workshops

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3) All the departmental trainers to be given the following target / assignment before they can be eligible for certification
- The departmental trainer to submit any one sessions trainer notes, copy of the Presentation and the training feedback form.
- Should conduct a minimum of 32 hours of training in two consecutive months.

4) Once the Departmental has achieved its set targets, the L&D Manager (should be a Taj Certified Trainer) attend any one of the departmental training sessions and evaluate using the evaluation sheet.

5) Once certified the DT becomes a Certified Taj Departmental Trainer (CTDT) and is now a member of “The League”.

6) CTDT’s/ DT’s to undergo refresher Train the Trainer (not the entire TTT workshop- could be a day workshop) once every year.

7) For pre opening hotels, the league program commences the day the hotel opens. Prior to opening, the hotel should recognize the efforts put in by all DT’s / CTDT’s by presenting them with suitable memento. All DT’s should be certified prior to the opening of the hotel.

**Measure of effective deployment**

1) The unit to maintain a ratio of 1:20 of DT: Number of employees. (KPI)

2) The minimum number of certified DT’s to be
   - FO – 2
   - F&B – 3
   - HK – 2
   - FP – 3
   - Security – 1
3) % of CTDT incentivised at least once in the financial year (KPI)
V. LIFE STYLE SERIES

Process
1) L&D Manager to identify one activity a quarter keeping the Premium brand concept. The idea of the lifestyle series is to know and understand some of the brand drivers. For e.g. Art appreciation, style and corporate dressing, drama classes, golf, etc. The activity should be for a particular target audience. E.g. Executives, supervisors, etc

2) Prior to the activity, the L & D manager should have a build up to the event with some information / posters put up to create hype and ensure the success of the program.

3) L&D Managers to share this experience with all other colleagues in the L&D team

4) Activity should not only be made fun, but should also provide learning for all involved.

Measure of effective deployment

1) To have one Lifestyle activity every quarter
2) Level of participation.
VI. Cross Exposure Training (CET)

Process
1) HOD’s to forward the nominations in the standard format to the L&D Manager. All the CET’s to be routed through the L&D Manager

2) L&D Manager to review the nominations with the General Manager.

3) The General Manager to sign off on all the CET nominations.

4) The COO, Corp HR and Corporate L&D to review the nominations and finalize the nominations for the CET.

5) All the CET’s will begin in the month of April and end in the month of Oct.

6) The associates should have the Evaluation form duly filled in by the HOD, stating clearly the area of focus. The L & D Manager to have a ready CET kit.

7) When the associate arrives at the host unit, the L&D Manager to welcome the associate, hand over a welcome letter, employee feedback form and a brief hotel induction manual. The L&D Manager will take the new associate on a property tour and introduce him/her to the HOD of that department. HOD to review the area of focus and prepare suitable schedule for the entire training period.

8) A buddy to be assigned to every associate on CET.

9) The L & D manager to put up a welcome poster of the incoming CET on the staff notice board for information.

10) L&D Manager to monitor the progress of the associate on a regular basis
11) At the end of the CET, the HOD of the host unit to review the associates level of learning and rate him accordingly.

12) When the associate returns to the parent unit, he/she will be required to make a presentation to a panel consisting of GM, HOD, HR Manager and L&D Manager. The associate to clearly state the new processes that will be implemented at the unit with suitable time frames.

13) The L&D Manager to review the implementation status regularly.

**Measure of effective deployment**

1) 100% actualization of the cross exposure
2) CET reports from all associates to be submitted
3) Implementation of a minimum of one learning that resulted from the exposure to the other unit.
4) 100% adherence to all the CET forms and formats
VII. Industrial Exposure Training (22-24 weeks training)

Process
1) Only A and B colleges as identified by the Corporate L&D to be considered for training at the unit.

2) The number of IET’s each hotel will be allowed to select would be as per the HR Policy *(10% of the total number of rooms per batch)*.

3) Recruitments to be done between December and April every year for the summer and winter batches in conjunction with the other Taj properties in that city / region. As far as possible, one or two dates to be fixed for interviewing all direct applicants.

4) The interview to be conducted in a professional manner and at a place suitable for interviews. It is to be remembered that this is not only a selection exercise but also a relationship building exercise.

5) As a guiding principle, only those who can be considered as MTs (Management Trainees), HOMTs (Hotel Management Trainees) or associates later should be selected for Industrial training with us.

6) First round of interviews to be done by the HR Manager and the L&D Manager. The selection process would include the following
   i) A written test (1st Elimination round)
   ii) A group discussion (2nd Elimination round)
   iii) A personal interview

The unit General Manager to meet all students selected by the unit L&D / HR.

7) A letter to be sent out to the candidate’s college informing them about the selection.

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8) L&D Manager to decide on the date of commencement of summer and winter training. All selected candidates to report in formals as per the date mentioned on the selection letter.

9) L&D Manager to conduct a one week induction program for all the IET’s. The induction should cover the following sessions

   I) House of Tata’s  
   II) History of Taj  
   III) About the unit  
   IV) HR rules and regulations  
   V) Firefighting  
   VI) Unleashing The Passion  

VII) Any other SBU/ unit specific initiative - HACCP, ISO etc

10) Either a Hi Tea or Lunch to be organized for all the IET’s on the day of joining. This function should be used as an opportunity for the GM and the HOD’s to interact with the IET’s.

11) L&D Manager to prepare a training schedule. The training schedule break-up to be as follows

   4 weeks – Front Office  
   4 weeks – Housekeeping  
   5 weeks – F&B  
   5 weeks – Food Production  
   2 weeks – Allied Areas  
   2 to 4 weeks – Specialization in any one area

There should be a mutual consent between the HOD and L&D for any change in the training schedule.

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12) Appraisal forms along with what to observe manual to be given to the IET’s for each section that they would be training in. Appraisal forms to be submitted to the L&D at the end of every section.

13) A Buddy will be assigned to every IET. A buddy need not necessarily be a supervisor or a Manager. It could also be an associate in a staff position who has been with the organization for more than 5-10 years.

14) The IET will be allowed 12 days leave during the period of training. Students will seek prior sanction before proceeding on leave. Leave will be sanctioned on the discretion of Departmental Buddy, and the record will be kept in the L&D office.

15) L&D Manager to monitor the progress of the IETs on a regular basis. A formal meeting to be conducted once every month with all IET’s. The following should be the schedule of the formal meeting
   I) Review the attendance for the last month
   II) Review the appraisal / performance for the last department
   III) Divide them into groups and ask each group to make a 10 minute presentation on
   IV) Their learning’s in the department that they have trained in.

16) General Managers to organize a formal meeting once every two months.

17) An update of each IET’s performance score to be maintained by the L&D Manager.

18) At the end of the training period only those trainees who have an attendance of more than 90% will be given a certificate as per company format.

19) Besides certificates the following awards will also be given

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I) The IET with the best performance scores  
II) The IET with the best attendance  
III) The IET with the best overall performance.

20) A formal function to be organized to give away the certificates and the awards.

21) The L&D Manager to fill in the Part B of the Appraisal form and file it with the Part A Appraisal forms.

22) Those associates who have performed extremely well during their training at the unit, the L&D Manager to issue a letter inviting them to apply to the Taj, post the completion of their college education.

23) The L&D to take a feedback from all the IET’s at the end of their training period. This feedback to be shared with the GM and all HOD’s. Feedback form as per

24) Besides all the above activities the HR Manager / L&D Manager to visit the institute at least once a year and in conjunction with the Principal, draw out a possible training intervention that the unit could undertake at the college.

25) The General Manager to invite the principal along with the lectures for either lunch or hi tea, at the unit, once a year.

**Measure of effective deployment**

1) Number of IET’s not more 10% of the total number of rooms.
2) All Part B of the appraisal forms to be filled in by the L&D manager.
3) Number of letter issued to IET’s who have performed extremely well
4) % excellent received – Feedback form

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VIII. Competency Based Training Matrix

Process
1) All associates new to the concept to be taken through the PowerPoint presentation that explains the methodology used to develop this matrix. The L&D Manager / HR Manager to keep an update of the CBTM status of all team members in an excel sheet/software.

2) Copy of CBTM status to be available with General Manager and L&D

3) A chart enumerating the training programs that each and every associate needs to attend, as per the competency based training matrix, to be placed on the department notice boards.

4) The supervisor to update the chart as and when an associate gets certified in a particular training module. Certification marks to be written on the chart and updated in the CBTM tracker (software or excel sheet)

5) Before an employee is promoted to the next level, he / she should be certified in all the modules applicable to that higher position.

6) All associates should have completed level 1 of CBTM before they are confirmed post their probation.

7) Post certifications all competencies will be quantified as follows
Those who score above 90% (Level 1 +Level 2) will be awarded the “Black Belt” status
Those who score between 80% to 89% (Level 1 +Level 2) will be awarded the “Green Belt” status.
Those who score between 75% to 79% (Level 1 +Level 2) will be awarded the “Yellow Belt” status.

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Those who score below 75% (Level 1 + Level 2) will be awarded the “Red Belt” status.

8) All “yellow” and “red belt” associate will have to be recertified within six months of the 1st certification.

9) Scores / belts to be shared with HR for ABC analysis of performers

Measures of effective deployment

1) 50% black belts
2) Charts being updated on a regular basis
IX. **Corporate Training Calendar**

**Process**

1) As and when the Annual Corporate Training calendar is circulated by Corporate, the same need to be shared with all the Head of department, Managers and Executives.

2) A copy of the index should be displayed on the notice board for everyone’s information

3) All associates interested in nominating themselves for a particular program can do so by filling in the form and handing it over to their HOD.

4) The HOD to then go through the list and shortlist the names and forward them to the L&D Manager. It is the HOD’s responsibility to inform all the associates, whose names do not feature in the final list, the reason for not including their names.

5) L&D Manager to discuss all the nominations with General Manager and get his/ sign off.

6) L&D Manager to forward the names to the SBU L&D head.

7) The L & D manager to keep track of the CTD nominations and coordinate with Corporate L & D to ensure actualization.

**Measure of effective deployment**

1) 100% actualization of the Corporate Training program
2) Post training learning to be presented to the GM & HOD
X. External Training Program

Process

1) If there is a need for an external trainer to be called for a program, the L & D manager to make a note of the needs, what they have in mind and logistics. This needs to be sent out to Corporate L& D and other L & D Managers for their inputs.

2) Corp. L & D and L&D Managers from other units may give their ideas and recommend trainers if they have conducted some such session earlier.

3) If the L&D Managers gets a lead from the other colleagues, he/she will get in touch with the trainer and organize the session at the hotel

4) L&D Manager to seek feedback for the participants using the standard format

5) Collate the feedback and communicate the feedback to the GM, HOD’s and SBU L&D.

6) L&D Manager to measure the effectiveness of the program, two months post the training
XI. Associate Training Program

Process

1) The associate training requirement will be generated by corporate HR and routed to Corporate L & D.

2) Recruitment for the program will be done centrally by Corporate L & D.

3) Unit L & D managers will have to go for recruitment to colleges in and around their city as per the directions of Corporate L & D.

4) After initial screening, a final interview will have to be conducted at the hotel by a panel comprising of the GM, HR Manager and the functional HOD’s. Based on their recommendation, offer letters will be issued by Corporate HR.

5) The master schedule gives the schedule to be followed for each Associate who is deputed to your hotel.

6) There a continuous evaluation during the period of the first 6 months. Evaluation forms to be used and a file maintained for the same.

7) There is a project that the associate needs to complete and a presentation to be made by him/her to a panel comprising of the HOD and the L & D Manager. The appraisal form to be used.

Measure of effective deployment

1) Number of Associate completing their one year training program.

Researcher would like to comment that above case study of Training at Taj could be taken as a model for the other five star hotels in Pune. The official training manual was ready and provided for the review to the researcher.

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Case Study II

4.2
The Pride Hotel Pune

<table>
<thead>
<tr>
<th>Basic Facts :</th>
</tr>
</thead>
<tbody>
<tr>
<td>City</td>
</tr>
<tr>
<td>Pune</td>
</tr>
<tr>
<td>State</td>
</tr>
<tr>
<td>Maharashtra</td>
</tr>
<tr>
<td>Location</td>
</tr>
<tr>
<td>11 Km from the airport</td>
</tr>
<tr>
<td>at University Road, Pune</td>
</tr>
<tr>
<td>Rooms</td>
</tr>
<tr>
<td>115</td>
</tr>
</tbody>
</table>

The Best Western the Pride Hotel Pune is definitely the pride of Pune by virtue of being one of the best five star hotels in Pune. Sporting a modern architecture, the Best Western offers high quality service, comfort and luxury topped up with great assistance from the efficient multilingual staff.

Accommodation in Best Western The Pride Hotel Pune
The rooms and suites at the Best Western Pride Hotel are elegantly appointed. At the Best Western The Pride Hotel Pune you can choose from Executive and Deluxe rooms, the Presidential suites. The suites are located on the fourth floor of the hotel- Peshwa suite and Jaipur Suite are decorated in the Rajasthani style with handcrafted Rajasthani furniture and linen etc. Room facilities comprise
Attached bathrooms
- Running hot and cold water
- Bathtub
- Bathroom slippers
- AC
- Climate control
- Hairdryers
- Tea/coffee makers
- Mini bar
- Refrigerator
- DVD players
- International dialing
- 24 hrs room service

Dining Facility in The Pride Hotel Pune
The multi-cuisine restaurant The Golden Arch serves food with the accompaniment of live classical instrumental music. The lobby bar and a round-the-clock Café are worth a visit too for a quick drink- soft or hard according to your preference.

Business Facility in The Pride Hotel Pune
Business and conference facilities include conference halls with varied seating capacities, a business centre and a terrace garden along with a poolside area for outdoor gatherings. Projectors, audio visual gadgets, Internet connectivity and other technical assistance are available.

Recreational Facility in The Pride Hotel Pune
A state of the art Gymnasium with Jacuzzi, Steam and Sauna & Massage facilities; and a crystal swimming pool and health club steal your free time at the Best Western The Pride Hotel Pune. There is also a gift shop at the hotel for you to take home souvenirs.

Other Facilities in The Pride Hotel Pune

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☐ Travel desk
☐ Front desk
☐ Car rental service
☐ Laundry and dry cleaning
☐ Daily housekeeping
☐ Doctor on call
☐ Currency exchange
☐ Credit card acceptability

Hotel with Ideal location in Pune
Centrally located in close proximity to places of tourist interest like OSHO Rajneesh ashram and high profile areas like Hinjewadi, Shivajinagar THE PRIDE is one of the leading Five-Star Hotels of Pune.

Finest luxury hotel of Pune
The Pride Hotel is an ideal choice for leisure business and budget travelers and one of the finest luxury star hotels in Pune. This ritzy hotel personifies urban grandeur and sophistication with distinctive standards of excellence in hospitality. A blend of unrivaled care and impeccable services sets the tone for a memorable stay.

Best accommodation in Pune
At The Pride Hotel Pune, a world of modern luxury and architectural delight awaits you. Comfort and convenience are evident throughout all the 111 guest rooms and suites. All rooms are provided with top of the line amenities including tea / coffee maker in all rooms, cable TV with in-room movies, telecom lines, high speed broadband connectivity, in room electronic safes, well stocked mini bar and electronic locks for enhanced safety.

Hotel with restaurant, bar and lot of fun
The Warm and relaxing atmosphere cajole you to relax and rejuvenate. After a hectic day, unwind by swimming a few laps in the outdoor pool or stay in shape by working out in our ultra-modern gymnasium. Enjoy sumptuous and
mouth-watering meals prepared by master chefs at restaurants, or swing to the beats of our in-house DJ at The Xtasy Grill Room & Bar.

**Fully-equipped conference and banquet hall**

Business travelers will appreciate the fully-equipped business center, along with high-speed Internet connectivity in all guestrooms and suites. The Pride offers luxurious and spacious conference and banquet halls for marriage functions and business events. From luxurious accommodation to attentive staff, we can ensure you that your stay at The Pride Hotel, Pune will be a memorable experience.

**Tale of vision, ambition and determination**

The Pride Group of Hotels owes its genesis and successful growth to Mr. S. P. Jain—A young Chartered Accountant from a remote town in Madhya Pradesh who arrived in Mumbai in the year 1975 with a vision, ambition and determination to make it big. He ventured by starting a Management Consultancy Firm, S. P. Capital Financing and later diversified into construction.

Mr. Jain steered his conglomerate into the Hospitality Sector, after carrying out a thorough study in the year 1988 by inaugurating the group’s first hotel in **Pune, Maharashtra**.

**Marking presence in hospitality**

Within a short span of time the Pride Group positioned itself as an eminently successful chain with fully-owned Five Star Hotels making their mark in **Nagpur, Ahmedabad, Chennai** and **Bangalore**, operating under the Brand “The Pride Hotel”.

The Pride Group is currently undertaking a massive expansion plan with an objective to emerge as a National Hotel Chain, with a presence in almost all regions of the country, offering world class hospitality standards, combined with excellent ambience and quality service

**Quality Leads to Success**
Pride philosophy veers around providing Quality Service at affordable rates to our esteemed customers and in attending to their requirements and needs. This is achieved through carrying out a constant review and upgrade of the facilities offered at our Hotels. The Pride Hotel chain stands out for operational excellence. In the words of the Founder Promoter Mr. S. P. Jain, “Our success is attributed to a combination of multiple things, including hard work and perseverance, positive thinking, sincere approach and a desire to serve and social responsibility.”

This philosophy is sought to be percolated at all levels of the employees, to ensure delivery of complete customer satisfaction. This has led to our Company to retain its position as a profitable player in the highly competitive hospitality market despite adverse market conditions at various times.

**Vision**

To position ourselves as a Global Brand offering quality services to Business and Leisure travelers across the world

**Core Values Our Beliefs. Our ways. Success through Quality**

**Service**

To continuously strive for providing world-class hospitality standards, excellent ambience and quality service to our customers.

**Response**

To respond promptly and effectively to all requirements of our customers.

**Goals**

To strive vigorously towards achieving our goals and objectives.
Team

To work together as a unified team towards a common vision and in implementing our core values.

Establishing brands that are hallmark of quality

The Pride Group has also launched the Brands “Pride Biznotel” and “Pride Resorts” offering moderately priced, upscale, full-service Business and Leisure hotels, under Marketing and Management Agreement.

Under the “Pride Biznotel” Brand hotels have been launched at Chinchwad, Pune and at Ranipet. Under the “Pride Resorts” Brand Two Resort hotels have been commissioned at Mahabaleshwar, Maharashtra and at Jaipur, Rajasthan.

Today, the Pride Group operates ten hotels under the above Brand names, aggregating 1000 rooms with a host of F & B and Banqueting / Conferencing facilities.

Brand Management

All our fully owned hotels are clubbed under the Brand “The Pride Hotel”. We are also operating Hotels under Marketing and Management Agreements under the Brand names “Pride Biznotel” and “Pride Resorts”. These Brand names are used extensively by us in all our advertising campaigns, promotional activities, direct mails, press and public relations, sponsorship programmes and the website. A major effort is directed towards establishing the brand names throughout the country, as a hallmark of the quality hospitality services provider.

Competitive Strength: Best 5 Star luxury hotels

Pride major strengths lie in the hotel properties which are positioned at prime locations in key cities. Pride business hotels are placed in close proximity to prime commercial and business hubs in the cities, and within comfortable distances from Airports and Railway stations.

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We have retained our competitiveness through a vigorous plan of controlling capital and operating costs, and by takeover and turning around of hotel units. Pride Internal processes, systems for designing, constructing and operating Pride hotels, combined with our extensive marketing and sales network which has built up a large base of corporate clients, provides us with the required competitive advantage to deal with the market competition.

**Future Plan : Planning for Prolific Future**

The Pride Group will soon be making its presence felt in Mumbai, Delhi, Goa and Alibaug with fully owned hotels as also in major Tier II and Tier III metros with Hotels under Management and Marketing Arrangements. The Pride Group has a strong Sales & Marketing Network in the country, and Tie ups with international Marketing Networks viz. “The Best Western International” for our Pune Hotel and with “World Hotels” for our Chennai Hotel, for sourcing Foreign travelers, both business and leisure.

**Experienced industry professionals**

Pride Hotels Limited, the Flagship Company is promoted by Mr. S. P. Jain and Mr. Satyen Jain.

**Mr. S. P. Jain – M.D.**

Mr. S. P. Jain possesses over two decades of expertise, in the Hospitality Industry, particularly in taking over and successfully turning around the fortunes of hotels, is the Managing Director of the Company. He is also President of Western India Hotel and Restaurant Association and Vice President of Federation of Hotel and Restaurant Association.

**Mr. Satyen Jain - Director & C.E.O**

Mr. Satyen Jain, a Chartered Accountant and MBA, is a Director and Chief Executive Officer of the Company. Mr. Satyen Jain oversees the implementation of the ongoing projects and has a keen eye upon applying
International standards in F&B, Hi-tech Connectivity, room facilities, soft furnishings and hardware at the Pride Hotel sites.

Mr. Arun Nayar - Director (Operations)
He is a professional hotelier with over 35 years experience in the Hotel Industry. He co-ordinates and oversees the Hotel operations of the group on a day-to-day basis.

Mr. M. Narayanan - Chairman
Mr. M. Narayanan, Chairman of the Company has over four decades experience in the financial sector. A former CMD of Tourism Finance Corporation of India, he was Member of the Tourism Advisory Committee constituted by the Govt. of India.

Mr. Anil Harish - Director
He is a renowned Advocate and a Board Member of several Hotel companies. Mr. S. Srinivasan, Director is the Chief Executive Officer of the Kotak Real Estate Fund, which has invested in the Equity Share Capital of the Company.

Empowering Passionate People

In recognition of the fact that our people constitute the most precious resource, we offer our staff at all levels, a stimulating work culture that empowers people, inculcates team building, encourages new ideas and motivates performance. We believe in meritocracy vis-à-vis hierarchy. Our H. R. Policy commences with hiring individuals with the right expertise, work skills and experience. We place a lot of emphasis on training and development of our employees which enables them to upgrade their skills to meet the challenging requirements of the Hospitality Industry.

Board of Directors

The Board of Directors is supported by a team of professionals staffing key
managerial positions at our Hotel units. Each Hotel unit is headed by a General Manager supported by respective heads of various departments viz. Housekeeping, F & B, Human Resources, maintenance & Engineering, Marketing, Front Office, Accounts & Administration.

**Sales & Reservation Network**

The primary focus of our marketing strategy is to target business executives at middle and senior level of Management, domestic and foreign. A Corporate Sales Team stationed at Mumbai manages the Sales & Marketing activities for all Hotels being operated by the Pride Group. Our Sales & Reservation Network is spread over various metros including at our Hotel Units at Pune, Nagpur, Ahmedabad, Chennai and Bangalore, besides Delhi and Hyderabad.

We have tie-ups with M/s. Best Western International for our Pune Hotel, and with M/s. World Hotels for our Chennai Hotel, as a part of the effort to attract foreign clients.

Hotel reservations are also made through electronic reservations by way of web-based software which offers a real time online booking facility.

Marketing departments at our Hotels have dedicated sales teams for selling of banquets and conferences and catering for wedding and other receptions.

**Appreciation of our efforts**


2007 Best “Upcoming Luxury Hotel” for the Pride Hotel, Ahmedabad, by “Hospitality India”.

“Young Entrepreneur of the year” award to Mr. Satyen S. Jain, Chief Executive Officer and Director of Pride Hotels Ltd. by the Federation of Hotel & Restaurant Association of India. 2006 Late Rai Bahadur, M. S. Oberoi Memorial Award for outstanding contribution to Hospitality Industry in the year 2006 from India International Tourism Council, awarded to Mr. S. P. Jain, Managing Director, Pride Hotels Ltd.,

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Exploring New opportunities

Within a short span of time, Pride Hotels has catapulted itself as an established market player in the Hospitality Industry in India. “The Pride Hotel” brand epitomizes the 5 Star chain of Hotels in the Pride Group offering excellent personal service to its Indian and Foreign customers both business and leisure in major metro cities in India. The Pride Group is on a constant lookout for exploring new markets, properties and opportunities to continuously expand its Network of fully owned Hotels as also to include Hotels under Management and Marketing under the Brands “Pride Biznotel’ and “Pride Resorts”.

New openings in India under the Pride Hotel brand are planned in Mumbai, Goa, Delhi, Alibaug and Hyderabad during 2010 and 2011. Hotels under the “Management and Marketing” agreements are planned in Tier II and Tier III metros in India at Noida, Rajkot, Cochin, Gurgaon, Kolkatta during 2010 and 2011.

Kotak Real Estate Fund a leading Private Equity Investment Fund has invested Rs. 450 million along with Primary Real Estate Investments, Mauritius who have invested Rs. 10 million in the Equity Capital of Pride Hotels Ltd. keeping in view the ambitious growth plans of the Company.

Our growing base of Corporate clients over the past several years encompassing Airlines, Banking, Insurance Sector, Manufacturing & Trading Companies, Sports Bodies and Public Sector undertaking, besides Foreign clients exhibit their faith and popularity of services offered by our Business Hotels in India.
Conquering new heights

The Pride is one of the fastest growing hotel Companies in the country. It registered an exponential increase in turnover from Rs.100 million in the year 2002 to Rs.750 million in the year 2009.

The hotel chain has grown aggressively with the successful operations of Five Star hotels in Pune, Ahmedabad, Nagpur, Chennai and Bangalore as also hotels under Marketing and Management Agreement at Mahabaleshwar, Chinchwad, Ranipet and Jaipur, the company is poised for a rapid increase in Income and profitability.

We have maintained gross and net margins of 45 percent and 28 percent consistently over the past years, which compare with the best in the Industry. At all our hotels units we continue to operate with high occupancy levels, an enviable Average Room Rate and high gross profitability.

The Company has been consistency upgrading and achieving its Budgeted plans year after year which has given accruing rewards to its investors.

Pride Welcomes you for career One of the best 5 Star luxury hotels

It is a matter of pride to be at The Pride. We are an organization where people are nurtured through unremitting learning and are given every opportunity to whet their skills, and are respected, heard and encouraged to do their best.

At The Pride Group of Hotels, our success can be summed up in just one word: PEOPLE, as we strongly believe that:

“Good Service is about systems, Excellent Service is about People”

If you are ready to augment your professional career and explore a world of opportunity with The Pride Group, then you are at the right place.

The hotel Pride in Pune is located at one of the prominent areas and is quite well known. They have number of achievements to their credit as Pride of

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Industry Award. The hotel is expanding rapidly and have started chain of hotels within and outside Maharashtra.
4.2.1

**Case Study “Training at The Pride Hotel”**

Hotel Pride is one of the oldest and reputed five star deluxe property located at Shivajinagar Pune. The Pride Hotel was established in the year 1986 by renowned Mumbai based industrialist Shri S. P. Jain. The property has 115 rooms in Pune and 1012 rooms pan India.

Under the umbrella of The Pride Hotels groups there are 9 hotels pan India. Turnover all together of the group is more than 100 corers. By its unique management practices the hotel has following Awards to its credit.

- Pride of Industry Awards (2009)
- Fastest Growing Hotel Awards (2009)

In near future Pride group is aiming for Huge Expansions with many more New branches at Mumbai, Delhi, Goa, Alibagh, Hyderabad, Kochi

**Organisation Structure:** Total Number of employees is 241 and maximum staff is deployed in Production / services division. The category wise break up is as follows:

<table>
<thead>
<tr>
<th>No of Managers</th>
<th>21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors</td>
<td>42</td>
</tr>
<tr>
<td>Other Staff</td>
<td>154 (Including contract)</td>
</tr>
<tr>
<td>Female employees</td>
<td>28</td>
</tr>
<tr>
<td>Internship Trainees</td>
<td>24</td>
</tr>
</tbody>
</table>
Organisation Structure for The Pride Hotels

- CEO
- DIRECTOR OPERATIONS
- UNIT HOD (Pune)
- CORPORATE HOD
- SALES & MARKETING
- REVENUE MANAGER
- HOUSE KEEPING
- ENGINEERING
- PRODUCTION
- FOOD & BEVERAGES SERVICES
- EXECUTIVES
- SUPERVISORS
- STAFF

**No of Shifts**: The property working hours are in 3 shifts

**Average Age of the staff**: 30

**Staff in HR Department**: 4
HR Department structure:

```
Director Operations
↓
Corporate HR
↓
Unit HR
↓
HR Manager
↓
Executive/ Trainee
```

Functions handled by HR Department:

1) **Manpower Planning**: The important role of HR department in Hotel Pride is manpower planning, forecasting and Managing Recruitment & Selection process. Pune is the head office for all the other branches in that case Pune office does the Manpower planning for all the units. Recruitments are mainly conducted for contract employees and trainees. Major sources of recruitments are through campus. Preference is to Pride’s own Hotel management and Management institutes in Pune. Management Trainees are also hired from other institutes. Consultants are also approached for managerial hires with relevant experience. Previous year 2009-10. 90 hirings were done by the HR department for all over India. 8 Managers were also hired in the same period.

2) **Performance Appraisal**: Performance Appraisals are being conducted once in year and HR department initiates and controls the performance
appraisal process. Rewards, Recognition, promotions, incentives fall back the appraisal process.

3) **Payroll/ Attendance**: Payroll processing and time keeping is an important HR activity done by the HR department. Leave records are also maintained by the HR department. Various departments in Hotel are working round the clock and HR also deals with scheduling of shifts.

4) **Salary and Benefits**: HR department is responsible for structuring the salaries and benefits for various employees across board. The structure offered is keeping in mind local business trends.

5) **Discipline and Grievances**: Maintaining discipline in employees and taking corrective actions when required are important function of Pride HR Department. Various employees related complains are also handled through HR departments.

6) **Security**: These days hotels keep this function as core as this effects safety of its employees as well as customers. Arrangements relating to security are under HR department.

7) **Exit/ Separation**: Employees exit process are handled by HR department. Coordination with various departments for Full and final settlement and completing the relieving formalities are done by HR department.

9) **Welfare**: Employees welfare are important function of HR department. Various intramural and extramural activities are conducted for welfare of employees.

10) **Employee Records**: Personnel files and employee records are maintained by HR department.
11) **Liasoning with ESI/ PF**: HR department ensures the legal formalities and documentations with various officials as ESI, Provident fund etc.
**Training & Development**

The Pride Hotel Pune has a separate training department. Pride has a separate training center with all learning and training equipments. Pride has a clear training policy and procedures mentioned in its HR manual.

Induction training is mandatory for all the employees it ranges from one week to 3 months. Training department in Pune being a corporate head office also conducts induction for other campuses.

Training is scheduled for operative staff in each department on weekly basis. There are departmental trainers to impart technical training and Integrated training programme.

**The Training Budget for year 2009-10** was 12 lakhs. There has been considerable Increase in the training budget due to the expansion plans and catering to the requirements of other branches.

**Training Department Structure:**

- General Manager Operations
- Training manager (1)
- Unit Training Managers/ Departmental trainers (8)

**Training Practices at Hotel Pride Pune.**

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Training programmes in Pride are conducted In house for operative staff and External for managerial training.

Entire hotel is a treated as training center as each rooms, each corner in restaurant is used for training employees when not utilized for business purposes. Corporate training center facility is at Bangalore. Hotel Pride also uses its own conference halls if required. Pride owners initiative Pride business school and Hotel management school facilities are also used for training purposes.

For external training Pride has tie ups with Frankfin Covey and AHLA, INS SPARTA for various soft skills, grooming and behavioral skills training.

There are 8 departmental trainers in house for each specialisation. Trainers are encouraged to take training programmes and they are provided incentives each training session conducted. Minimum of 6 hours training sessions each week in each department by its trainer are mandatory. That means 312 hours trainers engagement every year. Incentives for training to trainers is 2000-2500 per month. Modules are refreshed in free time by trainers and records for training are maintained by training departments. Trainers under go train the trainers programme are quite competent to impart training.

Total training hours exceed 30 mandays for each employee in hotel. Though major share of these hours are for operative staff and trainees.
Training process in Pride
Training follows systematic process as below:

Step 1 TRAINING NEED ANALYSIS (purpose of training)
Step 2 CONDUCTING TRAINING
Step 3 EVALUATING TRAINING
• Pride analysis its employees in A B C analysis of employees, improvement areas identified, trying to convert C to B and B to A. aiming at continuous improvement.
• Skills up gradation at each level are ensured through training. Need based training is identified and imparted. Modules and content are modified periodically and customized as per the training requirements.
• SOP and turn around time is observed for training requirements.
• Assimilation of training feedback and information is taken care by training department.

Training Need Identification happens annually and many a times as per process. Pride TNI is done in following way:

• Annual assessment, performance analysis,
• SWOT of each department is conducted,
• Requirements of each department is identified,
• Based on skills assessment ABC analysis of employee is done,
• Customer remarks / Guest satisfaction index

Types / Areas of Training Imparted in previous year 2009-10

A. Communication Skills
B. Customer Care
C. Security/ Safety
D. Financial Management
E. Supervisory Skills
F. Interpersonal Skills
G. Foods and Beverages
H. Situation handling (converting crises into positive experience of customer)
I. Guest Relations (CRM, customers delight)
J. 18 months management training program (fresh graduates mba/ hotel management are trained and offered Asst. Manager( managerial) positions)

K. Hygiene maintenance

L. Room Service

M. Fire Fighting

N. Kitchen Operations

O. Train the Trainer

P. Team Building

Q. Motivation

**Methods of training used**: Following methods are used for the training

A. On the Job
B. Internship
C. Games
D. Demonstration
E. Video
F. Lecture

**Training Evaluation Process** includes tests as

*Practical test, on the job, drills, competition, Pre and post training tests

Confidence level of employees

**ROI in training is measured** in form of

There is no specific form but Positive comments of guests and positive body language is observed by the management

**Training is important function** for Pride hotels because:

A. employees feel good about them selves when well informed, educated and knowledgeable

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B. Their business is hospitality, it's all about customers' positive experience; it is intangible. It's a service industry, employees and their skills have a greater impact on business.

C. Focusing on customer delight

D. Ensure they always have an edge above competitors, that makes 5-star different than 4-star hotel

E. Service standards

F. Increased efficiency

G. Reduced cost

H. Improved bottom line performance

I. More business

J. Work culture of treating customers as guests and focus on customer delight

K. CRM Star system in their registration card for second visitor, different formats of letters for different visitors, personalized attention to customers

**Top Management encourages training** by

- By being involved in the entire process of training
- Surprise visits during training sessions for alertness
- Surprise drills
- Development of employees – internal promotions – career planning
- Training is a priority
- Incentives to trainers
- Various competitions
- Acknowledgment in Pride New Letter
- Awards
- Opportunity for advancement and growth

**Business problems can be resolved by training:**

Management believes training is must for their survival.

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• Sharpen the saw, even when business is low
• Business is low or high training cannot be compromised
• It is crucial for Expanding business
• Guest Satisfaction Index is maintained 90-94% is only because Pride has trained and motivated workforce
• Mystery Audit is done in all the properties to audit the guest service satisfaction, Which has also given very positive remarks.

Future of training function in hospitality industry as perceived by the management:

“This is services sector of hospitality is for the people by the people.
People need to be trained and motivated which is continuous process.”

Employee Productivity: is calculated as below in terms of area and turnover

1. Area in Sq Meters / No of Employees

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of Employees</td>
<td>263</td>
<td>241</td>
</tr>
<tr>
<td>Area in square meters</td>
<td>9325.42</td>
<td>9325.42</td>
</tr>
<tr>
<td>Area to No. of employees sq m per employee</td>
<td>35.45</td>
<td>38.51</td>
</tr>
<tr>
<td>No of Rooms</td>
<td>115</td>
<td>115</td>
</tr>
<tr>
<td><strong>Employees to Room ratio</strong></td>
<td><strong>2.28</strong></td>
<td><strong>2.09</strong></td>
</tr>
</tbody>
</table>

Area to employee ratio has improved and employee to room ratio has gone down slightly due to reduction in number of employees.

2. Turnover Sales/ No of Employees

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>24 crores</td>
<td>20 crores</td>
</tr>
<tr>
<td>No of Employees</td>
<td>263</td>
<td>241</td>
</tr>
<tr>
<td>Turnover to No. of Employees</td>
<td>9 lakhs per employee</td>
<td>8 lakhs per employee</td>
</tr>
</tbody>
</table>

Turnover had reduced due to recession and so the number of employees. Turnover to employees percentage has gone down by 1%.
Training programmes at Pride Hotels Pune.

Orientation Programme

The HR team and the auxiliary trainers would receive and seat the new recruits (some times as many as a hundred and fifty at a time) in a large banquet giving each of them a signed welcome letter in the form of a printed brochure, but with the new recruit’s name written by hand and signed personally by the General Manager. Besides giving the history of the group, its founding values and beliefs, the letter would make the following personal promise to each new recruit:

You have been selected because we believe you have the potential and the desire to meet the high standards of excellence that are a hallmark of the Pride Group. We know you have hopes and aspirations of your own and surely, expectations from us as well. We consider it our obligation on our part to:

- Treat you fairly and with respect
- Ensure that your work opportunities are exciting and interesting
- Provide open, two way channels of communication
- Offer suitable recognition for your dedication and excellence of performance

Ours is a growing company, continuously improving and expanding

We wish to see you grow along with us.

After they have read the brochure, they would be made to introduce themselves to others, if not in front of the whole group, at least in small clusters, so that each would feel recognized. Then the entire senior management team from the Corporate Vice President downwards would join them for an hour.

They would individually introduce themselves and extend a personal welcome. As over 70 percent of them were typically those who had also joined in similar capacities in their youth, they would come through as ideal role models to emulate. This would be followed by an open question and
answer session, ending with a tea break, when they would have an opportunity to informally mix together. A formal audio and visual programme on the group would follow and a detailed talk highlighting the future of the corporations as also the place in it for young bright people like the freshers.

**Hospitality Training Programme**

The hospitality training HT program has been designed to train the trainees to the level of “Supervisor” in any of their operational departments. “Learning comes by doing”, based on this principle the on-the-job training is build in as very important component of entire program. The program follows a systematic process including induction, theory classes, on-the-job training, evaluation, appraisals and assessments.

**Management Training Programme**

Each year, the Group fortifies its operations functions with raw talent from the best hotel and graduate schools in the country. The group offers the management-training program comparable to an MBA in hospitality that moulds young budding hotel professionals into future business managers.

- First 12 months, the Management trainee focuses on practical (On-the-Job training) and theoretical exposure to the fundamentals in hoteliering.
- Next 6 months, the management trainee receives inputs that combine elements of management including Management Development, Architectural Appreciation, Human Resources, Materials Management and Accommodation.

6 months training as a Shadow Manager/Shadow Chef (mentorship by a senior manager/mentoring chef).

The program provides educational exposure and development commensurate with an MBA in hospitality. The management trainees are also expected to complete live projects during their training period.
Food Production

Food Production is the premier hospitality management-training programme for culinary education in the country. The Food Production Programme focuses on culinary skills and the managerial ability to run kitchen operations. In order to sustain there position of strength in Food and Beverage, participants undergo specialization in cuisines of the world. There is a special emphasis on creating chefs with internationally acclaimed skills.

Housekeeping Executive Development Programme

HEDP is a one year intensive housekeeping training programme, which prepares trainee for a career in housekeeping and accommodation in the hotel.

During the first 6 months of the programme, the management trainees undergo technical training in classroom accompanied by on-the job exposure. Inputs include interiors, finance, human resources, architectural design, fabric and styling. The next 6 months include on-the-job training in a hotel as an understudy to a mentoring executive housekeeper.

The owners of Pride Hotels have also initiated a Pride Business School and Pride Hotel Management Institute in Pune. The initiative has help them recruiting and training candidates according to the business requirement. To quote the Corporate General Manager “Entire Hotel is the training Center”. Hotels are used for providing practical exposure to training.

One of the outstanding feature of pride is its expansion and have great plans of expansion in near future. The study and interaction with HR has revealed practices based on which researcher can comment that Management is convinced about the training and development Opening up of Pride Business School and Pride Institute of Hotel Management is a sign of the believe in education.
Since pride has its headquarters in Pune, Researcher was pleasantly surprised that most of the data was available. Also free and frank discussion was possible with HR team.
### Case Study III

4.3.

**Hotel Sun N Sand Pune**

**Basic Facts:**

<table>
<thead>
<tr>
<th>City</th>
<th>Pune</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>Maharashtra</td>
</tr>
<tr>
<td>Location</td>
<td>262, Bund Garden Road, Pune - 411 001, Maharashtra, India, 8 Kms from the airport and 2 Kms away from the railway station and the bus stand</td>
</tr>
<tr>
<td>Rooms</td>
<td>137</td>
</tr>
<tr>
<td>Group</td>
<td>Classic Citi Investments Pvt. Ltd.</td>
</tr>
</tbody>
</table>

Hotel Sun N Sand in Pune is strategically located near the city centre and the airport. The **Hotel Sun N Sand, Pune** is one of the best Five Star Hotels in Pune. This hotel offers the best in terms of facilities, luxury and hospitality.

**Accommodation in Hotel Sun N Sand Pune**

All rooms and suites of the Hotel Sun and Sand in Pune in Maharashtra are beautifully decorated and offer a beautiful view of the pool. The rooms are equipped with all the modern amenities. The guests staying at the rooms in this hotel are provided with the following amenities,

- Attached bathrooms with bathtub
- AC and climate control
- Tea/coffee makers
- Mini bar
- Refrigerator
- DVD players
- Hairdryers
International dialing
24 hrs room service

Dining Facility in Hotel Sun N Sand Pune
The Hotel Sun N Sand in Pune has 4 in-house restaurants that offer a wide range of intercontinental delicacies. The restaurants of the hotel are, Orient which offers Cantonese, Szechwan and Thai cuisines. The Kurry Kourt offers South Indian, Tandoori and Hyderabadi dishes. The hotel also has a 24 hrs coffee shop. Boomerang is the bar of the hotel that is well stocked with choicest liquor and also serves cocktails. Tea Lounge offers the guests with beverages and desserts. The Sweet Sin is the bread and cake shop that offers mouth watering baked goodies.

Business Facility in Hotel Sun N Sand Pune
The Hotel Sun N Sand in Pune in Maharashtra has an executive floor that caters the best of business facilities to the business and corporate travelers. The business centre of the hotel is fully equipped with amenities like PC's, photocopier, lamination and Internet connectivity is available. Peshwa, Pool Deck, Boardroom, and Senate are the 4 corporate venues where social and corporate events can be arranged.

Recreational Facility in Hotel Sun N Sand Pune
The swimming pool and the unisex parlor and beauty salon of the hotel provide ample recreational opportunity to the guests staying at the Hotel Sun N Sand in Pune in India in Maharashtra. Kerala Ayurvedic Health Spa and Fit and Fine fitness center helps you to rejuvenate from the stressful life of your workaday world.

Other Facilities in Hotel Sun N Sand Pune
Some additional facilities offered at the Hotel Sun N Sand, Pune includes,
Travel desk
24 hours front desk

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India's first beachfront hotel and Mumbai's first five star hotel, Sun-n-Sand has been and continues to serve the business and leisure traveller since the past four decades. It is a perfect example of consistent performance and achievement, regularly winning the Government of India's Regional Tourism Award for Excellence in the Hospitality Industry.

Through all these years, Sun-n-Sand has held true to a simple conviction - each guest is unique but every guest needs care and comfort. Sun-n-Sand believe it is as privilege to offer an ambience so relaxed and warm that to be at Sun-n-Sand is to be in the comfort of home. “We wish to have our guest always return to us and in doing so, always experience the happiness of a homecoming”, Says website of Sun-n-Sand.

Sun-n-Sand currently operate five hotels - in Mumbai, Pune, Shirdi, Goa and Nagpur. They also have a fine-dining restaurant Jewel of India and the Jade Garden banquet halls at Nehru Centre, Worli, Mumbai.

As the fifth Sun-n-Sand comes up at Nagpur, Sun n Sand Management looks back at the past years in pride and look forward to the years to come with renewed energy. Sun-n-Sand commitment yet remains to win guest loyalty through delivering consistent services and products that meet and exceed expectations; our promise still remains to operate hotels that are *small enough to listen, big enough to serve*.

**History**

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The first Sun-n-Sand was built at Mumbai in 1962 by Mr. Gul Advani and his friend Mr. John Voyantzis, a greek citizen. It started with only 60 rooms and two floors. In its earlier years the hotel catered only airline crews, some of which have stayed with them till recently. The crew of Swiss Air, for instance stayed with hotel for 30 years! Sun-n-Sand Mumbai was first 5 star hotel beach hotel to have a swimming pool. Over the years the hotel grew, it added two more floors and is now a 120 room property.

The company now owns four more hotels, Sun-n-Sand Shirdi, Sun-n-Sand Pune, Sun-n-Sand Goa, the recent addition being Sun-n-Sand Nagpur, the Jade Garden banquet halls at Nehru Centre, Worli, Mumbai and a well known restaurant in Mumbai called Jewel of India.

Also, the owning company of Sun-n-Sand Pune, Classic citi investments private Ltd. Has set up a hotel with a tie up with an international chain- The Westin Pune Koregaon Park, operational from December 2009.

Sun-n-Sand Mumbai was bagged the Regional Tourism Award for three consecutive years 95-96, 96-97 and 97-98 in the five star category. In ’98 it got classified as a five star deluxe property. Jewel of India also won the Best Restaurant Award in the Indian Cuisine category.

Vision

The Sun-n-Sand Group of Hotels strives to become the largest privately held hospitality company in India, with owned/managed/franchised hotels operating in major and mini metros throughout the country.

Mission

The Group is committed to win guest loyalty by delivering consistent services and products that meet and exceed expectations, operating hotels that are small enough to listen yet big enough to serve. It is focused on providing its shareholders maximum profits and its team an environment that encourages teamwork, with training and career development opportunities for each
individual.

Branches:

Pune
Mumbai
Goa,
Nagpur
Shirdi

Core Value
All team members at all Sun-n-Sand hotels work towards achieving the company mission by adopting these core values: Honesty, Commitment, Discipline, Accountability, Reliability and Teamwork.

Careers
The Sun-n-Sand Group of Hotels is focused on becoming the largest privately held hospitality company in India and this goal could only be achieved with a dedicated and passionate team.

Every member of the Sun-n-Sand team is expected to honour the company's core values – honesty, commitment, discipline, accountability, reliability and teamwork. But the expectations need not be one way. Every individual working with Sun-n-Sand can also expect to be treated with respect and fairness, and given ample opportunity to grow. A job at Sun-n-Sand could be one that's for life, raising the bar constantly, creating challenges and demanding solutions.

“It's our prerogative to make Sun-n-Sand the best place for you to work in; it's your prerogative to make Sun-n-Sand the best possible experience for our clients”, comments the management.
The hotel sun n sand has its own unique history and association with the city of Pune. The property is well known for its core values and creating a memorable experience for its employees. The Management of this property is also handling other properties in Pune and its known for its professionalism.
4.3.1

Case Study “Training at Sun and Sand”

Hotel Sun and Sand is five star luxury property in center of Pune city located at Bund Garden Pune. Established in 1996 (as Holiday Inn) and take over in 2002. It has 137 rooms in Pune and with three branches in Nagpur, Mumbai, Shirdi.

Turnover of the Hotel is 26 corers approximately.

The Management of Sun and Sand have other hotels and properties but under a different brand names in fact few of them are in Pune.

Total Number of employees are 300 (maximum staff in Production / services)

<table>
<thead>
<tr>
<th>No of Managers (hod)</th>
<th>22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors</td>
<td>44</td>
</tr>
<tr>
<td>Other Staff</td>
<td>209</td>
</tr>
<tr>
<td>Female employees</td>
<td>30</td>
</tr>
<tr>
<td>Apprentice Trainee</td>
<td>25</td>
</tr>
</tbody>
</table>

No of Shifts : 3

Average Age of the staff: 28
Organisation Structure for Sun and Sand, Pune

Staff in HR Department: 5 (Including 1 trainee)

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Functions handled by HR Department:

1) **Recruitment & Selection:** Recruitment and Selection at all levels of employees is done by HR department. Main source of recruitments include campus at hotel management institutes and business schools, advertisements, consultants. Walk-in etc. Group Discussions and Interviews are arranged by HR department and conducted by line managers. Number of new hiring in the previous year 2009-10 were 50 out of which 10 were for supervisory and managerial levels others were operative staff.

2) **Performance Appraisal:** Performance Appraisal is another important function. Sun and Sand has been able to retain its core talent due to effective HR systems and practice. Performance criteria’s are defined, measured and duly rewarded.

3) **Payroll/ Attendance:** Time keeping, attendance, leave records and processing payrolls are routine functions of HR.

4) **Wages and Compensation:** Structuring compensation and wages is another important function of Sun and Sand HR. Hotel employs many temporary and contractual staff their wages. Many legal issues as payment of wages act, minimum wages act, Employees state Insurance Scheme, Provident funds act, Contact labour Act documentations have be taken care of by the HR department. Wages and compensation structures are also benchmarked to local market and HR department takes an initiative of such study. Wage settlements are also done

5) **Discipline and Grievances:** Another focus area of HR are discipline and grievance related issues of employees. Code of conduct for employees are observed well and Grievances are resolved timely.

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8) **Exit/ Separation: Employees** Exit policy and process are conformed by HR department.

9) **Employees Welfare**: Hotel Sun and Sand HR department is actively engaged in welfare of its staff. Welfare activities includes Sports, Games, Contests, Birthday celebrations, Employees Newsletter, Annual Day celebration, employee of the month, lockers system, Daily meals etc.

10) **Personnel Records**: HR maintains entire personnel file and records from recruitment till retirement / Separations of the person.

11) **Liasoning**: Liasoning with government offices and any other HR related legal aspects are complied by HR Department.

13) **Union Negotiations**: Hotel Sun and Sand has internal employees union and HR inters into negotiation with the union on salary and other work related issues. Union and HR work hand in hand and also in favour of employees and productivity.

**Training & Development**

Learning and development department in Sun and Sand is headed by Training manager and has a center with full fledged equipments and facilities to train. Sitting capacity for this is 20.

Induction training is must and training department arranges for induction after receiving intimation from HR department. Half day orientation followed by departmental specific training. Certain modules are common and then it is position / profile specific. On the job training is part of induction training for operative staff.
Standard Operation Procedures for all Training is followed.

**Training Budget for year 2009-10** was around 10 lakhs approximately. Budget mainly caters to Capital (Salary, Infrastructure) and Revenue Expenditure (Operative). There has been increase in the budget over past few years.

**Staff in training Department**:

```
General Manager
Operations

Training manager (1)

Training Assistant / Departmental trainers (8)
```

**Functioning of Training**

Major focus is on in house training for technical and operative areas. External training include Pune Hoteliers Association’s Seminars, Trade shows, Fairs, updates on latest equipment etc.

More than 30 mandays of training per employee in a year is assured. These training include refresher, soft skills, personality development etc.

**Training process followed**

- Step 1 TRAINING NEED ANALYSIS
- Step 2 DESIGN MODULES
- Step 3 EXECUTE TRAINING
- Step 4 EVALUATE TRAINING

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Types / Areas of Training Imparted

a. Soft Skill
b. Software Applications
c. Communication Skills
d. Customer Care
e. Security
f. Financial Management
g. Supervisory Skills
h. Interpersonal Skills
i. Foods and Beverages
j. FSMS
k. Room Service
l. Fire Fighting

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m. Kitchen Operations
n. Leadership
o. Driver Skills
p. Life guards Training
q. CRD Cardiac Respiratory Disorder

Training Need Identification Process.

On going.
Training Needs are Identified by
Performance Management system
Guest Remarks,
Exit Comments
HOD’s requirements
Observation while performance and
Many a times adhoc/ Random requirements come for training

Methods of training used:

a) On the Job
b) Apprenticeship
c) Case study
d) Demonstration
e) Lectures
f) Daily Briefings
g) Others

Methods depend on what is Training on what is being imparted Attitude, Skills and Knowledge. Demonstration, learning by doing and practical aspects is very important for skills. Knowledge is with briefing and lectures, its with the person which also gets accumulated with experience.
There are Refresher, follow-up and Multi skills training.

Training Evaluation Process

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Feedback forms and Supervisors feedback
Pen and paper tests are also taken for skills.

Cost Benefit Analysis (as explained by training Manager)

Costs of Training includes following overheads:
- Salaries of trainer and trainee
- Facilities
- Equipment
- Materials
- Possibility of more errors and less productivity during training
- Miscellaneous expenses

Costs of Not Training are much more than imparting it:
- More mistakes
- Lower productivity
- Lost revenue due to poor guest service
- High turnover

Training is important function of Sun and Sand because:
A. Smooth flow of work
B. To serve Guest
C. Competitive Advantage
D. Learn from each other

Top Management encourages training
- Very fact that there is full fledged L & D department.
- Separate Training Budget
- People are willing to learn and perform but there are some limiting factors which HR helps

Ph. D Thesis Suruchi Pandey  submitttd to TMV
• Training certifications have due weight age in career development programme.
• We observe and help people when they are actually on the job. This helps them perform better.

**Business problems can training help you resolve –**

- Business problems could be controllable and uncontrollable and training has role to play in both the cases.
- E.g. Controllable are customer care training and continuous training of staff members makes the difference in this perspective.
- Uncontrollable could be market situations but training striving for continuous improvement, making business sustainable and survive in bad times as well.

**Future of training function in hospitality industry** as viewed by Sun and Sand Management:

- Work can go on without Training also but cost of time, customers grievances, errors will be too high.
- Today Training is pushed by management. It needs to have proactive approach.
- Training acts as catalyst to change and change is every going. Learning culture has to be build up. Management with good training philosophy could achieve this.
- Big chains of hotels have different way of doing things. “Training is the passport” to make career in this industry.
**Employee Productivity:** is calculated as below in terms of area and turnover

1. **Area in Sq Meters / No of Employees**

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of Employees</td>
<td>310</td>
<td>300</td>
</tr>
<tr>
<td>Area in square meters</td>
<td>9185</td>
<td>9185</td>
</tr>
<tr>
<td>Area to No. of employees sq m per employee</td>
<td>29.62</td>
<td>30.61</td>
</tr>
<tr>
<td>No of Rooms</td>
<td>137</td>
<td>137</td>
</tr>
</tbody>
</table>

**Employees to Room ratio**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.26</td>
<td>2.18</td>
</tr>
</tbody>
</table>

The change in the ratios are due to the change in number of employees reduced because of recession.

2. **Turnover Sales/ No of Employees**

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>28 crores</td>
<td>26 crores</td>
</tr>
<tr>
<td>No of Employees</td>
<td>310</td>
<td>300</td>
</tr>
<tr>
<td>Turnover to No. of Employees</td>
<td>9 lakhs per employee</td>
<td>8.6 lakhs per employee</td>
</tr>
</tbody>
</table>

Turnover had reduced due to recession and so the number of employees.

Based on the discussion with General Manager, HR and Training Manager Researcher would like to comment that Hotel Sun n Sand has met with the manpower challenges of its industry in a unique way. The HR and training department have innovated in their practices.
4.4.  

**Other Findings:**

There are, on an average, 2.14 staff members, including managers, supervisors and staff, per room in 5 star hotels in Pune. Hotel Taj is having a lesser employee to room ration as compared to other hotels. There is also more stability in terms of people performance in Taj.

There is a ratio of 1 manager to 2 supervisors, 1 supervisor to 4.56 staff and 1 manager to 10 staff in the 5 star hotels. These ratios go up on the higher side, which means that there are more staff members and lesser number of managers and supervisors, as we go down the ladder to lower category star hotels.

The number of female employees is approximately 10% to the total number of employees. As compared to other industry this industry is having less female employees. There is increase in the number of female employees working in hospitality industry.

Hiring and retaining trained manpower is challenge for the entire hospitality industry. And meet the demands of the business most of the hotels rely on their own training centers.

Most of the hotels have minimum one person in training at least to begin with. Though training is not handled very systematically in all types of hotels but training is ongoing and continuous process. Various 5 star hotels have extended training department by having certified departmental trainers. These trainers are trained in house and are line managers. They conduct training very frequently and instantly having identified training requirements. Usually a slot in a day for eg. 3 pm to 5 pm is allocated for training and briefing. Departmental trainers conduct the training and report to training managers.
Feedback are taken for the same. The Trainers are provided incentives for the same.

Training Need Analysis is having many ways in each property. Discussions with the HR managers and Training Managers also exposed problems while conducting training need analysis. These can be classified as:

1. Subjective Factors
   - Personal bias and individual preferences unmindful of the job duties performed.
   - Problems associated with quality of information given by employees and their supervisors on the training needs
   - Divergent views expressed by employees and their supervisors
   - Operational competencies are focused for TNA and not interpersonal or human skills
   - Inability of supervisor to assess training needs of their employees.

2. Administrative Factors
   - Inadequacy of performance appraisal as a tool
   - Delaying reporting of the training needs
   - Many training are delivered but not captured in TNA
     - Updated job analysis or HR skills audit
     - All employees are not involved in TNA

3. Organisational Factors
   - TNA only for present job but not for future roles
   - Not a priority function, imparting training is important for management

Technical and skills training is imparted in following areas:

1. Kitchen Operations
2. Production
3. Food and Beverages Services
4. Front Office Operation
5. Room Services  
6. Software Operations  
7. Etiquettes Training  
8. Hotel Operations  
9. Bar tending  
10. Communications Skills  
11. HACCP/ FSMS  
12. Life Guards and Respiratory Disorders Protection  
13. Drivers Basics  
14. Personal Hygiene and Grooming  

Other Areas of training  
15. Train the Trainer  
16. Customer Care  
17. Languages Training  
18. Supervisory Skills  
19. Financial Basics  
20. Software applications  
21. Customer relationship management  
22. Team Building  
23. Security and Safety  
24. Staffing and Scheduling basics  
25. Personality Development  
26. Leadership basics  

These are broad areas of training. They are further split into smaller modules and then further into sessions. The participants are encouraged to learn knowledge and skills in various areas of hotel operations with training areas.

Training for managers are conducted on areas as scheduling, supervisory skills are also initiated and provided accordingly.
Questionnaire is the most popular mean of evaluating the training program.

Post training evaluation focus on result rather than on the effort expended in conducting the training and its worth the time, money and effort.

Most of the participants are benefited by giving feedback after attending the training. It motivated them to do better, helped them to increase their job performance and is an aid to future planning.

In all the units of the research training was dealt very seriously and top management related it directly to the satisfaction of customers, quality of services response time, Positive non verbal language of its employees and for competitive advantage. Top Management also accepted to found relationship in well informed, well trained and well empowered human resource.

All the hotels have training department and mainly they deal with operation level training. Most of their time is spend in training and grooming internship trainees. Who come in batch of two for every six months. There are other training programs training managers keep conducting for the all the employees.

The industry bench marks its productivity in terms of employee per room or revenue per room. In this context researcher has tried to measure productivity of the hotels in terms of area per employee, employee per room and turnover per employee. Hotel Taj is having better room to employee, turnover to employee ratio with more area. Also this ratio remained constant for two years. The other two hotels under present case study have to improve on the ratios. There were fluctuations in turnover and no of employees is due to recession. The HR manager should keep constant watch on productivity of employees and its relationship with training.
Plight of the small hotels based on the study: Researcher had discussions with few other small hotels employees and HR executives in Pune. To name few VITS, Centurion hotels, Cocoon, Seasons apartments.

In small hotels, the HR functions are not the priority as business takes priority for the management. Though It needs more attention especially for the hotels aiming to expand their business. The hotels should not neglect the fact that the frustration level in this industry is highest of all industries.

The very first disappointment employee’s face that the industry is not glamorous the way it was hyped in catering colleges. Their frustration level keeps on rising when they go through the following circumstances. Employees do not have time for their personal life. They have to do overtime for many of the reasons and for such extra time they are not even paid. For example if the waiter A’s working hours are from 6 am to 2 pm and at 1.30 pm some guests arrives on the A’s table then A cannot leave unless the guest leaves the table. Thus A will be forced to do overtime till the time those guests are sitting on the table. And for this extending period A is not even paid.

In this industry number of working days and number of working hours are higher than any other industry and also employees are compelled to work on Sundays and Bank Holidays when all the others have holidays. The most frustrating part of this industry is the fact that besides going through all the frustrations employees are not paid the amount they deserve. And service with smile is expected from the employees. Salary paid to them is really low when we compare it with their frustration level. Interactions with the employees in almost all the units has exposed that employees are overburdened and have less time for work life balance. Because of these facts most of the employees leaves their job and Industry has a high turnover of employees moving to other Industry. In such a case, there is greater
responsibility of an HR manager in this industry from pre selection phase to maturity and retirement.

The development of tourism is encouraged for the development of the economy, it has become mandatory for to provide hotel-services up to international standards and this is possible only when our hotels are in position to cope with this knowing and doing gaps of employees. They need to be given proper training and also the career opportunities for their future. To raise the competence level of employees regular Training and Development is required.

Training initiatives and programs have become a priority for Human Resources. As business markets change due to an increase in technology initiatives, companies need to spend more time and money on training employees. In today’s business climate employee development is critical to corporate success and organizations are investing more in their employees training and development needs. Continuous Training has also helped bringing in innovations in operations and customer service. The very nature of this industry is unique. What customer take back with them is an experience of being in the hospitality of the hotel and this hospitality can only be memorable when hotels and other hospitality units have trained employees.

Hospitality industry gives special emphasis on training activities. Interesting finding of the research was that most of the newly start ups in industry have first initiated training department. The roles handed over in the beginning were recruitment and selection, induction, legal compliance, on the job training, feedback and support to operations in daily business as the business expands the department extends its HR functions to another specialised department (courtesy Magarpatta Hospitality). Though the big chains setup all the departments very systematically from day one. (Marriot Hotels)
Good HR policy are the policy, which not only considers all HR functions with proper care, but also considers all the other environmental factors like culture of the hotel, types of customers it receives, the nature of the business and also the place from where it operates. In five star deluxe hotels, all the above factors are considered by HR to achieve the organizational goal. HR functions is said to have been following good policy in five star hotels in Pune. For example in Hotel Vivanta by Taj Blue Diamond, the employee care is given first priority. The entire operations of Hotel is employee centric. There work environment is quite friendly and hence employees can discuss their problems openly. Training is an integral part of human resources and management function in hospitality industry units.
Analysis of Employee Feedback:

Questionnaire was distributed in each unit to collect employees’ feedback on training process. Simple random samples were taken to fill the questionnaire as per the convenience of the hotel.

Analysis of Data and Diagrammatic representation for individual hotel unit as well as collective response is presented below.

General Information

<table>
<thead>
<tr>
<th>Name of the Hotel Unit</th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Employees</td>
<td>230</td>
<td>241</td>
<td>300</td>
<td>771</td>
</tr>
<tr>
<td>No. of Questionnaire Distributed</td>
<td>100</td>
<td>100</td>
<td>130</td>
<td>330</td>
</tr>
<tr>
<td>No. of Respondents</td>
<td>94</td>
<td>81</td>
<td>100</td>
<td>275</td>
</tr>
</tbody>
</table>
Respondents Profile:

1. Gender of the Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>80</td>
<td>71</td>
<td>80</td>
<td>231</td>
</tr>
<tr>
<td>Female</td>
<td>14</td>
<td>10</td>
<td>20</td>
<td>44</td>
</tr>
</tbody>
</table>

The ratio of Male vs female respondents is **5.23 : 1**
## 2. Department working in

<table>
<thead>
<tr>
<th>Department</th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Production</td>
<td>14</td>
<td>19</td>
<td>20</td>
<td>53</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>20</td>
<td>15</td>
<td>20</td>
<td>55</td>
</tr>
<tr>
<td>Front Office/ Marketing</td>
<td>18</td>
<td>20</td>
<td>20</td>
<td>58</td>
</tr>
<tr>
<td>F&amp;B Services</td>
<td>22</td>
<td>25</td>
<td>25</td>
<td>72</td>
</tr>
<tr>
<td>Others (Eng/ HR/ Admin/ Fin)</td>
<td>20</td>
<td>2</td>
<td>15</td>
<td>37</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>94</td>
<td>81</td>
<td>100</td>
<td>275</td>
</tr>
</tbody>
</table>

The above diagram clearly depicts the uniform distribution of the departments where respondents are employed.

Ph. D Thesis Suruchi Pandey submittd to TMV
3. Profile of Respondent

<table>
<thead>
<tr>
<th>Profile</th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager/Supervisors</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>60</td>
</tr>
<tr>
<td>Employees</td>
<td>74</td>
<td>61</td>
<td>80</td>
<td>215</td>
</tr>
</tbody>
</table>

22% of the respondents are Managers / Supervisors category.

78% of the respondents are employees and operational staff.
4. Age Profile of Respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-25</td>
<td>32</td>
<td>12</td>
<td>20</td>
<td>64</td>
</tr>
<tr>
<td>25-30</td>
<td>26</td>
<td>28</td>
<td>10</td>
<td>64</td>
</tr>
<tr>
<td>30-40</td>
<td>24</td>
<td>20</td>
<td>10</td>
<td>54</td>
</tr>
<tr>
<td>40-50</td>
<td>10</td>
<td>19</td>
<td>10</td>
<td>39</td>
</tr>
<tr>
<td>50 &amp; above</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>94</td>
<td>81</td>
<td>50</td>
<td>225*</td>
</tr>
</tbody>
</table>

Majority of the respondents are from the age group of 20 to 25 and 25 to 30 years.

* All respondents have not answered
5. Qualification level of respondents

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under Graduate</td>
<td>36</td>
<td>24</td>
<td>22</td>
<td>82</td>
</tr>
<tr>
<td>Graduate/ Dip in hotel mgmt</td>
<td>40</td>
<td>44</td>
<td>15</td>
<td>99</td>
</tr>
<tr>
<td>PG</td>
<td>6</td>
<td>9</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Others</td>
<td>12</td>
<td>4</td>
<td>12</td>
<td>28</td>
</tr>
<tr>
<td>Total</td>
<td>94</td>
<td>81</td>
<td>50</td>
<td>225*</td>
</tr>
</tbody>
</table>

44% of respondents are professionally qualified in the hotel management and catering technology.

36 % are undergraduate or pursuing professional course. Many of these have merely done HSC or SSC.

8% have pursued post graduation and 12% are possessing other professional qualifications.

* All respondents have not answered
### Total Number of years of experience

<table>
<thead>
<tr>
<th>No of Years in present property</th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>22</td>
<td>9</td>
<td>22</td>
<td>53</td>
</tr>
<tr>
<td>1 to 2 years</td>
<td>19</td>
<td>16</td>
<td>24</td>
<td>59</td>
</tr>
<tr>
<td>2 to 5 years</td>
<td>30</td>
<td>32</td>
<td>24</td>
<td>86</td>
</tr>
<tr>
<td>5 to 10 years</td>
<td>13</td>
<td>10</td>
<td>8</td>
<td>31</td>
</tr>
<tr>
<td>10 and above</td>
<td>10</td>
<td>14</td>
<td>22</td>
<td>46</td>
</tr>
<tr>
<td>Total</td>
<td>94</td>
<td>81</td>
<td>100</td>
<td>275</td>
</tr>
</tbody>
</table>

31% of the respondents have been working in the present property for more than 2 years and less than 5 years.

22% of the respondents have been working for 1 to 2 years.

19% of the respondents have been working for less than 1 year.

17% of the respondents have been working the present property for more than 10 years.

11% of the respondents have been working for 5 to 10 years in the present job.
Feedback on Training Activities

7. Induction training you attended was helpful to you?

<table>
<thead>
<tr>
<th></th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>90</td>
<td>77</td>
<td>88</td>
<td>255</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>4</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Not attended</td>
<td>4</td>
<td>0</td>
<td>6</td>
<td>10</td>
</tr>
</tbody>
</table>
This question is asked to know the employees have attended induction training and they find it useful in their respective job.

The Majority of employees i.e. 93% feel that they have “attended Induction training and it was useful in the job”.

4% of the respondents did “Not attended” the Induction Training

3% of the respondents attended the induction training but they “didn’t find it useful” in their job. It is unfortunate that 3% of the employees are not happy about the induction and don’t find it relevant. The training system should make note of this and improve contents.

As majority of respondents feel they attended induction training and it was useful to them conclusion can be drawn as Induction training is dealt seriously in all the units of hospitality industry.

Ph. D Thesis Suruchi Pandey submitted to TMV
8. Can you provide Number and Details Training Programmes attended in previous year.

<table>
<thead>
<tr>
<th></th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 2</td>
<td>12</td>
<td>6</td>
<td>6</td>
<td>24</td>
</tr>
<tr>
<td>3 to 5</td>
<td>28</td>
<td>28</td>
<td>28</td>
<td>84</td>
</tr>
<tr>
<td>6 to 10</td>
<td>28</td>
<td>18</td>
<td>20</td>
<td>66</td>
</tr>
<tr>
<td>10 &amp; above</td>
<td>26</td>
<td>30</td>
<td>18</td>
<td>74</td>
</tr>
</tbody>
</table>

This question is asked to know from the employees how many training programs did they attended in previous year. It is usually believed that employees forget what training programmes they have attended.

10% employees have attended 1 to 2 programs. 34% have attended 3 to 5 programs. 26% have attended 6 to 10 programs and 30% have attended more than 10 programs.

This data reflects that majority of employees are attending training programs and they remember them as they could mention them in questionnaire.
9. You have participated in Training Need Identification Process for yourself in your hotel.

<table>
<thead>
<tr>
<th></th>
<th>Taj</th>
<th>Pride</th>
<th>Sunnsand</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>64</td>
<td>49</td>
<td>47</td>
<td>160</td>
</tr>
<tr>
<td>No</td>
<td>18</td>
<td>19</td>
<td>32</td>
<td>69</td>
</tr>
<tr>
<td>Can't Say</td>
<td>12</td>
<td>13</td>
<td>21</td>
<td>46</td>
</tr>
</tbody>
</table>

Ph. D Thesis Suruchi Pandey submittd to TMV
The above question was asked to know if employees participate in the Training need Identification process. Usually employees are given opportunity to express their training desires at least at the time of annual appraisals.

In case of Taj 31 % of employees say “No” or “Can’t say” to TNI, In Pride 39 % of them say “No” or “Can’t say” to TNI and In case of Sun and Sand this percentage of employees opting “No” or “Can’t say” has gone as high as 43%.

The collective proportion of industry has 58% employees saying “Yes” the participate in TNI process whereas 25 % say “No” and 17 % say “Can’t say”. Researcher has a considered opinion that can’t say or no should be considered as same that means negative responses to the answer is 42%. There is no forum where most of the employees can identify and suggest their own training requirements.

Though majority response is for the yes answer is 58% and it can be concluded the system in hospitality industry involves employees in TNI.
10. Are you aware of your Job description, responsibilities, tasks, duties etc?

<table>
<thead>
<tr>
<th></th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>93</td>
<td>79</td>
<td>96</td>
<td>268</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Can't Say</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>5</td>
</tr>
</tbody>
</table>

**Ph. D Thesis Suruchi Pandey submittd to TMV**
This question was asked to know the awareness in the employees regarding their job description, tasks, duties and profile. This aspect is also covered in the induction programmes of the hotels.

97% of employees say “Yes” they are aware of job responsibilities and only 1% of them select “No” to the option whereas 2% of them opted for “Can’t say”.

Researcher has a considered opinion that can’t say or no should be considered as same that means 3% of employees are not aware of job fully or partially.

This situations needs appraisal as researcher firmly believes that all the employees must know what their job profile is and should be able to express it any given time. This situation could be a reason of high employees turnover or short term trainees employed in the hotel unit.
11. You think you are skilled enough to perform your present job responsibilities.

<table>
<thead>
<tr>
<th></th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>88</td>
<td>70</td>
<td>70</td>
<td>228</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>12</td>
<td>12</td>
<td>26</td>
</tr>
<tr>
<td>Cannot Say</td>
<td>4</td>
<td>0</td>
<td>18</td>
<td>22</td>
</tr>
</tbody>
</table>

This question is asked to know whether employees think they are skilled enough to perform the jobs they are required to do.

Ph. D Thesis Suruchi Pandey submitted to TMV
Unit wise analysis says more negative response in case of Hotel Sun n Sand. Whereas in case of Hotel Taj and Pride negative responses to the question is not there.

The collective picture of the industry is much better where 83 % employees say “Yes” they are skilled enough to perform the task. 9% feel they are “Not skilled” enough to perform tasks and 8 % have choosen can’t say.

The situation clearly indicates skills training needs atleast for 17% of the staff currently.

As significance level is high on the side of positive response it can be concluded that hospitality industry employees are skilled enough to perform their present job responsibilities.

Industry is having many good practices which can be adopted by other organisations outside and within industry. 30 day improvement meeting, certifying departmental trainers, training from NGO’s, apprentice training, training under employment scheme etc.
12. The amount of training attended by you is adequate for you to perform your job.

<table>
<thead>
<tr>
<th></th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>76</td>
<td>63</td>
<td>72</td>
<td>211</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>18</td>
<td>18</td>
<td>44</td>
</tr>
<tr>
<td>Can't Say</td>
<td>10</td>
<td>0</td>
<td>10</td>
<td>20</td>
</tr>
</tbody>
</table>

Ph. D Thesis Suruchi Pandey submitted to TMV
The question was asked to know the quantity / amount/ hours / numbers of training imparted to employees are adequate are not.

The unit wise analysis portraits the similar situation for all the hotels. But hotel Sun and Sand number of employees opting “No” or “Can’t Say” option is 28% which is high as compared to other two hotel units. This clearly indicates more training requirements for this unit.

Collective picture of the industry is 77% of respondents agree that training imparted to them is “adequate”. 16 % feel that training is “not adequate” where as 7% are “not in situation to comment”. That means almost 23% of them find training not adequate.

Still as majority opt for training being adequate we can conclude that training imparted by hospitality industry units are adequate. Hence it is right to say hospitality industry units are imparting satisfactory training to its employees to perform the job responsibilities with a scope of improvement to achieve greater satisfaction level in employee regarding training adequacy.
13. Do you feel that the training programmes conducted are relevant to your job profile.

<table>
<thead>
<tr>
<th></th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>90</td>
<td>79</td>
<td>84</td>
<td>253</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>2</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>Can't Say</td>
<td>2</td>
<td>0</td>
<td>8</td>
<td>10</td>
</tr>
</tbody>
</table>

**Ph. D Thesis Suruchi Pandey submittd to TMV**
This question is asked to know the employees response on the relevance of training imparted to the job profile. 

Unit wise anlaysis reflects that Sun and Sand almost 16% of employees are either saying “No” to relevance or are not in position to say yes or no ie “Can’t Say”. In case of Taj Employees opting “No” and “Can’t say” is 4% and In Pride hotels this is “2%”. 

Collectively 92% of employees agree that the training imparted to them is relevant to their jobs and only 4% of them feel it is not relevant or they are not in position to answer. 

However this 8% looks very neligible but researcher believes that such responses should be exceptional in nature and feedback to be taken more serious by the training department

92% is high significance and in favour of the relevance of trianing to the job profile. Hence It can be concluded that hospitality industry is imparting trianing relevant to the job of employees. 

It can be so said that training content is updated and customised to make it relevant to the job requirement.
14. Are you encouraged to apply the concepts of training in your workplace?

<table>
<thead>
<tr>
<th></th>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>92</td>
<td>81</td>
<td>96</td>
<td>269</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Can't Say</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>7</td>
</tr>
</tbody>
</table>

**Motivation on the job**

**Motivation for on the Job Application**
This question is asked to know the employees view on motivation to apply theory / training inputs to practice and job.

Unit wise analysis reflects that 4% employees in sun and sand have opted for Can’t say which can be taken as a negative response to the questions. In case of TAJ and Pride hotels this percentage is as low as 1 i.e. employees opting to Can’t Say.

Collective response of three hotels 97% employees agree they are motivated to apply training to practice. 3% employees are not in position to comment where as none of the employees opted for NO to this question.

Due to high significance it can be said that hospitality industry employees are encouraged to apply training to the jobs. This is reflection on post training scenario and ultimate objective of training to improve on the job performance by applying what employees have learnt during training.
15. **Training programs attended by you help you increase your knowledge and skills required at the current job?**

<table>
<thead>
<tr>
<th>Yes</th>
<th>PRIDE</th>
<th>SUNNSAND</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>94</td>
<td>81</td>
<td>100</td>
<td>275</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

This question is asked to know employees response on training effecting knowledge and skills to conduct the job. This question has got all the answers positive from all the units.

Hence It can be concluded that training in hospitality industry is helping employees increase necessary knowledge and skills to perform the job. That hospitality industry units are imparting satisfactory training to its employees.

Researchers interpretation is that in recent times training function is shifting form novelty to utility and therefore our response is not a. though there were some negative response. This indicates the awareness of the people to about the
16. Which training Programmes would you like attend to do your jobs better. (open ended question)

<table>
<thead>
<tr>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUN N SAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi tasking</td>
<td>Housekeeping</td>
<td>Managerial Skills</td>
</tr>
<tr>
<td>Complains Handling</td>
<td>Time management</td>
<td>Finance for non finance</td>
</tr>
<tr>
<td>Communication skills</td>
<td>fire Fighting</td>
<td>soft skills</td>
</tr>
<tr>
<td>Team work</td>
<td>soft skills</td>
<td>English and languages</td>
</tr>
<tr>
<td>Food Ingredients</td>
<td>communication skills</td>
<td>team work</td>
</tr>
<tr>
<td>Menu Making</td>
<td>team work</td>
<td>Personality</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development</td>
</tr>
<tr>
<td>Liquor and wines</td>
<td>Personality</td>
<td>Development</td>
</tr>
<tr>
<td>Fedilio (software)</td>
<td>Leadership</td>
<td>Train the trainer</td>
</tr>
<tr>
<td>Day to day Operations</td>
<td>Menu Making</td>
<td>F &amp; B controls</td>
</tr>
<tr>
<td>Food Costing</td>
<td>Latest Technology</td>
<td>Menu Making</td>
</tr>
<tr>
<td>Room Making</td>
<td>Six sigma</td>
<td>Latest Technology</td>
</tr>
<tr>
<td>CET</td>
<td>Key handling</td>
<td>Rooms Handling</td>
</tr>
<tr>
<td>Self Health Care</td>
<td>Guest relations</td>
<td>Motivation</td>
</tr>
<tr>
<td></td>
<td>English Speaking course</td>
<td>Time management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Train the trainer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Housekeeping</td>
</tr>
</tbody>
</table>

This is an open ended questions to let employees mention what training would they like to attend in near future.

Almost all respondents have mentioned / identified some training for him/her self. Unit wise break is mentioned above. Employees have expressed to attend some of the very basic trainings.

Ph. D Thesis Suruchi Pandey submittd to TMV
17. What are the workplace problems you are facing presently that can be solved with training. (open ended question)

<table>
<thead>
<tr>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUN N SAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guest Complaints</td>
<td>Time Management</td>
<td>Coordination</td>
</tr>
<tr>
<td>SOPS not followed</td>
<td>Communication Gap</td>
<td>Communication Gap</td>
</tr>
<tr>
<td>Working Hours</td>
<td>Manpower</td>
<td>Shortage of Manpower</td>
</tr>
<tr>
<td>Customer Interaction</td>
<td>Less Welfare</td>
<td>Time Management</td>
</tr>
<tr>
<td>Anger Management</td>
<td>Guest Delight</td>
<td>Equipments Handling</td>
</tr>
<tr>
<td>Stores and Supplies</td>
<td>Job Dissatisfaction</td>
<td>Housekeeping</td>
</tr>
<tr>
<td>Kitchen Basics</td>
<td>Motivation</td>
<td>Overtime working</td>
</tr>
<tr>
<td>Long working hours</td>
<td>Housekeeping</td>
<td>Motivation skills</td>
</tr>
<tr>
<td>Technical training</td>
<td>Handling too many fronts</td>
<td>Discipline</td>
</tr>
<tr>
<td>Hygiene</td>
<td>Guest Handling</td>
<td>Customer Etiquettes</td>
</tr>
<tr>
<td>Time management</td>
<td>Menu Know how</td>
<td>Manners</td>
</tr>
<tr>
<td>Process Identification</td>
<td>Team Building</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Telephone etiquettes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>English</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communication skills</td>
<td></td>
</tr>
</tbody>
</table>

This is open ended question to encourage employees mention about what are the business challenges their hotel is facing and which training can resolve it.

This is more or less repetition of the previous question but forced employees to think from business perspective. It was observed employees do have fair idea of what are the business problems this industry is facing and training can help them equip better to meet such challenges.
18. Which training would you recommend for your Colleagues and Subordinates.

<table>
<thead>
<tr>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUN N SAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guest Complains</td>
<td>Time Management</td>
<td>Coordination</td>
</tr>
<tr>
<td>SOPS</td>
<td>Communication Gap</td>
<td>Communication Gap</td>
</tr>
<tr>
<td>Working Hours</td>
<td>Manpower Management</td>
<td>Manpower</td>
</tr>
<tr>
<td>Customer Interaction</td>
<td>Motivation</td>
<td>Time Management</td>
</tr>
<tr>
<td>Anger Management</td>
<td>Guest Delight</td>
<td>Equipments Handling</td>
</tr>
<tr>
<td>Stores and Supplies</td>
<td>English</td>
<td>Housekeeping</td>
</tr>
<tr>
<td>Kitchen Basics</td>
<td>Communication skills</td>
<td>Customers Mannerisms</td>
</tr>
<tr>
<td>Long working hours</td>
<td>Housekeeping</td>
<td>Motivation skills</td>
</tr>
<tr>
<td>Taj Management Training</td>
<td>Handling too many fronts</td>
<td>Discipline</td>
</tr>
<tr>
<td>Hygiene</td>
<td>Guest Handling</td>
<td>Customer Manners</td>
</tr>
<tr>
<td>Time management</td>
<td>Menu Know how</td>
<td>Grooming</td>
</tr>
<tr>
<td>Process Identification</td>
<td>Team Building</td>
<td>English</td>
</tr>
<tr>
<td>Cross Exposure Training</td>
<td>On the job training</td>
<td></td>
</tr>
<tr>
<td>Practical training</td>
<td>Personality Development</td>
<td></td>
</tr>
<tr>
<td>Vivanta- taj brands</td>
<td>Telephone etiquettes</td>
<td></td>
</tr>
</tbody>
</table>

This open ended question was to know what training employees would like to recommend for their colleagues or other employees in the property. This was a huge list. Summary of important points are mentioned above. Many of these points were already mentioned in the above two open ended questions.
19. **Suggestions for Improvement to Training Department / Process**

(open ended question)

<table>
<thead>
<tr>
<th>TAJ</th>
<th>PRIDE</th>
<th>SUN N SAND</th>
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</thead>
<tbody>
<tr>
<td>More On the job training Exposure</td>
<td>Weekly refresher training</td>
<td>Regularity</td>
</tr>
<tr>
<td>Multi taking and Inter department training</td>
<td>Sound Decision making</td>
<td>Monthly forums</td>
</tr>
<tr>
<td>Train the trainer</td>
<td>non technical concept of hotel to be covered</td>
<td>Industrial tours</td>
</tr>
<tr>
<td>Regular training</td>
<td>on the job training</td>
<td>Picnic</td>
</tr>
<tr>
<td>Refresher courses</td>
<td>Prepare to beat competition</td>
<td>Special training room</td>
</tr>
<tr>
<td>HOD to be involved as trainer</td>
<td>Out door training programmes</td>
<td>Diverse topics to be covered</td>
</tr>
<tr>
<td>Relieve for training</td>
<td></td>
<td>Monthly review forums</td>
</tr>
</tbody>
</table>

This was open ended question for respondents to mention how training and development function can improve and be more effective. Some of these suggestions are found valid and researcher has commented on them in Suggestions and Recommendations (chapter 6).
Findings based on the Employees Feedback:

1. Majority employees in this industry are between 20 to 30 years. Still Industry maintains a good proportion of baby boomers and Generation X and Y.

2. Majority employees in hospitality Industry have pursued formal education in hospitality management either graduation or diploma.

3. Entire hospitality unit is a training center many a times as there are many freshers and trainees working. Still majority workforce have work experience of 2 to 5 years along with mix of matured and experienced top management professional with more than 10 years of experience in the industry.

4. Training opportunities have been uniform in spite of the gender age or job category.

5. Induction training is mandatory and imparted seriously in all the units of hospitality.

6. Most of the employees found Induction training useful in all the cases. Few exceptions were also found.

7. Training is continuous process and as per the international standards employees attend minimum of 30 hours of training. The content of training is fresh with them as they are practicing in the same field, If required follow up and refresher programme are also arranged.

8. Observation of various trainings also reveal that effective use of training pedagogy like demonstration, role play etc is conducted. Use of all possible learning and training equipments is done. Handouts are provided. Mostly follow up sessions, pen and paper test, observation on the job are done for evaluating the training.

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9. Employees agree that they are imparted adequate training to do the job well. Some occasions they can’t answer as yes because there may not be clarity about job responsibilities.

10. Employee also participate in training need identification process but that is not so in majority the cases. Many occasions employee are not able to comment what training they want or where are the gaps in performance.

11. Employees have been able to comment on business and operational problems where training can have impact.

12. Training imparted to employees is relevant to the job they are performing and help full to them in understanding and performing the key responsibilities, tasks, duties of the job.

13. Management and Supervisors encourage in application of Training concepts on the job.

14. Training programs attended by employees help increase your knowledge and skills required at the current job.

15. Open ended questions also got some valid responses from employees on a) Training requirements for themselves 
b) Explored Work place issues that training could solve 
c) Training programmes suggested for others colleagues 
d) Suggestions to improve training programmes and training departments

Some respondents shared with the researcher about the buzz among employees on the survey and training issues. Researcher is pleased that such survey had led to some more awareness in the organisation about training. Though some hopes were also created in employees that these training programmes will be imparted. Researcher had informed these concerns to the respective management.
The next Chapter is the conclusion of the analysis, findings and interpretations of the Data from the above three case study.