CHAPTER - THREE

ORGANISATIONAL STRUCTURE OF INDIAN TOURISM DEVELOPMENT CORPORATION AND ASHOK HOTEL

- Introduction
- Organisational Setup
- Initiative Government support
- Organisational chart of ITDC
- ITDC Network
- ITDC : A Pioneer in Conference Tourism
- Architectural Splendour of Ashok Groups of Hotels
- Organisational Chart of Ashok Hotel
- Responsibilities of Managers
The Indian Tourism Development Corporation (ITDC) was set up in 1966 as an autonomous public sector corporation by amalgamating the three separate corporations, viz, Hotel corporation of India, India tourism corporation Ltd. and India tourism and transport undertaking Ltd. This step was taken to ensure better coordination and to provide all tourism related services to tourists under one umbrella.

The I.T.D.C. possesses an elaborate infrastructure of Hotels, Beach Resorts, Travel agency, car rental service, convention/conference facilities across the length and breadth of the country, with duty free shops offering world class brands to international travellers at all the international airports in India. It also offers consultancy services in the tourism field, both for private as well as public sector while functioning on commercial lines. I.T.D.C. has also been committed to the social objectives, government policies, development of backward areas, maintenance of regional balance and national integration, etc.

The main functions and objectives of I.T.D.C. are as under:

1. Construction and management of hotels, motels, restaurants, tourists bungalows, guest houses and beach resorts at various places for accommodating tourists.
2. Provision for transport facility to tourist.
3. Provision of shopping facilities to tourist.
4. Provision of entertainment facilities to tourist by way of organising cultural shows, music concerts, sound and light shows, etc.
5. Provision of publicity services to assist India's promotion overseas as a tourist destination and projecting the national importance of tourism at home.¹

With these objectives, I.T.D.C. in its history of over three decades has achieved long term goals and remained profitable. It has opened new destinations, created tourist infrastructures and provided a package of facilities and services, vital to the industry. Therefore, ITDC has a giant network, with offices both in India and abroad.

With its head office at New Delhi, it is supported by four regional offices - Delhi, Mumbai, Calcutta, Chennai, New Delhi, being India's convention centre, has 6 hotels, for the needs of this prestigious form of tourism. Further, every state has hotels and I.T.D.C. also cooperates with the state tourism bodies for the development of tourism. It also includes consultancy services to entrepreneurs and people directly or indirectly associated with tourism.

Thus, the mission of I.T.D.C. is to provide leadership and promote tourism for India by achieving high level of excellence and profit in the field of Hotels, tours and travel, duty free shops, human resource development and consultancy and catering tourism infrastructure as well as foregoing partnership with state government for undertaking tourism projects.

ORGANISATIONAL SET-UP

Indian tourism development corporation mainly comprises three business groups, viz. Hotels and catering, duty free shop, and Ashok
travel and tours. Besides, there are some support service departments namely Personnel, Finance and accounts, Hotel sales, Human resources development and training, project engineering, vigilance and security.

**Board of Directors**: The Board of Directors of I.T.D.C. presently consists of four directors two of them are officials and two are functional directors. One of the director appointed by the government also holds charge of chairman and managing director.

**Subsidiary companies**: 

The I.T.D.C. has also entered into joint venture agreements with several states to establish similar hotel establishment. It has succeeded in establishing joint venture in association with the state governments of Assam, Bihar, Orissa, Madhya Pradesh, Arunachal Pradesh and Union territory of Pondicherry. The Punjab Ashok hotel company limited has been incorporated on the 11th November 1988 to undertake construction of a three star-hotel at Anandpur Sahib in collaboration with Punjab tourism development corporation limited.

**Pattern of Share holding**

I.T.D.C. is primarily a government company with 89.97% shares owned by the government, 10% with general public and the remaining 0.03% with the employees.

**Human Resource Development**

The manpower development corporation an important wing of human resource development provides education and training to the
individuals so as to produce professionals for the future. Its education and training programmes are largely based on the requirements and nature of the service oriented hotel industry. The HRD activities thus, includes to generate awareness towards bringing attitudinal changes towards language, values and behaviour of the persons according to the changing requirements of the time. Keeping this in mind, 438-training programmes were conducted during last year covering 6204 employees. Besides, 51 employees were nominated for professional courses conducted by reputed organisations in the country. Further, 32 programmes were conducted for outside agencies covering 599 participants. As part of the ongoing training activities, 60 management trainees and 200 apprentices are undergoing training. Thus, I.T.D.C. utilize its human resources towards attainment of organisational goals and for the promotion of tourism.

INITIATIVE GOVERNMENT SUPPORT

I.T.D.C., being the only public sector unit in the field of tourism, is blessed with the governments support to undertake activities which are innovative and risky. Thus, I.T.D.C. took hotel projects in Hassan, Ranchi, Puri and north-east, where the private sector would have been reluctant due to low returns. Being autonomous body, I.T.D.C. has been able to take independent decisions for the spread of tourism and related services all over India. On account of I.T.D.C. initiative towards tourism and related services, private sector also followed the suit.
Its initiative paid off not only in bringing relatively unknown areas on the tourist map of India, but also helped in the development and raising standards of living of the local people. I.T.D.C. fully realises the impact of tourism on socio-economic arena of the society and has been consistently working in this direction.

Not only in accommodation sector ITDC's influence is markedly noticeable in transport activities, shopping and cultural events. I.T.D.C. was the first to materialise the concept of sound and light shows to bring alive the history of India. Furthermore, cultural events, dance and music festivals and cuisines of India also got popularity.

All the above stated provisions or facilities have been incorporated by I.T.D.C. not keeping in view the profit aspect alone rather policy maker because of the Government policy to improve tourism in India paid more attention towards such provisions and facilities which may help attract tourist to the country and thus, tourism may emerge as an industry. The Government of India is always ready in extending financial and other support to I.T.D.C. pertaining to their any new project attracting Indians as well as foreign tourists which has now attracted national as well as international attraction.

Furthermore, I.T.D.C. has achieved great success in arranging all governmental conferences and seminars. The Ministry of external affair and the embassy also extend their cooperation to I.T.D.C. in preparing a year long supply of foreign tourist. I.T.D.C. has also succeeded in establishing business relations with other public sector like Indian airlines, Air India and other tourists agencies operating under central/state government.2
ORGANISATIONAL STRUCTURE OF ITDC

CHAIRMAN & MANAGING DIRECTOR

COMPANY SECRETARY

DIRECTOR (FINANCE)

DIRECTOR (COMM & MKTG)

HOTELS DIVISION

ED (V)

VICE PRESIDENT

VP (SECURITY)

(V) (HOTELS) & (HRD)

AVP

AVP

AVP

(HOTELS)

(A)

(K)

(EH)

(P&E)

(P&R) (ATT)(P&P) (MKG)

*LEGAL ADVISOR

AGM (NORTH) GM(HRD) GM(HK)

COMM & MKTG - COMMERCIAL AND MARKETING
F&A - FINANCE & ACCOUNTS
PER - PERSONNEL
MM&D - MATERIALS, MANAGEMENT & DEVELOPMENT
CS-HRD - CORPORATE SERVICES AND HUMAN RESOURCE DEVELOPMENT
HRD - HUMAN RESOURCE DEVELOPMENT
PP & CR - POLICY PLANNING & CORPORATE REFORMS
V - VIGILANCE
SEC - SECURITY
HK - HOUSE KEEPING

P&E- PROJECTS AND ENGINEERING
EH - ENGINEERING HOTELS
ENG - ENGINEERING
DET - DUTY FREE TRADE
ATT - ASHOK TRAVELS & TOURS
H - HOTELS
P&P - PRODUCTION AND PUBLICITY
MKG - MARKETING

* Indicates vacant positions
I.T.D.C. NETWORK

I.T.D.C. Network of services refers to provisions pertaining to accommodation, catering and transportation, travel services, duty free and tax free shops and entertainment facilities.

The present network of services includes 26 Ashok group of hotels (before disinvestment) (including two heritage hotel and two beach resorts), six joint venture hotels, five restaurants (including four airport restaurants) eleven Ashok travels and transport units, one tourist service station, 29 duty free shops and one sound and light show. The corporation also provides catering services in western court, Hyderabad house, Vigyan bhavan, National media press centre at Shastri bhavan, New Delhi besides managing a forest lodge, a restaurant and a sound and light show on behalf of the Ministry of tourism. This network is an asset for proper coordination among managers of different fields viz. Hotels, Restaurants, Transport managers etc.

Once a tourist lands at a office or hotel of I.T.D.C., all further arrangements are easily and quickly provided by the managers. The network of services contain not only services with in the organisation but also outside. Thus, when a tourist check-in in any hotel of I.T.D.C. their itinerary are prepared in minutes and all arrangements and reservations are also made then and there.

I.T.D.C. services are fairly popular outside India as it has opened several consultancy services as well as tourism offices for the benefits
of international tourist. A tourist sitting in London can have its itinerary prepared, complete with all travel arrangements.

I.T.D.C. is fully aware that each tourist is different, coming from different socio-economic, and psycho-culture backgrounds, and has different tastes and ideas. I.T.D.C.'s networking helps in compelling to the needs and expectations of each and every tourist and thus sends back a tourist fully satisfied with his experience about India.4

All Tourism related Services under One Roof

India as a whole is compose mosaic of different cultures and languages. Furthermore, there is a big diversity in land climate and traditions - getting all services under one roof, is thus, very difficult. But, this milestone has been achieved by the ITDC through its wide network. Services under one roof, is thus, very difficult. But, this milestone has been achieved by the ITDC through its wide network.

a) Accommodation and Catering

ITDC's accommodation chain, the Ashok group is not only one of the largest but also the most varied. Its 33 Hotels at 26 destinations (before disinvestment) provide accommodation ranging from luxury suits to modestly furnished rooms, from Beach Resorts and Palace hotels to a moderately priced forest lodges near to suitable markets, Ashok group of hotels has been classified under three categories:

a) Elite
b) Classic
c) Comfort

The corporation has been a market leader in promoting India as a convention destination. In order to consolidate its market share these facilities are modernized and expanded. ITDC offers Indian cuisine in all its diversity at its chain of hotels and restaurant. Over 100 restaurants are located in 33 hotels in India. With more than 3 decades of expertise, ITDC's Ashok group has promoted Indian cuisine in major cities across the world through food-cum-cultural festivals.

b) Duty Free and tax free shops

With pre-ordering service and advance booking scheme being introduced at the duty free shops at the arrival and departure lounges of major airports, shopping has become very easy. There is wide range of products available for the buyer.

c) Conference facilities

All conference related facilities can be found under one roof. Seating arrangements for different requirements are available in all the ITDC units. The Ashok Hotel has the largest conference hall with sitting arrangements for 2,500 delegates. Furthermore, business facilities, inaugural functions, technical facilities, exhibitions, entertainment for the delegates etc. are also provided by I.T.D.C.

d) Entertainment facilities

With three son-et-luminiere shows in Delhi, Ahmedabad and Srinagar and lots of music consorts and dance festivals are being
organised by ITDC. These can be enjoyed during stay at one of the ITDC hotels.

e) The Travel Agency facilities

The travel agency facilities are also available as ITDC has its own in house travel agency which deals with reservations to airlines, preparing itineraries and booking hotels all over India.

f) Other services include publicity-consultancy. With separate publicity and promotion division and consultancy services division any help regarding tourism services can be easily available from I.T.D.C.

g) Instant booking and Reservation

Instant booking and reservation to any hotel in this network can be easily done through Ashok Instant Reservation Service in marketing division.\textsuperscript{5}

**ITDC : A PIONEER IN CONFERENCE TOURISM**

Despite the dramatic developments in the electronic media, the urge among professionals to meet face to face has become more and more compelling with each passing year. This trend is well reflected by the steady increase in the number of conferences worldwide, furthermore emphasizing the need for professional conferences handling facilities.

The convention facilities of Ashok Conference and convention Bureau includes the convention Hall at Ashok hotel, New Delhi, which offers an impressive pillarless hall with a seating capacity of over 2000
delegates. It can also be partitioned into three break-up meeting rooms with independent entrances, each of which can accommodate 500-600 delegates. The hall is backed by modern facilities like simultaneous translations in 8 languages, a comprehensive office secretariat and a business centre. Flanking the main hall are smaller meeting rooms with capacities ranging from 50-400. Linked with Ashok, Samrat convention complex is 5000 sq.feet of versatile exhibition space.

Hotel Ashok Bangalore also boosts of world class convention facilities and a business centre. It can accommodate 500 pax. All other Ashok group hotels also have convention capabilities ranging from 50-500 pax for national Associations and federation, the ITDC conference department can provide an element of continuity. These professional conference expertise is available across 32 destinations all over India from the exotic beach resorts to the city centre and heritage palace hotels.

At present conferences are being handled by the convention wing of marketing hotel sales division and conference wing of Ashok Travel and tours. The facilities of the conference Bureau are supported by a professional team of planners to draw up details of conference administrations, budget, protocol, social-events, theme dinners, grand inaugurals and lingering finales'.

The complete package of services provided by ITDC are as under:
a) Accommodation

ITDC offers accommodation ranging from five star Deluxe to budget hotels all over India. Delhi alone has 2,500 rooms in eight hotels at varying price range.

b) Transport

Not only can the Ashok Samrat convention complex accommodate 2000-3000 delegates and also provide transport facilities and also exhibitions equipments.

c) Technical facilities

This includes recording and transcription of proceedings, slide projections, electronic screens, close circuit coverage etc. The services can also be provided through external agencies or empanelled with the development.

d) Catering

The banquet professionals can organise the most memorable evenings from a formal sit-down dinner for 500 to a informal "Theme Evenings" for almost 4000.

e) Accompanying Person's Programme

While the delegates busy themselves with serious deliberations, ITDC arranges some of the most delightful experience for accompanied spouses cooking demonstration, hair-styling, beauty guidance sessions from the convenient Shenaz Hussain School of Beauty, insects weaving and creamic culture and endless other division.
f) **Entertainment**

ITDC cultural wing offers the best of Indian Entertainment further it is classical dance performance or Folk music. Indian Mela's and Son-et-Lumiere shows are also organised.

g) **Pre- and Post Conferences Tours**

Excursions are organised for the delegates and their families to well known tourist areas if desired.

Tourism is the fastest growing and the second largest industry and have tremendous potential for earning foreign exchange, yielding tax revenues, providing employments, promoting the growth of ancillary industries and development of industrially backward regions. There is a general awareness of the advantages of tourism in accelerating economic growth, providing employment, earning foreign exchange and expending up new areas. Tourism can be a major factor in economic development of less backward areas. It can make a most valuable contribution towards making good, the balance of payments gap which likely to occur specially in the developing countries like India.

Therefore, hotel industry plays a special role in the development of tourism. Hotels provide an opportunity for their guests to like the countries culture and the ways of life of a region during the last two decades, the international hotel chains, Hilton-International, Sheraton International, Holiday Inn, Hyatt etc. have come to dominate the world hotel industry. In national field we have Obrai, Taj, ITDC, Clarks, etc.
Their normal success has been based on a highly sophisticated operations and maintenance techniques. The modern hotel keeping has become a refined and systematized technology.

The hotel industry has undergone enormous changes everywhere. Since the end of the second world war, particularly during last ten years. A comparison of the situation then and now shows, that before 1940's the hotel industry consisted of moderately sized units under independent ownership and management, whereas since last decade larger units are the order of the day and international hotel chains and public sector have come to play a major and dynamic role in this sector of our national economy.

Thus, hotel industry is an essential part of tourism. The expansion of tourism will inevitably bring about the development of the hotel industry. Hotel industry is so closely linked with the tourist industry, that it is responsible for about 50% of the foreign exchange earnings from tourism. Thus, hotels have major contribution towards tourists trade and enterprise. The rising volume of the tourists inflow brought into light, the shortage of hotels in important tourists centres, keeping in view, the changing standard in the international hotel trade, the Indian hotel industry has to make a number of improvements in the operative system. It is not enough to provide adequate hotel accommodation alone, it is equally important to have hotels at various levels, low priced, moderately priced, highly priced and lastly a few luxury hotels at important places in the country. Development of hotel
accommodation depends on the demands for different types of accommodation, availability of suitable infrastructure and services and the economic feasibility of the development.

To overcome all these problems the Ashok group of hotels has been India's gracious and regal host in attracting national and international visitors. The hotels show not only the traditional grandeur and heritage of India, but also modern technological structures competing with the present day scenario. The Group has 33 hotels in 26 major destinations (before disinvestment). The range of hotels varies from five star deluxe to first class to budget hotels, tailor-made to suit individual tourist needs. The hotels have now been classified in three categories

a) Elite

b) Classic

c) Comfort

The six 'Elite' hotels are Ashok Groups five star deluxe properties that cater to the upmarket clientele. The 'classic' group comprises sixteen units that meet the expectations of the business travellers and mid-market guests. The 'comfort' category provides home comforts at 11 locations across the country.

In its endeavour to keep abreast of world standards in the hospitality industry, the Group's parent company, the ITDC, has diversified services such as individually independent divisions catering
to specific tourism requirements. ITDC has palace hotels, beach resorts, forest lodges and hill resorts.  

ARCHITECTURAL SPLENDOUR OF ASHOK GROUPS OF HOTELS

The architecture of Ashok group of Hotels is considered to be one of the best in the world. On a low hill, just outside the Royal city of Mysore stands a shimmering white palace - a splendid Italianate palazzo-double columned and domed set in sprawling terraced and landscaped garden. This is Lalitha Mahal, built by the erstwhile Maharaja of Mysore. The Lalitha Mahal is now one of India's most opulent hotels.

Glowing with legend, history and chivalry, the city of Udaipur is known for its palaces and lakes. Ashok group's Laxmi vilas palace Hotel was built by Maharana Bhupal Singh as a royal guest house. This hill top retreat overlaps the serene Fatehsagar lake. Today, the hotel recreates the courtly and graceful ambience of an era gone by.

The Jaipur Ashok, Ashok Group's hotel in the Pink city, offers visitors the elegance of a small Rajasthani palace - like residence with all comforts of a modern hotel. Romantic, pink-turreted and balconied, it captures the charm of the princely city that was built in accordance with the ancient Hindu treatise on architecture. It is set in a lovely garden flanking the spacious green round about at Bani Park.

Hotel Pataliputra Ashok stands on the historic site of Pataliputra, modern Patna. This hotel has low tariff rooms, and has good architecture, a good base for Buddhist pilgrimages.
Among the beach resorts, the most magnificent is the Kovalan Ashok Beach Resort. Looking inland from the blue waters of the Arabian sea, the Kovalan shore line appears as a gently curving beach fringed by tall swaying palm, almost hiding this resort. Kovalan Ashok Beach Resort is a unique architectural concept that merges into landscape, at one with the sea, sun, sand and palm groups of Kerala. Set at the southern most tip of fabled Malabar coast, fanned by balancing breeze washed by the Arabian sea.

Next in line is the Temple Bay Ashok Beach Resort, Mallapuram. The sun-swept and foam streaked beach resort is famous for its monuments for solid rock. Just a kilometre from the shore temple its cottages makes it "ideal for a perfect beach holiday".

In the French town in an Indian country side Pondicherry is an introducing facet of South India is Hotel Pondicherry Ashok located on palm-fringed, surf washed beach - showing an exotic blend of two different cultures and thoughts.

To meet the needs of the tourists on a beach holiday in Puri, Nilanchal Ashok has been built close to the white sands of Puri. Nearby is the Temple of Lord Jagannath - a famous pilgrim in the states of Orrissa.

The Bharatpur Forest lodge, situated within the famous keoladeo National Park where several indigenous bird species and migratory birds some from Siberia come annually during winters.
The Buddhist city of Bodhagaya in Bihar, boosts of Hotel Bodhgaya Ashok, set in hallowed surroundings, it is the fine example of religions and traditional gradeur.

In the science environment of Himachal Pradesh, the beautiful city of Manali has Hotel Manali Ashok. It offers the traditional architecture of the hills.

On the first elevation of the Himalayan range, at doorstep of the enchanting valley of Kashmir, stands Hotel Jammu Ashok. Modern and comfortable, it is an idyllic setting for the winter capital of past rulers of Kashmir.

In the India's Garden city - Bangalore stands the graceful Hotel Ashok - one of the finest Five star luxury Hotels in south India, overlooking the green expanse of the adjoining Golf course.

For business travellers, and those in transit through the great metropolis of Calcutta is Hotel Airport Ashok providing all facilities and comforts of international hotel and business centre.

Centrally located in the city of Taj is the Hotel Ashok, Agra Ashok with rooms well equipped and reminace of Mughal splendour in both their decor and ambience. The marble inlay work, celebrates Agra's intricate craftsmanship.

The Ashok Group boosts of a perfect blend of traditional and modern architecture which is perfected by Hotel Samrat, sharing its beautiful landscaped gardens with Hotel Ashok. It is an elegant stone and
marble structure, built around a central flower filled atrium and open-air courtyard.

Besides all these Ashok Group of Hotels no hotel symbolises the traditional grandeur and hospitality of the historical capital of India more than the Ashok, the foremost of Delhi Five Star hotels and the flagship of Ashok group. It has been aptly called the "convention capital of Asia" largely due to the presence of the Ashok Group, which offers over 2000 rooms in its various hotels strategically located across the capital. Set in a prime location of Delhi's Diplomatic Enclave, the Ashok is the familiar and distinctive landmark, its rose-pink walls and arched and turreted contours setting it apart from the glass and concrete conformity of other hotels. The Ashok Hotel offers the largest convention Hall in India, with a capacity of seating 2,500 people, and is named after the legendary philanthropist Emperor Ashok.

The other hotels of the Group are Hotel Kanishka and Qutab Hotel in New Delhi, Hotel Khajuraho Ashok, Hotel Varanasi Ashok, Hotel Madurai Ashok and many others scattered all over India in 26 destinations, give a view of traditional ambiguity coupled with modern facilities like conference rooms, bowling alleys, swimming pools and art galleries, keeping the Ashok group of hotels apart from its counterparts.
RESPONSIBILITIES OF MANAGERS

From the above organisational structure it is clear that Ashok hotel of Delhi comprises with various Departmental Managers or Directors as they are the basic core of the entire hotel structure. The Departmental Managers or Directors are fully independent and are responsible for the work under their supervision or control. All of them come under the direct control of the leadership of the General Manager who coordinate the functioning of departmental Managers or directors. The leadership provided by the General Manager is undoubtedly the most important quality a person brings to this position.

The General Manager coordinates the activities of different departmental directors in meeting the organisation and developmental aspects. He uses his managerial skills like training, decision-making, organising, staffing, controlling, directing and communicating to develop competent and efficient staff.

The plans developed by General Manager along with departmental supervisors provide the vision the business need to compete for the hospitality market. He evaluates the employees for positions based on a well structured division of labour. In doing so he always take care about the skill and strength necessary to lead frontline people in delivering services to the guest. The General Manager also takes into account the key operating statistics which reflects the profitability and efficiency of operations. He also keeps an eye on key
indicators that reveal the financial success or operational success of various departmental directors. The General Manager is an important link in the communication process and each departmental director takes the lead from communications received (or not received) from the General Manager. The General Manager also calls weekly staff meetings as well as individual meetings with the departmental directors. The General Manager also offers supervisory training to subordinates in practical terms. The General Manager also provides leadership to meet organisational goals of profitability and service. He also keeps himself fairly well informed about the behaviour of other managers, actually practicing leadership and receiving constructive criticism on efforts expanded. It can thus be submitted that the role of General Manager in Ashok hotel is a professional one.

Assistant General Manager

The Assistant General Manager of Ashok hotel holds the full responsibility in the development and execution plans conceived by the top management. The relationship between the General Manager and the Assistant General Manager is based on trust, skill and excellent communication among them. The Assistant General Manager works in coordination with departmental directors with respect to specific goals and objectives through efficient operations. He is to communicate plan to the operation supervisors. The basic job of Assistant General Managers in Ashok hotel is to see that job enriched to different employee are judicially completed. He also compile or review the
summarized statistical reports of different department and discuss them with the General Manager. The Assistant General Manager is "everywhere" on the property, checking on operation, providing feedback and offering help as needed.

**Food and Beverage Director**

The food and beverage director of Ashok hotel is fully responsible for the efficient operation of the kitchen, dining rooms, banquet service, room service, and lounge. It includes managing, interaction with supervisors, in order to keep a watch on food quality, sanitation, inventory, cost-control, training, room-setup, cash control and guest service etc. He also keeps an eye on new trends in food and Beverage merchandising, cost-control factors in food and beverage preparation and kitchen utilities. He keeps close contact with assistant food and beverage director who is a highly skilled executive chief, dining room supervisor, banquet and bar manager as there services are on twenty-four hour basis every day of the year.

**Plant Engineer**

The plant engineer in Ashok hotel is responsible for over all delivering services to the guest. He supervises the working of electricians, plumbers, heating ventilation-air-conditioning contractors, and general repair people to provide services to the guest and employees of the hotel. He is also in a position to adopt plans of action that will keep the hotel well maintained within the budget. The plant engineer
regularly interacts with all the departments of hotel and provide sound advice about structural stability, equipment, maintenance and environmental control.

**Executive Housekeeper**

The executive housekeeper of the Ashok hotel takes care for the upkeep of the guest room and public areas of the hotel. He takes and supervise the working of maids and houseman and floor inspector who are also trained in cleaning techniques. He specifically observe speed and efficiency of these persons in the maintenance of guest room and public area. He also takes care of unskilled labour by employing scheduling of employees in order to maintain labour cost. The executive housekeeper also take responsibility and care for the maintenance and control of endless inventories like linens, soap, guest amenities, furniture, in-house marketing etc. The executive housekeeper also look after duties like maintenance of life plants in public area as well as in-house laundry referring to equipment, cleaning material, cost-control and scheduling are also handled in cooperation with the laundry supervision.

The executive house-keeper regularly keeps and maintain inter-departmental cooperation and communication with the front-desk and maintenance department in order to provide satisfactory services to the guest. The marketing and sales department are also dependent upon the housekeeper in order to enforce cleanliness and appearance standards in the public area so that guest are attracted and impressed by the hotel.
Human Resource Manager

Human Resource Manager of Ashok hotel assist in organising personnel functions and developing employees. He also assist in preparing the job analysis and subsequent job description keeping in view advertisement pre-interviews, selection, orientation and training and their followup. The human resource manager assist each direction in making plans to motivate employees, to develop career projections for them, to provide realistic pay increases and to establish employment policies that reflect positively on the employer.

Marketing and Sales Director

Marketing and Sales Director in Ashok hotel plays a very important role pertaining to all departments of the hotel. The responsibilities of the director not only confine to external sale conventions, small business conferences, wedding receptions, dining room and lounge business but provide directions for promoting in-house sale to the guests. He constantly evaluate new market, carefully watches new promotions by the competition organising sales blitzes, work with the community and professional group in order to promote public relations, work in cooperation with other department directors to establish products and service specifications and in-house promotional efforts and following up on details.

Front-office Manager

The front office manager of Ashok hotel is responsible to review the final draft of the night audit, monitors the reservation system,
communication system with front office staff and other department directors, supervises daily registrations and check out, establishes in-house sales programmes at the front desk, prepares budgets and cost control system, forecast room sale and maintains business relationships with regular cooperate and community leaders. In all matters assistant front managers are there to assist him which refers to reservations manager and bell captain. This position enables the manager to develop and overview of the hotel with regard to finances and communication.

**Controller**

The controller of the Ashok hotel looks after the accounts of the hotel. He is largely responsible for the actual and effective administration of financial data produced on a daily basis of the hotel so that it may be presented to the top management or guest if demanded. Keeping in view different departments a well organised staff works under him. He is responsible to provide to the General Manager - financial insight into the operation of the hotel cash flows, discounts, evaluation of insurance cost, fringe benefits, cost analysis, investment opportunities, computer technology applications and banking procedure etc. He provides financial information to the departmental directors.

**Director of Security**

Today preventive security precautions are the central themes of the security department of Ashok hotel. The director of security is generally selected from the background of police or detective services
or from security or intelligence in the armed services.

He has fairly good understanding of the criminal mind and the practices of criminals. He keeps a constant watch on suspicious paper and circumstances. He also keep contacts with departmental directors to develop cost control procedures that helps to ensure employees honesty. In order to provide quest safety services, the Director of security in cooperation with department directors provides training programmes and institutions to the employees with respect to fire, job and environmental safety procedure, which make employees "security minded", helping to prevent crime from occurring.

Parking Manager

The parking Manager of Ashok hotel keeps constant vigil with regard to the parking of the vehicles in and around the hotel complex in order to ensure safe and healthy environment to the guests. He seeks cooperation with the engineering and housekeeping departments. He also prepare budget and recruit and train employees for the job. He also provides drivers, assistance to guests when their cars break down.

From the above responsibilities of manager's it is clear that executive's at different level and departments are the most important functionary in Ashok hotel. They are mainly concerned in improving the performance of their concerned department. In the next chapter we will discuss executive development programme in Ashok hotel.
References


4. Information gathered from ITDC Annual Report.

5. Singh, Ratandeep, Infrastructure of Tourism India, Kaniksha Publishers, Distributors, New Delhi, p. 65.

6. Points taken from Director's Report of ITDC.


9. Information gathered from Internet about Ashok Groups of hotels.

10. Organisational chart of Ashok Hotel collected by Researcher from Ashok hotel (Personnel Department).

11. Information collected and inferences made from organisational structure of Ashok hotel.