PREFACE

Tourism business is no more a layman's job now. Generalist approach towards "Tourism Management" has seized to prevail in view of the crying need for expertise. To address the surging demand for tourism and multitudes of foreign exchange earnings emanating from it, the incorporation of professionisation in tourism has become the Mantra within the corporate circles.

Available literature on tourism industry primarily deals with places of interest and their historical significance, importance of tourism as a revenue generator for the economy, and the like. But, unfortunately, its managerial aspects have not attracted the due attention of many social scientists, academicians, researchers and professionals. An attempt has been made, through this work to bridge this gap of knowledge which makes this study a unique work. However, the final judgment rests with the readers.

Tourism being a service industry has some distinguishing characteristics as compared to manufacturing industries. Hence the requirement of a different set of strategies and their applications for its management is imperative.

Discerning the issues involved in Managing a corporation business as compared to a Tourism business is the foremost objective behind this work which is based on extensive research, interviews of top level executives of the corporation. The study aims to familiarize the reader with the different ways of managing the operations short run as well as
long run of a corporation. Further more, specific issues like recruitment, selection, training and development of staff has also been carefully analyzed. The study also attempts to analyze the financial performance of the corporation with the help of different criteria.

It is hoped that the work shall prove beneficial to those interested in having an insight into the tourism industry. Although every attempt has been made to make the work useful to the readers, yet the work resembles like an unfinished symphony as knowledge knows no limits.

Survey of literature

Since tourism has emerged as dominant economic factor at international, National and state horizon, with its economic, cultural, social and many other advantages, tourism can certainly play a determining role in the development of poor economies like Jammu and Kashmir. Realizing the importance of tourism in the Socio-economic transformation of the developing economies the planned development of the industry is catching the attention of scholars and researchers from various disciplines ranging from geography, history, sociology, economics and commerce to ecology and environmental sciences. Every endeavor is being made to unearth and identify the problems faced by tourism industry and concrete suggestions are coming to fore for raising it to the international standards. As a result many research studies have already appeared with different approaches and perspectives. But the study on tourism industry in J&K covering its management aspect at macro and micro levels is conspicuous by its absence.
For the purpose of this research work, a thorough study of all available academic and non-academic works in the field has been done. The variegated material gone through can be classified into the following headings:

(a) Doctoral thesis

(b) Text and reference books.

(c) Dissertation and reports.

(d) Articles appeared in academic journals.

(e) Articles appeared in non-academic journals.

(f) Articles appeared in the news papers.

To ascertain the research work so far conducted on the subject, the publications of Association of Indian Universities (AIU) were checked in the library of Indian council for Social Science Research (ICSSR). The ICSSR publishes the details of doctoral thesis submitted to various universities in Social Science and Science in its periodical issues. For the purpose of text books and reference books the catalogues of various libraries in Jammu and Kashmir and at Aligarh were seen and a list of books considered to be useful for the research was drawn and books were obtained accordingly. A list of these books has been given at the end as bibliography. Dissertation Abstract up to 1999 were scanned to get at any relevant dissertation. For studying the articles, published in academic and Non-academic journals, the Documentation Centre of the Indian Institute of public Administration (IIPA). New Delhi, was visited and references were noted from the Institute Documentation centre of various libraries such as the library...
of Planning Commission, New Delhi; Library of Indian Institute of Travel and Tourism Management, New Delhi; M.A. Library of the Aligarh Muslim University, Aligarh, were visited and useful material was collected from there.

In the process of surveying the literature, it has been found that no doctoral thesis has been submitted on tourism industry/corporation in J&K covering its Management aspect. No work has come to sight in the field of tourism with special thrust on Management practices followed in JKTDC, LTD. The same is the case with dissertations. The Management aspect with emphasis on management practices in JKTDC has not so far been attempted in any dissertation covering tourism industry in Jammu and Kashmir.

As regards the articles published in academic and non-academic journals it came to fore that most of these articles concentrate on the aspects of "Slow Growth of Tourism"; "Cost Benefit Analysis of Tourism"; "Development of New Tourist Resorts"; "Group-differentiated Perceptions of Social Impacts Related to Tourism Development"; "Tourism-Terrorism and Violence"; "Tourism in the Process of Internationalization"; etc.

Articles and notes appearing in the newspapers, economic reviews, information bulletins, also do not highlight any aspect of management being practiced in the organizations involved in the trade. These articles are mostly informative and statistical in nature and give an account of trend in the arrival of tourists in India and few projections for future.

All the work in any of the above forms may be classified into the following headings for a summarized understanding:
(a) Article related to projection of arrival of tourists.
(b) Articles related to creation of new destinations.
(c) Articles on causes of slow growth of tourism in the state and on promotional means.
(d) Articles on importance of tourism industry.
(e) Case studies on profile of tourists arriving in the state.
(f) Article on ill-effects of tourism.

Need for Research

Available literature so far studied and discussed indicates that much work has been done on various techniques of tourism development, development of tourist resorts, places of interests and other means of promoting tourism have been discussed in great detail. But the aspect of managing a high volume of tourists arrival and management practices followed by the tourism corporation has not attracted the attention of management Scientists. Although it is generally agreed that increasing tourists volume in itself results in savings of cost, increase in efficiency, better services and the like, the question of how to manage a corporation involved in tourist business as a service oriented organization has not yet been explored. Due to this reason and also due to the fact that there has been no doctoral thesis focussing on the managerial performance of the corporation, There is perceived an imperious need to tried into this unexplored area and this prompted the scholar to take up this micro study of tourism corporation with a focus on the managerial performance of JKTDC. LTD.
Objectives of the study

For an "Evaluation of Managerial performance of JKTDC 1988" the need for a detailed and systematic managerial performance of the corporation becomes necessary. Accordingly, the present study has been undertaken to analyze the corporation at all its level of operations. Precisely, the study aims at the following objectives:

1. To assess the existing status of the corporation.
2. To examine the growth and development of the corporation.
3. To study the significance of the corporation in the tourist development in the state.
4. To study and analyze the working of the corporation.
5. To Review the management-practices followed by the corporation-viz. the organizational structure of the corporation, personnel policies, development and marketing of tourist products, public relation, and customers services, etc. and to suggest practical measures needed for its improvement in overall management efficiency for boosting the profitability of the corporation.
6. To assess and evaluate the financial performance of the corporation on certain parameters.
7. To suggest suitable measures for suitable solutions of the problems of the corporation with a view to making it an effective agency of tourism development in the state.
Hypothesis

In consonance with the aforesaid objectives, the following hypothesis has been developed for verification and confirmation.

(1) That the organizational structure of JKTDC is too efficient to maintain cordial and congenial relations and work is performed efficiently.

(2) That the personnel policy of JKTDC is conduced on scientific management practices.

(3) That the physical and financial performance of JKTDC are up to mark both from the commercial and social angles; and

(4) That the profitability and overall efficiency of the corporation are satisfactory.

(5) That the JKTDC has played a vital role in shaping the economic destiny of the people in particular and state in general by its effective impact on the various industrial fields of the State.

Research Methodology

Since the study aims at analyzing the Managerial performance of Jammu and Kashmir Tourism Development Corporation, a schedule dealing with different aspect of the working of the corporation has been drawn. In the present study I have mainly relied on the secondary sources such as Annual reports for different years, Budget proposals, status papers, account manuals and other related literature for making an examination, analysis and interpretation of the
problems. Also, the primary data have been gathered through personnel interviews/discussions with the concerned authorities of the Corporation.

The work of presentation of statistics, their analysis, their interpretation and the formulation of policies have been done for the most part on the basis of official data. As a result, this study may have some limitations as the cent-percent authenticity of secondary sources can not be ensured.

**Design of the study**

Keeping in view the research methodology, hypothesis and objectives of the study, the whole study has been divided into six chapters. Each chapter has been discussed critically and also in detail and every issue concerning the Corporation has been exhaustively elaborated. The chapters highlight the following:

**Chapter I: Introduction**

This introductory chapter is devoted to explain the implication of the word 'tourism' and studies the tourism in India-present scenario and future prospects. It also traces out those points which attract more and more tourists to visit the state of Jammu and Kashmir. A dim light has also been thrown on some introductory words of corporation which are the basis of its development. An effort has also been made to assess and analyze the contribution of the corporation towards the state's budget and its role in the upliftment of the state's economy by its effective impact on the various industrial fields of the state.
Chapter II: Growth and development of JKTDC, Ltd.

In this chapter an attempt has been made to trace the corporate history and present state of development of the corporation, the capital base and the objectives for which it was established. An attempt has also been made to examine the organizational framework of the company; duties and responsibilities and powers delegated to the top Management.

Chapter III: Working of JKTDC, Ltd.

The third chapter has been devoted to examine critically the working of the corporation. In order to assess managerial performance, an effort has also been made to focus upon the Budgetary control system of the corporation.

Chapter IV: Personnel policy of JKTDC, Ltd.

In chapter iv an attempt is made to appraise the practices of the personnel policy of the corporation on the basis of Human resource Development, pay and other allowances, leave, financial and non-financial incentives etc.

Chapter V: Financial performance of JKTDC, Ltd.


Chapter VI: Conclusion and Suggestions

This concluding chapter consists mainly of conclusions derived during the course of the study and finally suggestions
have been offered in order to bring about a marked change in the present scenario of the corporation.

Limitation of the study

Research is a never ending process. In true sense, research in any field of knowledge paves the ground for more researches and this process goes on. That is how new disciplines come into being to flourish over the time and ultimately develop diversified disciplines. Obviously all study and researches have their own limitations. It will be pertinent to mention that the researcher while working on this project had many limitations and to mention the major one's are as under.

(a) Due to on going militancy and violence in the valley the researcher had to rely on the secondary data to a large extent. Even the collection of secondary data was a big problem because of lock-outs of government departments, organizations and other establishment for months together and also because of the restricted movement on the roads as a result of state and civil curfews and crack-downs.

(b) While collecting primary information from the various authorities of JKTDC, The researcher had to undergo many threats of cross-firing and security check ups.

(c) There was a dearth of latest up-dated data available on tourism industry in J&K State. Lack of availability of any published work focusing on the functioning and management practices in JKTDC further rendered the task of data collection difficult.
The head office of the Corporation has not been functioning properly, as it is located in Srinagar which has remained under disturbed conditions due to the ongoing militancy. It has been an extremely difficult task to elicit financial information from the Corporation. There are gaps in information because of lost working days due to Bandhs, civil curfew and curfew imposed by the authorities. Further, some of the employees of the JKTDC in certain highly militant infested areas have fled their offices and some employees have migrated out of the city. Even the auditors of the Corporation have migrated out of the State. This has delayed the process of auditing the accounts of the Corporation. All this has caused inefficiency to creep into the working of the Corporation at its head quarter in Srinagar. All this made it an extremely difficult task to get the requisite information from the Corporation.

(d) Apart from the difficulties in obtaining the financial data, problems were also faced in analyzing the data. This is because of discrepancies in data in different documents of the organization, which was due to the absence of regular audit.

A lot of time and effort have been spent in removing discrepancies by cross checking, verifying and recalculating data from different sources like Profit and Loss Account (un audited), Balance Sheets (un audited), Status Papers and Budget Proposals of the Corporation.