

“Status Report on Training
Activities in Selected Hospitality
Industry Units in Pune”

A Thesis Submitted to
Tilak Maharashtra Vidyapeeth, Pune

For the

DEGREE OF PHILOSOPHY

Under the Faculty of Management

By

Suruchi Pandey

Under the Guidance of

Dr. S. G. Bapat

April 2011

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Pune

April 2011

DEDICATION

Dedicated to my son Sambhav

and

my husband Sanjay

*The ongoing source of
inspiration and strength*

Form 'B'

DECLARATION

I hereby declare that the thesis entitled “ Status Report on Training Activities in Selected Hospitality Industry Units in Pune” completed and written by me has not previously formed the basis for the award of any Degree or other similar title upon me of this or any other university or examing body.

Suruchi Pandey
Research Student
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Place : Pune

Date :

Form 'C'

CERTIFICATE

This is to certify that the thesis entitled “ Status report on Training activities in selected hospitality industry units in Pune” which is being submitted herewith for the award of the Degree of Philosophy (Ph.D.) in Management of Tilak Maharashtra Vidyapeeth, Pune is the result of original research work completed by Mrs. Suruchi Pandey under my supervision and guidance. To the best of my knowledge and belief the work incorporated in this thesis has formed the basis for the award of any Degree or similar title of this or any other University or examining body upon him/her

Dr. S.G. Bapat

Research Guide

Sign

Place: Pune

Date:

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ACKNOWLEDGEMENT

Think, Believe, Dream and Dare goes the credo. But behind that ninety nine percent of perspiration goes one percent of inspiration. An acknowledgement is not mere formality but is a rarely got opportunity to thank those who we are deeply indebted to. This thesis represents the culmination of years that I have spent on research. There have been many people around who have influenced me knowingly or unknowingly and I thank them. It is not possible to name each and everyone but I know that they hold a highly esteemed position in our hearts.

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And at end I must quote "I get by with a little help from my friends" John Lennon

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ABSTRACT

This present study is titled as “Status¹ Report on Training Activities in Selected Hospitality Industry Units in Pune”. It aims at highlighting the training practices in Hospitality Industry Units in Pune. Training makes its best contribution to the development of the individual – and through them to the organisations for which they work when well motivated

To quote Prof. S. K Bhatia, India, the invincible, is aiming towards superpower on all fields. If rate of development is to further accelerate, the quality of management has to keep pace with this progress. This calls for emphasis on training and development in all sectors i.e. Corporate, business, services, industry, health services, education, agriculture, entertainment, tourism, NGO and many more. The present study is an effort to understand training and development practices existing in hospitality Industry.

Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organised procedure by which employees learn technical knowledge and skills for a definite purpose.

The increasing competition, among other things increases the significance of training. Training matches the employee with the job from time to time. Further, the trained employees invite organisational change and ready to take up any type of assignment. The success of any organisation to a greater extent depends on the amount, qualitative and timely training provided by an organisation.

¹ Status report is preconditioned form of evaluation of training effort in any organization. Presently, In the absence of such status report in hospitality industry, researcher has embarked on the status report as follow.

Every organisation big or small, productive or non-productive, economic or social, old or newly established should provide training to all employees irrespective of their qualification, skill, suitability for the job etc. Thus, no organisation can choose whether or not to train employees.

Training is not something that is done once to new employees; it is used continuously in every well run establishment. Further, technological changes, automation, require up-dating the skills and knowledge. As such an organisation has to retrain the old employees. It is important among the 3 R's of HR i.e. **Recruit, Retain, Retrain**.

Training is needed in fact unavoidable due to various reasons. Researcher had tried to put them in **7P's**. To mention here training is needed due to **PEOPLE, PRODUCTION, PRODUCTIVITY, PERFORMANCE, PLANNING, PROCESSES, PROFIT**.

It makes sense to conclude saying training improves the capability of an organisation. It is about making sure that every one is able to do his or her job in a way that increases the chances that the organisation will achieve its objectives. Most people want to do a good job. But doing a good job demands: Capable processes Capable people Capable performance. This capability of people and performance can be enhanced by training.

It is good to have an enthusiasm,

It is good to have will,

It is essential to have training.

- *Jawaharlal Nehru*

Introduction

Hospitality sector is growing at a very fast rate in India. The sector is growing at a rate of approximately 8%. This sector can be broadly classified into hotel industry, travel and tourism, restaurants, pubs, clubs and bars, contract catering, and aviation. Other than that, hospitality is applicable at various places like in universities, sporting venues, exhibition centers and smaller events management companies.

The major challenge of this sector is shortage of skilled employees along with the challenge of attrition rate. Skilled chefs and managers are in great demand. Managers require huge range of competencies such as, people management, viable skills, business insights, analytical skills, succession planning, and resource development in order to get success in this sector. In addition to that, employees are not enough trained on Business Etiquettes, Courtesy, and Business Communication. Hospitality is all about handling people. So an employee must have right attitude, tolerance, and listening skills in order to move up the hierarchy. There is still a long way to go to inculcate good public relation, interpersonal skills.

The Study

The title of the present research is **“Status report on training activities in selected hospitality industry units in Pune”**

The study mainly focuses on the Training prevailing practices in selected five star deluxe properties. The study examines role of training and development function existing in the hospitality industry.

Objectives

The primary objective is to study the status of training activities in hospitality industry in Pune.

Further objective to carry out such studies is to

1. To look at the efforts hospitality industry Units are putting in training activities in Pune.
2. To understand the prevailing training practices in hospitality Industry.
3. To explore the process of training followed in hospitality industry.
4. To identify the training needs of hospitality staff.
5. To find out adequacy of training imparted.
6. To demonstrate best practices of the hospitality industry.

Hypothesis

Hypothesis for present research study are mentioned as below:

Hospitality Industry Units are imparting satisfactory training to its employees to perform their job responsibilities.

Hospitality Industry Units are following systematic process of training to impart knowledge and skills to its employees at operational levels.

Research Methodology

Researcher has reviewed variety of research methods which can be used in study of social sciences. However considering the typical topic researcher decided in consultation with the guide that case study method will be most comprehensive method to study this theme. Researcher is generally faced with the challenge of balancing qualitative and quantitative aspects. **The case method has advantage of covering both the elements qualitative and quantitative in appropriate proportion.** The second dilemma of researcher is subjectivity verses objectivity. The researcher is firm believer that case method is most appropriate as it offers objective data and subjective opinions in such a manner that the findings are theoretically sound and practically applicable.

The research methodology adopted for present study is:

- Case study of selected three Hospitality Industry units was conducted for the research study.
- Inputs from Human resource manager and Training Managers on training and development process.
- Feedback from employees on training activities existing in the organisations.
- Visits and interaction to various units under hospitality Industry in Pune

Data Collection:

Primary data as well as secondary data is used for the present study

- *Primary Data* is collected through the Questionnaire, Observation, Interviews and feedback, from General Managers, HR Managers, Employees (at all levels), Trainers and observation of training programs.
- *Secondary Data* is collected through previous records, data and feedback forms, HR Manual, Policies, Library resources: Newspapers. Business Magazines, Internet.

Sample Size and Techniques

- Present study is primarily based on case study method but to overcome limitations of this method survey was also conducted. To conduct the survey simple random sampling was done.
- There are seven five star delux hotels in Pune. Out of which **three five star deluxe hotels** were selected for the case study.

- The Study comprises of case study of mainly 3 organizations providing hospitality services, with the coverage of **275 employees** survey from these units. Questionnaire for data collection and feedback regarding training process was handed over to employees within hospitality industry.

Tools For Data Analysis :-

Since research mainly involves qualitative data so to collate the data MS Excel was used. Primary data was converted in form of tables and for pictorial representation graphs were used. The line charts were used to show unit wise analysis and pie charts were used to show collective proportion of data. Basic averaging and percentages have been added.

In most of the response significance ratio was high and majority responses were clear, which has helped researcher to draw specific conclusions.

Scope for further study

Some of the topics for further studies is as below:

- **Comparison of training practices.** Intra industry or Inter industry comparison can be made.
- The study can be taken forward by **conducting training need assessment and training evaluation** in hospitality industry.
- The **impact of training** in hospitality industry units. Effort to measure effectiveness of training.
- The study could be used to **design training manuals** for any upcoming hospitality industry units specially five star hotel units.
- Meeting the **challenges** of hospitality industry: perception of top management on future of hospitality industry and role of training.

- **Supervisory and Managerial skills development** in hospitality industry as Supervisors of today will be managers of future it's a growing industry.
- Study on opportunities and challenges of e learning and learning management systems in hospitality industry could be studied.

Chapter Scheme

Indexing and Presentation of the scheme chosen for Research Study carried out is as below.

The **Chapter One** presents a detailed introduction of the topic of the research work with the background of the Hospitality Industry. This also highlights Human Resource function in Hospitality Sector.

The **Chapter Two** deals with the literature review on hospitality Industry, HR practices in Hospitality Industry and framework of Training and Development. This presents literature review on the topic of Training and Development in Hospitality Industry Units..

The **Chapter Three** provides an insight on Research Methodology with separate sections defining and explaining:

- (a) Objective of study
- (b) Hypothesis of study
- (c) Scope of study
- (d) Methodology of the study

The **Chapter Four** provides information on training practices prevailing in the units of the present study and will relate to the Data analysis and presentation. This will also include Interpretation and findings of the Data.

The **Chapter Five**. presents the conclusions drawn from the data collected and also summaries on the Hypothesis Proofed for the present study

The **Chapter Six** covers suggestions and recommendation based on the study to various stakeholders.

Findings and Conclusion

The study unfolded various facets of employees training practices in hospitality industry. Summary of some important findings of the present study are mentioned below:

- Hospitality Industry Units hire employees who are trained by Hospitality Management Institute with diplomas or degrees and Management trainees from B schools. **Untrained hires are also being provided training in house. Internship, Apprenticeship training and tie ups with NGO for training and hiring purposes are being practiced.**
- Training function occupies major importance in Hospitality Industry. Training is given priority and is of strategic advantage for hospitality sector as expressed by General Managers in all the units. Investment is done in training and training budgets are also increasing. The interview of general managers and Training Managers have supported the fact and are of opinion that in future there will be more **increased in training budget and Training activities**. However Each company has own method of doing it.
- Researcher was pleasantly surprised by the fact that in all the three units had **dedicated training department**. All units have devoted training department headed by training manager, who works along with HR, trainers and line managers, In most of the cases Training Managers are reporting to General Manager (Head of the business unit). Training function gets special attention because of strategic advantage in manpower planning and development. Shortage of trained manpower could be met by training continuously. Not only that changes in the processes, customers requirements, business requirements, structures could be dealt with training. Training departments have proved to be catalyst to change.

- **Induction training is a priority and imparted seriously in all the units of hospitality.** Employees found Induction training useful in all the cases. Still there is scope of improvement as few employees find induction training of limited use.
- The research has found out that most of the training needs in hospitality industry is found out from **Customer complain/ Remark Diary / Book**. Any remark made by the customer is taken up seriously and immediate training need is identified to bridge the gap in customer expectations. Training needs are identified on performance basis also. **Formally, during performance appraisal and informally it is on continous basis.** Supervisors and managers identify training needs based on observation.
- **As per hoteliers standards 30 man hours of training per employee is required for hospitality staff.** The present study found that most of the hospitality units are meeting these standards. For new entrants training hours are much more and for supervisory and managerial level these hour are much less.
- On the basis of Employees feedback it can be concluded that
 - Employees are aware of their job responsibilities and profile.
 - They are skilled to perform their present jobs.
 - Adequate training is imparted to do the job well.
 - Training imparted is relevant to the job profile.
 - Employees find training helpful in providing knowledge and skills to perform their present jobs better.
- Major Gaps are identified in the primary step of training need identification process. The process followed in few units is not satisfactory and lot of adhocism (ideally it should be on continuous basis) remains in the process of training. Employees feedback also

reflects less participation and involvement in training need identification.

- **It may be concluded that in most of the units training evaluation in the organizations is by and large confined to reaction level evaluation only.** It was observed that in two of the units under this study did not have any mechanism to check accuracy and completeness of training needs that are identified by the employees and their supervisors.
- **More emphasis is given to technical and functional training to the operating staff in hospitality industry units.** Soft skills training is also important aspect in hospitality industry and it is considered as functional requirement of the job. There is lack of outbound training like team work and soft skills like assertiveness etc at all levels in training calendar.
- Employees are **motivated to apply training inputs on the job** but on the job mentoring and support is desirable to apply the inputs provided in training. These would also avoid errors during on the job performance and provide trainees more confidence.
- Though it is believed that hospitality Industry hires trained personnel from the institutes but skills set of a fresher really doesn't matches to the requirement of the job. Training Manager of one of the units said "Even if they are 5% skills I am fine with it as it is we have to sharpen their skills, knowledge and concepts in training department before fresher are to perform on the job." **This is also one of the reason why Induction trainings are so robust in hospitality industry units.** The duration of training varies from 1 week to 6 months. This includes on the job and off the job the training.

- **Researcher observed lack of integration of data and assessing accurate training needs** since there are various methods and sources of training needs assessments. Each unit follows more than one method to assess the training needs of the employees. However systematic needs assessment is constrained by subjective, administrative and organisational factors.
- **To survive with all times hotels have believed in their people capability and continuous training.** Technical and behavioural skills both are important in this industry. It is only trained employee which by its courage and presence of mind can take action in crisis and protect its customers. It is the true hospitality reflected to think about your customer first than for yourself as in case of Taj Mahal in Mumbai. The response of Taj employees during the terror attack of 26 /11 is also pursued as case study in Harvard Business School.

Researcher had found these case studies very inspiring and that there are many good practices that can be borrowed by other organisations.

Suggestions and Recommendations

The researcher has given certain suggestions to improve the training functions in hospitality units. These suggestions are categorised based on the levels it is implemented i.e Management, Training Managers and Trainers, HR managers, Government and PHA. Some of these suggestions are presented below:

- ✓ **Management of these units have to commit to training function**, It should not be sideline because of other business objective. Time and Resource allocation to training need to be worked. Ensure that a comprehensive and systematic approach to training exists, Also training and retraining are done at all levels on a continuous and ongoing basis.
- ✓ HRD vision, mission and policy should be clearly defined. **Training department should define its vision, mission and policy** with SMART goals. Training Manuals should be prepared by these units. Training process flow chart from need identification to evaluation should be explained. The researcher has suggested flow chart for training in *Annexure 4*.
- ✓ **Each unit has its own way to imparting training and full filling short term Manpower requirements**. For e.g. Internship trainees, apprentice ship trainees, trainees from NGO (in case of TAJ). An organization should try to **retain trained resource**. Training should not be looked only as a resource for manpower fulfillment but also for long term investment in developing most important resource.
- ✓ **Training department should be empowered to take action in training related areas**. Training manager could be more technology savvy to use various resources online and analyzing the data.

- ✓ **Training programs attended by the employees should have linkages with performance appraisal and career development process.** For that training information system or learning management system should encouraged.
- ✓ Training procedures and **documentation** should be maintained so that the data is available for analysis.
- ✓ **Training budget** should be well defined in forms of percentage to the total sales turnover or profit.
- ✓ **Environment for the implementation of training is required.** The human resource needs to be nurtured and aligned with organizational requirements. The environment and culture should be conducive to learning. Employees need to be encouraged and time to learn.
- ✓ Most of the time employees have to say no to the training programme because of too much occupancy and over exhaustive working. The working schedule and utilization of human resource also needs to be reworked. **Multi skill training** can help resolve such a scenario but reward points or incentive system should be worked out to encourage employees to take multi skill training.
- ✓ **Time for mentoring and coaching** should be allocated in on the job training. Individual attention by superior could make that extra difference in improving performance of on the job trainees. In Similar way KRA should be set for Managers and supervisors to mentor employees in their department.
- ✓ **Online resources and libraries** should be increased. Employees should be encouraged to contribute in house magazine, newsletter etc. Forum for sharing knowledge should be encouraged

- ✓ **'Training needs analysis process' needs to be well defined.** Well defined process leads to well planned, executed and completed training. Researcher had tried to benchmark TNA process to inter and intra industries. It would be recommended that hotels take stock of their current competencies (knowledge, skills and attitude to perform job) and identify training needs at this stage. The entire training process will follow smooth if the primary step is set right. The format for TNA is also suggested in *Annexure 3*. Participation of employees in training need identification process should be encouraged.

- ✓ **Healthy mix of internal and external training programme is recommended.** Too much dependency on internal trainer and training programs would inculcate monotony and bottlenecks for fresh ideas to breathe in. Though Internal trainers are good at bringing in relevant practices and customised according to the requirements of the organization, approachability is also more. Still external trainers bring in vast perspective on any area as they are exposed to different corporates and industries. They are also specialist in their field. Though industry is practicing external trainings or external trainers programmes but this proportion has to increase to bring in the effectiveness. External trainers will bring in the philosophy or approach to the unit which will help its employees to have different perspective for various issues.

- ✓ **As the trend is set up by few chains, hospitality units could tie up** with some of the training institutes to hire and train employees. These tie ups should be for all level of employees and managers.

- ✓ Pune hoteliers association (PHA) should also arrange for trainers forum for interaction and information sharing. **Train the trainers programmes** should be conducted by hospitality units or this could be

initiative taken by PHA. Suggested content of the train the trainer programme is provided in *Annexure 5*.

- ✓ Hospitality industry units are investing time and efforts in training activities but the same has to now reflect in developmental initiatives of its staff. Hiring takes place at lowest level operational staff passing out from various training institutes they are further being trained to perform as per the requirements of the job. After couple of years of experience, few of these get absorbed in supervisory level and few leave for better options outside. **Sustained efforts are not put by the organization in development of supervisory and managerial capability within.** If these trained people are identified for development and growth opportunities they need to be put through supervisory and managerial skills set training.

- ✓ For all this to happen **online courses are the best way of learning.** Where employee can learn at its own pace and practice/ work simultaneously. Must know, could know and should know can match with the pace of learning. There is huge potential in industry for such course to equate the demand and supply proportion. By such initiatives gaps could be filled not only for supervisory and managerial skills but for operation staff training.

Concluding Remark:

Training is the journey and not destination. Educated are trained and trained are developed. Training is for all levels. The next station of this journey is development. Role of training is shifting from transactional to transformational. Training is a transformational role helping people grow to meet changing requirement of the job.

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Chapter 1: Introduction

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॥ अतिथि देवो भव ॥

QUOTED ABOVE IS AN ANCIENT AND PERHAPS, THE MOST UNIQUE SANSKRIT SAYING, MEANING, QUITE SIMPLY - "A GUEST MUST BE TREATED AS GOD".

Chapter 1: Introduction

The Chapter one is introduction of Hospitality Industry and Training function. This chapter is introduction of the growth of hospitality industry in India and relevance of training function in its growth.

**“If you wish to plan for a year sow seeds,
If you wish to plan for ten years plant trees,
If you wish to plan for a life time develop men”**

Chinese Proverb

1.1

Importance of training and development can be highlighted from the above proverb. Employee development is the process whereby people learn the skills, knowledge, attitudes and behaviors needed in order to perform their job effectively.

With growing economy, organisations are reaping the benefits and growing with faster pace. The growth rate of an organisation is likely to be limited more by its people than by any other factor.

Today most of the organizations operate in a business environment where uncertainty, risk and complexity in the external environment have become a fact of life. Pressure of international competition and market globalization are forcing Indian organizations to match global standards. What ever their structure or business strategy, organizations are realising that it is the performance of their human assets that can make a difference between success and failure. With increasing emphasis on technology, quality and

service we are moving away from mechanized workforce to an intellectualized one and thus need competent and self directed employees to assume responsibility as per the changing demands of the work situations. As such no organization can ignore the learning and development needs of its employees without seriously effective their performance in a rapidly changing society. Employee training and development are not only an activity that is desirable but also an activity that an organisation must commit resource to , if it is to maintain a viable and knowledgeable work force. (Ashutosh Pande and S. K. Bhatia)

1.2

About Hospitality and Training

It is boom time for India's Tourism and Hospitality sector. Driven by a surge in business traveller arrivals and a soaring interest in the country, India has emerged as a leading tourist destination. The world's leading travel and tourism journal, "Conde Nast Traveller", ranked India amongst top 4 preferred holiday destinations in the world.

The importance of tourism for the Indian economy is evident from the fact that it contributed to 5.9 per cent of the Gross Domestic Product and provided employment to 41.8 million people. To unlock the huge potential in this sector, the Government has taken various initiatives for the development of this sector and one of them is encouragement to hospitality sector.

Hospitality is an industry of Private sector service Providers, although the public sector has a significant role to play in infrastructure areas either directly or through Public- Private Partnership mode. It is a multi-sectoral activity characterized by multiple services provided by a range of suppliers. It is quite similar to manufacturing industry, where the supply chain is as important as the end product. The related sectors include airlines, Surface transport, travel agency, tour operator, basic infrastructure and facilitation systems, etc. Thus, the growth of hospitality cannot be attained unless the issues related to all the sectors are addressed simultaneously (Lockwood, Medlik 2001).

Another important feature of the hospitality industry, which is of particular significance to India, is its contribution to national integration and preservation of natural as well as cultural environments and enrichment of the social and cultural lives of people. Over 382 million domestic tourists visiting different parts of the country every year return with a better understanding of the people living in different regions of the country. They have a better appreciation of the cultural diversity of India. Thus, hospitality industry has been recognized as an important instrument for sustainable human development including Poverty elimination, Environmental regeneration, job creation; and Advancement of women and other disadvantaged groups.

One can go on and on explaining Hospitality Industry, a precise explanation / definition can be as follows (as described in online hospitality dictionary): 'Hospitality Industry is an umbrella term for a broad variety of service industries including, but not limited to, hotels, food service, casinos, and tourism.'

Usually Hospitality Industry is understood to include hotels, restaurants and like establishments only. Thus these become a part of tourism sector or industry.

Hospitality refers to the relationship process between a guest and a host, and it also refers to the act or practice of being hospitable, that is, the reception and entertainment of guests, visitors, or strangers, with liberality and goodwill. Hospitality frequently refers to the hospitality industry jobs for hotels, restaurants, casinos, catering, resorts, clubs and any other service position that deals with tourists.

Semantic definitions include those in dictionaries, thus hospitality is the friendly and generous reception and entertainment of guests or stranger or kindness in welcoming strangers or guests.

Tideman observes 'hospitality is the method of production by which the needs of the proposed guest are satisfied to the utmost and that means a supply of

goods and services in a quantity and quality desired by the guest and at a price that is acceptable to him so that he feels the product is worth the price.'

Jones argues that 'hospitality is made up of two distinct services the provision of sustenance for people eating away from home. '

Cassee sees hospitality as 'a harmonious mixture of tangible and intangible components – food, beverages, beds, ambience and environment and behaviour of staff.' Further modified by Cassee and Reuland to 'a harmonious mixture food, beverages, beds, shelter, physical environment and behaviour and attitude of people.'

Hospitality is also known as the act of generously providing care and kindness to whomever is in need.

For Research purpose we take the definition of Hospitality Industry as Industry which is earning its major revenue by offering hospitality to its Guests/ Customers.

Attitudes and attention to training has changed greatly in the last 50yrs. Historically training applied more to manual and trade skills often effected through apprenticeships. In more recent years much more emphasis has come about in behavioural training. With the aid of modern technology the training expertise itself has been greatly developed and improved to cover all aspects of modern business & industry.

Training of Employees in this Industry has a special role in this industry as this has direct impact on quality of services and satisfaction of customers.

The importance of training in the hospitality industry has been highlighted by many researchers in previous study. According to Peterson & Hicks training is vital because of the unavoidable changes that occur in organisations. To achieve continuing progress successful organisations will reprogram

themselves and retrain their employees accordingly, e.g. to gain a competitive edge over their competitors by improving service quality in their hotel etc. He also warns organisation for consequences of not training, those organisations that are successful at present but continue unchanged and become complacent will be in for a big shock.

Training is a continuous process and that people's skills need to be continually updated to avoid becoming obsolete just like technologies which become outdated if development is not ongoing.

The effect of training at the top filters downward throughout the entire organisation where well trained staff build stronger teams of employees, in turn leading to better financial results.

Gob believes that Hospitality operators are generally strong believers in management and employees training and are prepared to invest in effective training programmes. One example is, "In the early 90s, the Mirage Hotel & Casino in Las Vegas and ARAMARK spent over \$5.5 and \$25 million respectively on training. These financial commitments were made in hope of producing capable managers that can deal with new and uncertain challenges"

The importance of management training is reiterated by John Russell, president of HFS's Hospitality division, who stated in the October 1996 issue of Hotel & Motel Management, *"The chains that survive will be the ones that focus on training"*.

"We can't pre check service or sample it production and consumption are simultaneous. Those few moments of service delivery are a company's make or break point when reputation is either confirmed or denied. And the outcome in our industry normally depends on front line employees: door men, bellmen, waiters, housekeepers – the lowest paid

people, and often, in too many companies, the least motivated. Most companies hire for experience and appearance, how the applicants fit the company image. We hire for attitude. We want people who like other people and are, therefore, more motivated to serve them. Competence we can teach. Attitude is ingrained.”

Isadore Sharp, Chairman & CEO, Four Seasons.

The above statement makes it so clear how employees in hotel industry are peculiar in attitude and skills as compared to other industry. Role of human resources and training is also reflected in the above statement.

Present study is undertaken to explore and prepare “Status² Report on training Activities in Selected Hospitality Industry Units in Pune”.

This chapter presented overview of How Hospitality Industry is growing and Training is an important activity contributing in the growth process.

The next chapter is based on literature review on Hospitality Industry and Trends in Training and Development.

² Status report is preconditioned form of evaluation of training effort in any organization. Presently, In the absence of such status report on training in hospitality industry, researcher has embarked on the status report as follow.

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“Hospitality is an art of making guests feel welcome”

-Anonymous

Chapter 2: Literature Review

This Chapter is the literature review on two aspects of the present study:

- Hospitality Industry
- Training Practices and Processes

It is generally observed that literature highlighted peculiarity of the industry but does not adequately addresses the holistic training and development requirements in the hospitality industry units. For eg identification of needs, training design, types of training, methods of training, evaluation of training.

In order to maintain the balance in the literature review 40 % of the review is related to hospitality industry in general and its functioning and 60% is devoted towards training practices and processes in general and specific to Hospitality Industry.

2.1. Hospitality Industry

Global Investments in hospitality Sector has shown an increasing trends over last few years. **Asia is Viewed as Top Global Prospect for Hospitality Investment.**

Emerging markets in Asia are unseating Europe as the epicenter of new hospitality investment and development while investors in the United States are switching their focus from the acquisition of existing hotels to developing new properties.³

According to the Ernst & Young Hospitality Investment Survey, which surveyed more than 300 investors and industry executives worldwide, capitalization rates for hotel properties are expected to stabilize and possibly even increase over the short-to-mid-term in the US. Even with the dramatic shift in the debt markets over the last few months, hotel industry sector fundamentals continue to be strong.⁴

Hospitality Industry in India

The history of the hotel industry is as old as the history of tourism and travel industry. In fact, both are two sides of the same coin. Both are complementary to each other. Hotel is an establishment which provides food, shelter and other amenities for comfort and convenience of the visitors with a view to make profit (Chakravarti, B.K). Hotel is a commercial establishment and intends to provide visitors with lodging, food and related services with a view to please them so as to build goodwill and to let them carry happy memories.

³ Ernst & Young survey reveals likely targets for hospitality investment in 2008.

⁴ Brian Tress of Ernst & Young's Hospitality Advisory Services Group

In general, a "hotel" is defined as a public establishment offering visitors against payment two basic services i.e. accommodation and catering (Ghosh, Biswanath). However, during the last few years great changes have taken place in the scope of hotel industry. During 6th century BC, hotels were known as "inns" or "dharamshalas" and were providing only food and overnight stay facilities. At that point of time the standard of an inn was quite normal with earth or stone floor, common bedroom and simple food. As travel became easier, inns grew in size and number. The spirit of competition raised the standard of inns.

Industrial revolution and trade expansion resulted into increase in the number of visitors crossing international border. In this era, room furnishing and catering received greater attention. Emphasis was made on accommodation with spacious assembly hall and dining hall for organising functions and parties etc. But the real growth of the modern hotels started in the last decade of the eighteenth century with the establishment of City Hotel in New York. After that a large number of hotels of various types and grades came into existence in different countries to meet the requirements of different categories of visitors.

Modern hotels provide a number of services to the visitors. The services vary according to the aim, location, type, size and grade of the hotel. As per Negi Jagmohan, Generally, the important activities of a hotel include –

(1) Direction (2) Reception (3) Provision of accommodation rooms/floors (4) Cuisine Meals and Refreshments (5) Restaurant (6) Bar (7) Bell to provide information to the guests (8) Entertainment and Recreation (9) Sight seeing (10) Transport facilities (11) Parking space (12) Swimming pool (13) Bathroom facilities (14) Lounge facilities (15) Garden (16) Shopping facilities (17) News stand (18) Tobacco and Cigarettes (19) Telephone (20) Television (21) Radio (22) Laundry and Cleaning (23) Telex service (24) Sporting installations, Tennis court, Golf and Squash (25) Installation for children (26) Banquet hall (27) Conference facilities (28) Convention facilities (29) Exhibition areas (30) Health club (31) Business centre etc.

After 2nd world war, there were several distinct trends in the hotel industry. First, hotel industry became highly profitable mainly because of auxiliary services. Another feature was the growth of hotel chains. In most chain operations, some hotels are owned by the corporation while others are leased for operation to the group having experience in hotel business. The high cost of land in the heart of the city often forced a successful hotel to maintain auxiliary shops such as drug stores, flower shops, haberdashery and dress shops, beauty saloons and news stands to serve both hotel guests and the city residents who live or work near the hotel. Although such shops may be staffed and operated by the hotel but usually these are leased out to outside concerns (American People Encyclopaedia).

2.1.1 Development of Hospitality Industry in India

The concept of travel and halting facilities is quite old in India. In ancient times, people used to travel for pilgrimage or business purposes. For ages, India has been known for its hospitality. Endowed with rich historic heritage, cultural diversity, natural resources and geographical advantage, India remained a big attraction for foreigners. In ancient times, the need of travellers for food and accommodation was met mainly by hospitable householders which are still in existence in interior areas of the country. Domestic tourists were looked after by the pandas or priests. They used to accommodate their clients in dharamshalas or in their own houses at places of pilgrimage like Banaras, Haridwar, Puri and Mathura etc. In general, the attitude of the ancient Indians towards visitors was influenced by the 'Atithi Devo Bhavah'. It means guest is like God and should be treated accordingly (R.N. Kaul).

These few lines amply indicate the importance which was given to guests in olden times. Improvements in the transport and communication facilities resulted in the establishment of inns and taverns in main cities of the country.

In the eighteenth century, there were plenty of taverns in the country (a tavern mean an archaic or literary inn) where travellers from long distances took shelter and food. During this period, a number of dharamshalas were built by Kings for encouraging travel all over the country. Apart from dharamshalas, "Sarais" were introduced by the Muslim rulers which provided the best possible facilities like food, accommodation etc. to travellers (R.N. Kaul).

After this, the British came to India and Sarais took the form of western style hotels in the important cities of India like Mumbai and Kolkata. During this period, on one hand, we find western style hotels for foreigners and on the other, Indian style hotels for the people belonging to upper and middle class income groups. The old type dharamshalas were still having their importance to serve the needs and requirements of the poor classes (Negi Jagmohan).

In the nineteenth century, western style residential hotels were developed in India by British and Swiss families mainly for their own use or for foreign visitors. Mr. Pallonjee Pestonjee is called as the pioneer of the western style hotel in India who opened the first – western style hotel under the name of British Hotel in Mumbai in 1840. By the end of the nineteenth century, many western style hotels were established in India. These hotels were very much popular for their efficient management, unsurpassed cuisine and the excellence of beers and wines (Negi Jagmohan).

The twentieth century may be called as the beginning of star hotels in India. In this century, big and modern hotels came into existence on account of the advent of big businessmen and new entrepreneurs (Negi Jagmohan). Affluent tourists also contributed a lot to the development of star culture. The major star hotels in India are in private sector. The high profile hotels include The Indian Hotels Company Ltd., East India Hotels Ltd., ITC Hotels Ltd., Bharat Hotels Ltd., Asian Hotels Ltd., Hotel Leela venture Ltd. and Jay Pee Hotels Ltd. etc. The only public sector enterprise is India Tourism Development Corporation Ltd. which runs country's largest accommodation chain, The

Ashoka Group of Hotels. The hotel industry in India is making a remarkable progress in private sector. The hotels have shown distinct improvement in operating techniques, catering and service.

Prior to the 1980's the Indian hotel industry was a nascent and slow growing industry primarily consisting of relatively static, single hotel companies. However, the Asian games in 1982 and the subsequent partial liberalization of the Indian economy generated tourism interest in India with significant benefits accruing to the hotel and tourism sector in terms of improved demand patterns, The fortunes of the hotel industry are tied to the fortunes of tourism and the general business climate in the country which is why the economic liberalization initiatives implemented since 1991, led to a soaring demand and supply gap in the hotel industry. This enabled Indian hotel companies to increase their average room realizations (ARR) by almost 50% between April 1994 and April 1997 and still enjoy extremely high occupancies of above 80% for most of this period. During this time the ARR's of Indian 5 Star hotels were comparable to those prevailing in Singapore and Hong Kong and were among the highest in the region.

Hotel Industry in India has witnessed tremendous boom in recent years. Hotel Industry is inextricably linked to the tourism industry and the growth in the Indian tourism industry has fuelled the growth of Indian hotel industry. The thriving economy and increased business opportunities in India have acted as a boon for Indian hotel industry. The arrival of low cost airlines and the associated price wars have given domestic tourists a host of options. The 'Incredible India' destination campaign and the recently launched 'Atithi Devo Bhavah' (ADB) campaign have also helped in the growth of domestic and international tourism and consequently the hotel industry.

Over recent years government has taken several steps to boost travel & tourism which have benefited hotel industry in India. These include the abolishment of the inland air travel tax of 15%; reduction in excise duty on

aviation turbine fuel to 8%; and removal of a number of restrictions on outbound chartered flights, including those relating to frequency and size of aircraft. The government's recent decision to treat convention centres as part of core infrastructure, allowing the government to provide critical funding for the large capital investment that may be required has also fuelled the demand for hotel rooms.

The opening up of the aviation industry in India has exciting opportunities for hotel industry as it relies on airlines to transport 80% of international arrivals. The government's decision to substantially upgrade 28 regional airports in smaller towns and privatization & expansion of Delhi and Mumbai airport will improve the business prospects of hotel industry in India. Substantial investments in tourism infrastructure are essential for Indian hotel industry to achieve its potential. The upgrading of national highways connecting various parts of India has opened new avenues for the development of budget hotels in India. Taking advantage of this opportunity Tata group and another hotel chain called 'Homotel' have entered this business segment.

Online report on a website reveals ⁵ Hotel Industry in India currently has supply of 110,000 rooms and there is a shortage of 150,000 rooms fuelling hotel room rates across India. According to estimates demand is going to exceed supply by at least 100% over the next 2 years (by 2012). Five-star hotels in metro cities allot same room, more than once a day to different guests, receiving almost 24-hour rates from both guests against 6-8 hours usage. With demand-supply disparity, hotel rates in India are likely to rise by 25% annually and occupancy by 80%, over the next two years. This will affect the competitiveness of India as a cost-effective tourist destination. To overcome, this shortage Indian hotel industry is adding about 60,000 quality rooms, currently in different stages of planning and development, which should be ready by 2012. Hotel Industry in India also set to get a fillip with Delhi hosting 2010 Commonwealth Games. Government has approved 300

⁵ <http://www.iloveindia.com/economy-of-india/hotel-industry.htm>

hotel projects, nearly half of which are in the luxury range. The future scenario of Indian hotel industry looks extremely rosy. It is expected that the budget and mid-market hotel segment will witness huge growth and expansion while the luxury segment will continue to perform extremely well over the next few years.

The hospitality industry is a 3.5 trillion dollar service sector within the global economy. It is expected to grow at the rate of 8% between 2008 and 2016. Many international hotel brands including Sheraton, Hyatt, Radisson, Meridien, Four Seasons Regent, and Marriott International are already established in the Indian markets and are still expanding. Increase in average room rent for the entire hotel industry over the previous year was 35 %.

Characteristics Of Hospitality Industry: (C. Bhattacharjee 2005)

- **Perishability:** If the full capacity of the services is not utilized the services becomes perishable.
- **Variability:** The quality of service varies to great extent.
- **Inseparability:** Service is inseparable from the provider.
- **Intangibility:** Hospitality is intangible but hotel industry is tangible you can touch, taste and feel the product.

In Indian context there is quite a lot of interdependence of **Tourism Sector and Hospitality Sector**

2.1.2 Classifications of Hotels:

A hotel is an establishment that provides paid lodging, usually on a short-term basis. -Kasavana, M L and Brooks, R M (1995)

India's hotel industry comprises the following four main categories. (Chakravarti, B.K.)

Star hotels: This category is based on the standards of location, facilities, infrastructure and amenities provided. Star rating is given by HRACC (The Hotel & Restaurant Approval & Classification Committee of Ministry of tourism, India). They form 30% of the industry size. The star ratings are Five Star Deluxe, Five Star, Four Star, Three Star, Two Star and One Star. The first 2 types are usually located in business areas of metro cities and cater to foreign tourists, business travellers, top government officials and political brass, offering luxury at a high price.

The next 2 types are in tier II cities and tourist destinations preferred by mid-level executives and leisure tourists. The last 2 types are found in smaller cities and around tourist spots, preferred by domestic tourists. Reputed Indian veterans include ITC, Indian Hotels Company (Taj group), East India Hotels (Oberoi group), Hotel Leela Venture and ITDC hotels. Foreign hospitality players include Marriott, Radisson, Sheraton, Meriden, Hyatt, Four Seasons Regent, Carlson group, Jumeirah and Mandarin Oriental and Dubai's Istithmar luxury hotels,

Heritage hotels: This category is on the basis of the nature. They operate from forts, palaces, castles, jungle and river lodges and heritage buildings. These are ideally suited for vacations, relatively affordable and fun places. The classification includes Heritage Classic, constructed between 1920 and 1935, Heritage Grand, existing before 1920, and Heritage, set up around 1935 to 1950. Most Indian hotel groups mentioned above operate Heritage hotels at historical sites across India. The other types in this category includes beach resorts, wildlife resorts.

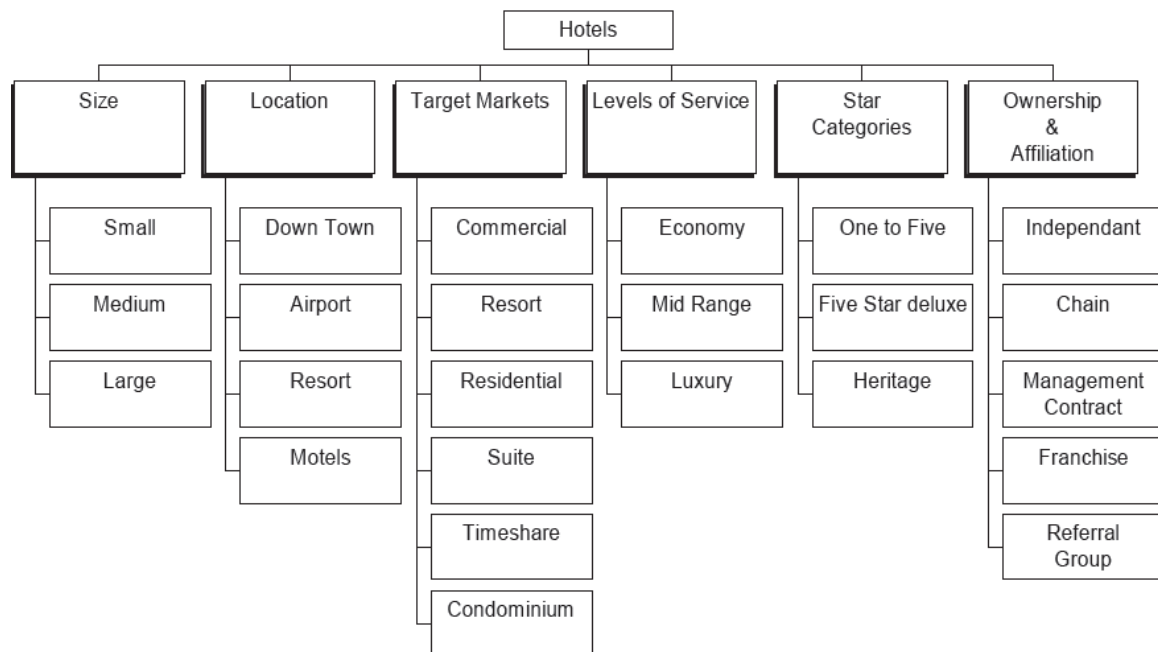
Budget hotels: They're usually preferred by domestic travellers seeking economical accommodation. These are reasonably priced, offer limited luxury, seasonal discounts and decent services. Some new global entrants include UK's Dawnay Day and Whitbread Premier Travel Inn, Shangri-la, Aman resorts, Golden Tulip budget hotels, Fairfield inn, Country inns and suites,

Courtyard by Marriott, Homotel, Ibis and Kamfotel among others. Budget hotels are preferred by business travellers contributing to greater ARR (average room rate) than leisure travellers. Increased demand and healthy occupancy has fuelled the growth of budget hotels in a short time.

Unclassified hotels: They're motels spread across the country. They form 19% of the industry size. Low price is their only USP (unique selling proposition).

Some other such categories include: Airport Hotels, Ecotels , Service Apartments, Timeshare, Modular Hotel, Forest Apartments, Agriculture destination resort, condotel, holiday homes, Spas (residential, urban, ayurvedic, Medi, Chocloate etc)

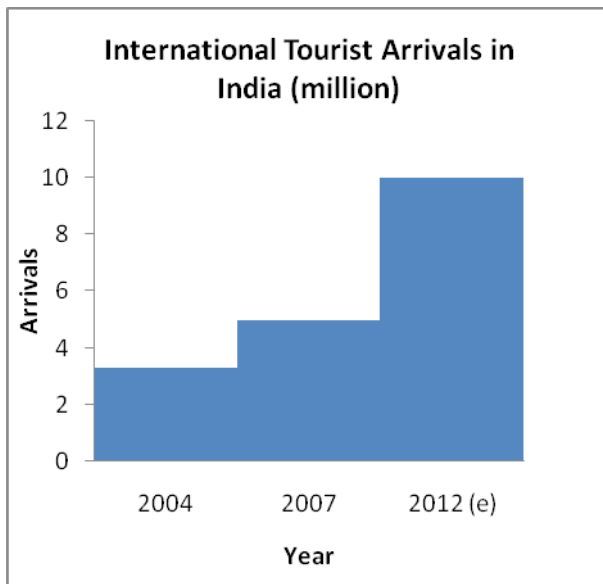
Classification of Hotel (Hotel School of Hague Classification)



2.1.3.Recent Trends in Indian Tourism and Hospitality Industry

The Asian games in 1982 provided an opportunity to travel agents and tour operators to market India abroad and they grabbed it well. Encouraged by some incentives announced by government, five star hotels began growing all over the India. All these helped a lot in the healthy growth of tourism in our country. In fact, tourism business and hotel business go side by side and both are complementary to each other. In India, both approved and unapproved hotels are found but approved hotels have an edge over unapproved hotels in several respects. Hotels are granted approval from the department of tourism, Government of India at project stage and then are classified in one of the star categories. It is voluntary for a hotel to get approved status from the government, but only approved hotels can avail the various income tax incentives, import licences and other approvals.

There were 1300 approved and 477 unapproved hotels offering 98515 rooms in 2004 as against 1285 approved and 452 unapproved hotels offering 95722 rooms in 2003. The Indian hotel business is focused largely on foreign tourists with almost 70 percent business coming from this segment. The key operating characteristics of the hotel business are the occupancy rate and the average room rate. The room rates depend on the class, location and the image of the hotel. The occupancy rate is dependent primarily on the seasonal arrivals as well as the location of the hotel. Occupancy level of 70 to 80 per cent is considered good by industry standards. Average occupancy in India was 59.7 per cent in 2004 as against 54.8 per cent in 2003 and average room rate was Rs.2689 in 2004 as against Rs.2004 in 2003 (FH&RA). The position has been improving continuously.



Source : WTTC, Planning Commission Business Press, TSMG Analysis

The hotel industry and the 5-star hotels in particular are concentrated in the four metros, especially in Mumbai and Delhi. As many as 75 per cent of the 5 star deluxe rooms, 47 per cent of the 5 star ordinary rooms and approx 35 per cent of all the registered rooms are in the four metros. Due to phenomenal increase in tourism activities, the hotel business has grown beyond expectations. This is particularly true about international tourism and star hotel business.

At present about 789 million tourists are crossing international boarder every year and they are spending nearly 685 billion US Dollars. This figure was just 100 million in 1964. The figure is likely to swell to 1 billion by 2010 and 1.5 billion by 2020 as per projection by world tourism organisation. International tourists here in India were 3.5 million in 2004 as against 2.78 million tourists in 2003. Foreign exchange earnings from these tourists were about 23000 crores of rupees in 2004 as against Rs.16429 crores in 2003. During the year 2005, about 4 million foreign tourists came here and India earned 5 billion US Dollars from them. In the first 6 months of the year 2006, about 2.16 million foreign tourists visited India and foreign exchange earnings from these were 13441 crores of rupees. It is expected that this growth will continue during the

next couple of years if no adverse incident happens in India or the South East Region. According to an estimate of CII, the number of foreign tourists visiting India is likely to increase to 50 million by 2020. As per estimates of Ministry of Tourism, 1,50,000 hotel rooms of different categories are required to be added to the existing available rooms in the next couple of years to accommodate all the foreign tourists and this will involve an investment of Rs. 35,000 crores. Obviously, there is a good scope for hotel business all over the world including India and these estimates will boost hotel business in India.

The key factors spawning India's hospitality industry growth are a booming economy and steady political scene, soaring service industry, FDI inflow, infrastructure growth and a boost for the tourism sector due to government funding. An estimated 4.4 million tourists are expected to visit India with an annual average growth rate of 12% in the next few years. The domestic tourist market is also flourishing. The commonwealth games in 2010 has also added to the demand for quality accommodation.

The hospitality and leisure industry comprises of mostly chains/multiple business units, widely scattered across the globe. With the advent of the Internet and the latest technologies, the industry is facing a constantly changing business environment requiring immediate and proactive adaptability in operations, customer relationship management and back office processes. Products and service offerings differentiation has been diminishing leading to consumers demanding fast and highly personalized services.

2.1.4. Significance of Hospitality Industry

Tourism and hospitality industry may help underdeveloped/developing countries more in resolving their various problems as this industry today has emerged as one of the fastest growing industries in terms of capital invested, foreign exchange earnings and providing jobs. In India, it is considered as highly labour intensive service industry, where the employment-investment ratio is higher than any other industry. One of the India's biggest problems is to find ways to employ its ever-growing population. Travel and tourism directly creates employment opportunities in hotels, restaurants, airlines, travel agencies, passenger ships, and as a result of the spread effect creates jobs in industries like construction, telecommunication, manufacturing and the retail trader.

According to Ministry of Tourism, an investment of Rupees one million in the hotel and restaurant sector may create 89 jobs as against 44 jobs in agriculture sector and 12.5 jobs in the manufacturing sector. Investment required to create one job in manufacturing sector is around Rupees.79,000 where as in hospitality industry it is only Rupees11,200. At present about 20 million persons are directly or indirectly employed in tourism related industry and this figure is likely to increase to 40 million by 2020. It amply proves the job potential of hospitality industry in India.

2.1.5. Problems of Hospitality Industry in India

Developing countries like India have failed to develop tourism and hotel industry to its potential due to one reason or the other. Indian share in tourism business at global level is far below than its capacity to develop this industry.

Data available from the World Tourism Organisation available till 2003 shows France continued to maintain top slot with almost 75 million international tourists in 2003. Spain and USA consolidate the second and third position having 52.5 million and 40.4 million foreign tourists respectively. Even smaller countries like Singapore, Indonesia and Thailand etc. are doing much better business than India from tourism. It is because of the number of problems faced by tourism and hotel industry in India.

The hotel industry in India is facing a number of problems such as low occupancy rate, increasing competition, high taxes, increasing cost, fuel shortage, low profitability and so forth. Similarly, on the one hand, it is alleged that there is shortage of rooms to meet the varied requirements of different categories of tourists and visitors while on the other hand room occupancy rate is very low here in India. It was 59.7 per cent in 2004 as against 54.8 per cent in 2003. Hotels are compelled to give liberal discount to the potential customers particularly during the lean period.

Further, average expenditure of those who get commercial accommodation is comparatively low due to one reason or the other. Similarly, prevailing tax rates such as service tax, excise duty and custom duty on imported luxury car, beer, liquor etc. are very high. All these factors adversely affect the profitability of the hotels. This is particularly true about 5-star hotels in India. Thus, on the one hand, heavy investment is required in hotel business while on the other hand profitability in this business is adversely affected by the aforesaid constraints.

These problems can be discussed under the following heads:

1. Problem of Seasonality

Hotel is indeed a seasonal business. There is seldom 100 per cent occupancy except in peak season. In India on an average, it is 59.7 per cent. Therefore, a hotel cannot use its property fully and it accounts for low income. The problem is aggravated in case occupancy is adversely affected owing to bad weather or any other reason such as slump in business, international crisis or disturbances etc. Food cannot be stored due to its perishable nature. Similarly, hotel staff cannot be reduced temporarily at the time of poor demand of rooms. All these account for poor earnings.

2. High Consumer Expectations

Consumer satisfaction is key to success for hotel industry. In these days, consumers are well informed and their expectations go on changing very frequently. Therefore, satisfying a consumer is a most challenging task as it depends not only on tangible but on intangible factors as well. The best of room comfort and the choicest products of culinary art fail to satisfy some people. Services have to be highly personalised in this industry. This makes the hotel industry the most difficult one from the marketing point of view.

3. Low Profitability

Revenue mainly comes from the rooms and sale of food & beverage in the hotel industry. Average occupancy level and average room rate have been found very low as indicated in table 1.2. However, slight increase has been noted in both in 2003-04. But it is not sufficient to increase the profitability level of the hotel industry upto mark. Further, on one hand food & beverage revenue is low while on the other hand food & beverage cost as well as labour cost is high as shown by below table which affect the profitability of the hotel industry adversely.

Table: Indian Hotel Industry Position

Year	AOL (%)	ARR (Rs.)	RR (%)	F&B Rev. (%)	F&B Cost(%)	Labour Cost(%)
1994-95	60.5	2410	49.81	37.29	35.9	18.77
1995-96	62.3	2520	51.70	34.63	34.68	16.88
1996-97	62.9	2560	52.41	34.36	35.93	16.97
1997-98	56.2	2330	50.87	35.64	32.51	18.58
1998-99	52.4	2530	48.68	36.85	33.68	21.29
1999- 2000	51.7	2123	48.11	36.21	33.48	23.56
2000-01	55.6	2046	47.63	36.95	31.95	23.17
2001-02	53.2	2058	46.55	35.58	33.00	24.44
2002-03	54.8	2004	44.44	38.34	33.47	23.79
2003-04	59.7	2689	46.60	35.65	36.26	21.87

Source: Annual Reports, Questionnaire and FHRAI Hotel Industry Survey 2004-05.

AOL: Average Occupancy Level

ARR: Average Room Rate

RR: Rooms Revenue

F&B Rev: Food & Beverage Revenue

F&B Cost: Food & Beverage Cost

There are some other reasons which may be held responsible for the low profitability of the hotel industry in India such as heightened competition, global uncertainty, changing technology, low efficiency, high power and fuel cost, poor sales and marketing programmes etc.

4. High Direct and Indirect Taxes

The hotel industry is unfavourably treated from taxation point of view. Hotels do not get tax benefits as enjoyed by other industrial enterprises. Rebates in corporate income tax, service tax, custom duty, municipal taxes etc. are offered to other industries. The hotel industry does not get these benefits

despite its low return on investment. Therefore, the industry cannot keep pace with inevitable changes in market trends.

5. Problems of Raising Funds

Most of the hotels are built in the heart of towns where land is very costly. Further, cost of constructing a new hotel building or renovating an existing facility is also very high. Therefore, huge capital is required to complete construction or to renovate the existing one. It is indeed very difficult to mobilise huge funds from various sources. The poor financial viability of the hotel industry has further aggravated the position.

The solution of these problems needs a very high degree of managerial skill and expertise.

Some Other Challenges of Hospitality Industry in India are :

- Shortage of skilled employees
- Retaining quality work force
- Shortage of rooms
- Intense competition and creating brand 'India'.
- Manual back-end
- Human resource development
- Large part of the industry is in unorganized sector.
- Lost locational advantage

2.1.6 Prospects of Hospitality Industry in India

The prospects of an industry depend upon the economic, social, political, scientific and technological changes which are taking place in the universe. The hotel industry is very much sensitive and change in any sphere of the universe or in any branch of human activity will immediately reflect upon this industry.

The techniques, ideas, modes and methods of operation undergo continual alteration in hotel business. The emerging worldwide scenario is very conducive for the growth of tourism and hospitality industry. This is due to worldwide education and industrial development leading to greater enlightenment, increased earnings of individuals, economic growth of tourists producing nations, medical science's progress leading to longer life, improved infrastructure of communications and improved transport means etc. Similarly increase in holidays, vacations with pay policy of the government and other employers, increase in pay, extra ordinary revolution in the means of transportation including aeroplanes and steadily reduction in airlines fares have given a boost to the domestic tourism and hotel business in India.

The future of Indian hospitality and tourism industry seems to be very positive due to increased flow of business and leisure travellers. India's initiative in hosting Commonwealth Games in 2010 and co-hosting the Cricket World Cup in 2011 and has multiple plans to promote yoga and meditation, rural tourism, sports tourism, medical tourism, adventure tourism etc. Thus, Indian hoteliers should try to develop world class infrastructure and facilities for games to make India the "Destination Next". India has unparalleled potential for growth and development of the tourism industry. Endowed with rich historic heritage, cultural diversity and geographical advantage, it could be developed as a leading tourist destination. India can boast of the Himalayas for mountain tourism, the 1500 km. long coastline for beach tourism, temples, forts, palaces, monuments and ruins for historical tourism, over 400 national

parks and sanctuaries for wild life tourism, people with diverse languages, fine arts and tradition for cultural tourism and Rajasthan for desert tourism. Foreign tourists have special attractions in India for centuries and Indian hospitality is a legend by itself. Apart from ancient culture and civilization, the diverse natural beauty of India can hardly be seen elsewhere in the world. The traditional stereotyped image of India as a cultural destination is being replaced with the image of diversified tourism products after liberalisation and tourism has been declared as an industry. Both central and state governments have identified tourism as a priority sector. Therefore in coming years, tourism may emerge as a major foreign exchange earner and employment generating industry. However, the hotel and tourism industry has been declared a high priority industry for foreign investment. But, to make tourism industry globally competitive there is a need to create adequate infrastructure. Government should also provide this industry the infrastructure status and income tax, custom duty, sales tax and excise duty benefits. High investment is required to improve communication, transport and accommodation facilities for various categories of tourists. Therefore, apart from government investment, large-scale private investment is also required. In a nutshell, It may be said that there is a lot of potential for the growth of tourism industry in the country and this will boost hotel business too. The demand of hotel rooms is expected to increase in future and the supply is expected to grow faster to meet the increased demand. Therefore, tourism and hospitality industry has a lot of potential for large-scale investment, employment and earnings.

In recent times any discussion on the hotel industry only veers around the falling occupancy rates and average room rates and the trying times that the Indian hotel industry is going through. It is expected that in the metro cities, after three to four years, the hotel industry is expected to face major problems on the supply side. Major hotel chains have unveiled plans to expand into the three to four star segments in smaller towns. As the growth in metro cities

approaches stagnation, hotel chains are looking at the smaller towns segments for future growth.

India's booming hospitality industry has transformed into a veritable basket of the choicest of rooms, food and beverage, health and business facilities, travel packages and everything that you can think of. New global entrants are vying with existing local players to provide world-class services at prices suited to every pocket.

The spurt in India's tourism industry growth has had a ripple effect on its hospitality sector. Rising income levels and spending power combined with the governments open sky policy have provided a major thrust.

Hospitality: A Wide Array of Career Options

Hospitality and the hotel management industry offer a wide array of exciting career options. Trainees in hospitality management have employment options in areas apart from hotels and restaurants like aviation, travel agencies, shipping, public relations and corporate communication.

The hospitality industry in India is projected to grow at a rate of 8.8% from 2007 to 2016. This makes India the second-fastest growing tourism market in the world. With India becoming a favourite tourist destination, it is estimated that the tourism sector will account for nearly 5.3% of GDP and 5.4% of total employment (source article in Hindustan times).

The statistics above highlight an enormous requirement for people trained in the hospitality sector. Superior specialized training is the need of the day.

Hospitality Industry – Demand and Supply

There are more than 100,000 rooms (all categories put together) expected to be added up in the Indian Hospitality Market by the year 2011. Average Employee to Room ratio across luxury hotels is 1.8: 1, therefore creating an additional requirement of over 118,000 trained professionals by the year 2010.

By 2011, manpower requirement in Delhi alone will be around 31,398 compared to 12,303 now (according to the leading National Dailies) Small and budget hotels have flat organisation and need more multi-skilled employees at associate level and fewer managers.

Therefore, 80% of the required staff would be kitchen staff, food service associates, front desk assistants, concierge staff, bellboys, room boys / room maids etc.

The industry offers more career options than most: - “No matter what kind of work we enjoy and wherever our aptitudes lie, there is a segment of the industry that can use ours talents.” says Hospitality HR.

The work is varied: - Because hotels and restaurants are complete production, distribution and service units, and managers are involved in a broad array of activities. There are many opportunities to be creative: - Hotels and restaurants managers might design new products to meet the needs of their guests; produce training programs for employees; or implement challenging advertising, sales promotions and marketing plans.

Interesting hospitality openings encompass various fields of like:

- Hotel & Restaurant Management
- Airline Catering and Cabin Services
- Club Management
- Cruise Hospitality Management
- Hospital Administration and Catering

- Institutional Management (supervising canteens in college, schools, factories, company guest houses etc.)
- Catering departments of railways, banks, armed forces, shipping companies etc.
- Hotel and catering institutes
- Resorts and Spas
- Diplomatic business and Palaces
- Fitness and Health facilities
- Casinos
- Sports venues
- Hospitality consulting companies
- Forest Lodges
- Guest Houses

2.1.7 Hospitality Industry and Pune

The Indian hospitality Industry, over the last three years has been witnessing a remarkable phase in performance and has continue the same in the former part of the year 2008 -09. One of the key reasons for the increase in demand for hotel room in the country was boom in the overall economy and substantial growth in sectors like information technology, telecom banking and finance, insurance construction, retail and real estate. However, the global economic downturn and the Mumbai attacks adversely affected the increase in domestic travel and it is expected to be one of the major drivers of growth in the short to medium term. With the economy of the country improving and a simultaneous effort by the government to upgrade and improve the existing road, airport and other infrastructure we can expect India to recover faster than most countries across the globe.

All India occupancy was 63.1% and average room rate of rupees 4,487 vis a vis Pune has 65.5% occupancy and average room Rate of rupees 4951/- for the year 2008-9. ⁶.

The same FH&RA report also disclosed that Pune five star deluxe, five star and four star properties have:

Average total Number of rooms	102
Average Occupancy per hotel per annum	63.8%
Average Rate per hotel	7,043 Rupees
Average Net Income per hotel per occupied room	515973 Rupees
Average Net Income % of total revenue	22.5%
Average Net Income per occupied room	2.370

Pune hospitality industry market segment is almost 80% from business travellers foreign and domestic. Foreign travellers are from across globe but European, Germany, UK, US national dominate this percentage. Month wise occupancy is by and large uniform for Pune except february having high occupancy and December having lowest occupancy rate.

The previous reports of FH&RA has predicted that Pune market would decline in both occupancies and average rates; this trend has been very visible in the current year. The city has seen a large influx of new hotels and many more are scheduled to enter the market in coming future. The lackluster performance has been further accentuated by these hotels being built outside the city and in close proximity to specific feeder markets which neither generate enough demand for rooms to support these developments nor subsists such a high supply in a relatively short period of time. The FH&RA report expects the performance of this market to remain dampened in the short to medium term.

⁶ FH&RA Indian Hotel Industry Survey 2008-09

**Average Number of Total Employees Per Hotel as per the City
(Permanent/ Contract/ Full Time/ Part Time)**

Composition		Bangalore		Chennai		Goa		Kolkata		Mumbai		New Delhi NCR		Pune	
composition		five star *	4,3,2 star	five star	3,2 star	five star	4,3 star	five star	3,2 star	five star	4,3,2 star	five star	3,2 star	five star	3,2 star
No of		8	24	8	24	9	16	6	21	12	99	10	14	5	29
Response															
Managers	M	51	8.0	32.3	11.4	41.8	8.6	45.3	2.7	33.3	8.6	21.2	7.4	27.8	3.3
	F	14.4	1.2	5.8	1.3	10.8	2.8	12.0	0.7	10.4	2.0	4.0	1.4	6.2	0.5
Supervisors	M	64.8	10.3	35.3	17.4	31.7	8.9	37.8	4.5	58.3	13.6	16.2	8.2	17.0	5.0
	F	6.6	1.2	8.9	1.8	8.6	3.7	7.3	0.7	11.3	3.0	3.4	1.2	2.4	1.0
Staff	M	24	77.5	23	10	22	82.3	19	31.7	19	10	15	57.3	13	30.3
	F	23.6	5.3	22.3	8.4	32.6	10.0	27.7	1.0	31.7	5.9	20.5	2.7	9.6	2.5
Total		40	10	33	14	35	11	32	41.	34	13	22	78.	20	42.
Average No of Employee per room		5.9	3.5	5.3	1.0	4.0	6.3	8.8	2	3.3	4.9	3.9	2	1.4	6
		2.2	1.7	2.1	2.3	2.0	1.7	2.0	1.2	1.9	2.9	2.0	1.6	2.0	1.0

*five star also includes five star deluxe properties.

The above table is statistics presenting Number of employees at various levels in different cities.

Average Percentage of Trained Employees Per Hotel *

Composition	Bangalore		Chennai		Goa		Kolkata		Mumbai		New Delhi NCR		Pune	
	five star *	4,3,2 star	five four star	3,2 star	five star	4,3 star	five four star	3,2 star	five 4,3, 2 star	4,3, 2 star	five four star	3,2 star	five four star	3,2 star
No of Response	8	14	7	18	8	12	6	8	8	49	9	7	5	14
Managers	86.1	76.4	98.1	91.1	77.1	84.0	100	96.9	83.2	88.7	90.7	84.1	83.1	95.7
Supervisors	78.4	68.3	95.7	77.9	53.6	74.5	85.0	81.3	94.6	147.9	81.7	89.4	80.8	92.6
Staff	52.5	62.4	89.4	71.2	60.0	49.3	72.0	51.3	90.5	112.6	69.5	68.4	52.4	78.1
Total Trained Employees *	72.3	69.0	94.4	80.1	63.5	69.3	80.9	77.5	94.0	144.2	80.6	80.6	72.1	88.8
Total Untrained employees	27.7	31.0	5.6	19.9	36.5	30.7	19.2	22.5	6.0	55.9	19.4	19.4	27.9	11.2

* Trained Employees includes those with a minimum one year certificate course from a hotel management or equivalent institution; however some hotels may have included those with short term (in house) training.

** five star also includes five star deluxe properties.

The above table presents percentage of trained and untrained employees' city wise. This makes it very clear that After Goa Pune and Bangalore (27%) are having maximum percentage of untrained employees even in five star properties.

2.1.8 Functioning of Hospitality Unit:

The resident manager has operational responsibility for the entire hotel except for food and beverage. The Room manager has lesser responsibility. Where there is a complete staff, the Rooms manager is assisted by a junior manager and/ or a front office manager. The latter focuses chiefly on the operational areas of the physical front desk. The distinctions are less sharp today because front office staff were reduced dramatically as hotel organisations restructured during the dark days of the early to mid 1990s.

Numerous middle management positions were cut as a result and many titles were collapsed into one. The new structure that was created has remained and with it the merger of titles and responsibilities. Hotels offset the diminished management structure by enlarging the scope of employee authority and responsibility. There was new empowerment of guest service agent. The front office organisation does not reflect this loss of supervisory staff because many positions are now being reinstated as the lodging industry enters a strong period of recovery.

The room department is not an independent unit but is one heavily dependent on other departments within the hotel. Notwithstanding that interdependence, the front office is the most important unit of the hotel. Various hotels can and do function without food and beverage facilities. Marketing is often taken on by the manager of a small hotel. Some hotels get along without departments of human resources. Others outsource their payrolls and accounting systems. Not so with the front office. The very definition of hotel as a purveyor of rooms necessitates the presence of the rooms division, which is most evident in two functions: The front desk and housekeeping.

2.1.9. Major Departments within a Big Hotel

The departments are classified on accounts of its function as Core or Support.

These include:

- Rooms Division or Accommodations
- Food & Beverage Operations
- Marketing and Sales
- Front Office/ Bell Desk
- Human Resources and Training
- Production or Kitchen
- Finance and Purchases
- Security and Safety
- Engineering and Maintenance

Food and Beverages

F & B deals mainly with food and beverage service allied activities. Different divisions are there in F & B like Restaurants, Speciality Restaurants, Coffee Shop (24 hrs.), Bar, Banquets, Room service etc. Apart from that they have Utility services (Cleaning).

Front Office Department:-

The front office is the command post for processing reservations, registering guests, settling guest accounts (cashiering), and checking out guests. Front desk agents also handle the distribution of guestroom keys and mail, messages or other information for guests. The most visible part of the front office area is of course the front desk. The front desk can be a counter or, in some luxury hotels, an actual desk where a guest can sit down and register.

Housekeeping Department:-

The housekeeping department is another important department in hospitality world. Housekeeping is responsible for cleaning the hotel's guestrooms and public areas. This department has the largest staff, consisting of an assistant housekeeper, room inspectors, room attendants, a houseperson crew, linen

room attendants and personnel in charge of employee uniforms. They may also have their own laundry and valet service. Hotels with laundry and valet equipment may use it only for hotel linens and uniforms and send guest clothing to an outside service where it can be handled with specialized equipment.

Food Production Department:-

Food production deals with the preparations of food items. It is basically engaged in preparing those dishes, which are ordered by the guest and afterwards is catered by the F&B department. Cuisine like Indian, Continental, Thai, Italian, Konkani (Coastal Sea Food), South Indian, Chinese, Mexican, etc. Different Chefs are appointed for the specialty cuisine.

Marketing & Sales Department:-

Sales and marketing has become one of the most vital functions of the hotel business and an integral part of modern hotel management. It includes packaging for selling, sales promotion, advertising and public relations. The marketing division is charged with the responsibility of keeping the rooms in the hotel occupied at the right price and with the right mix of guests.

Engineering and Maintenance Department:-

The energy crisis throughout the world has given a great importance to the engineering department of a hotel. This department provides on the day-to-day basis the utility services, electricity, hot water, steams, air-conditioning and other services and is responsible for repair and maintenance of the equipment, furniture and fixtures in the hotel. The engineering department has an important role in satisfying the guest- demand and helping to maintain the profit level of the hotel. The cleaning, up-keep, repair, replacement, installation and maintenance of property and its furnishing, machinery and equipment are the joint responsibilities of Engineering/Maintenance and the Housekeeping Department.

Finance, Accounting and Control Department:-

A hotel's accounting department is responsible for keeping track of the many business transactions that occur in the hotel. The accounting department does more than simply keep the books-financial management is perhaps a more appropriate description of what the accounting department does. Whereas the control department is concern with cost control guidelines by way of reducing in investment, reduction in operating cost, control of food service costs, control of beverage costs, labour cost control, etc.

Safety and Security Department:-

The security of guests, employees, personal property and the hotel itself is an overriding concern for today's hoteliers. In the past, most security precautions concentrated on the prevention of theft from guests and the hotel. However, today such violent crimes as murder and rape have become a problem for some hotels. Unfortunately, crime rates in most major's cities are rising. Hence today security department also concentrate on these additional criminal activities too.

Administration Department:-

Top organisational members usually supervise the Administration Department in a hotel. This department is responsible for all the work connected with administration, personnel, manpower, employee's welfare, medical, health and security.

Human Resource Development:-

This department started getting importance only few decades before in hotel industry and within a short span of time it has become a very important part of the organisation. It plays the role of facilitator between the bargainable cadre and non-bargainable cadre.

This department is the topic of discussion. The practice, which this department and their staff perform, is going to be learned in the light of present study.

Researcher can conclude from the review of Hospitality Industry, its growth and characteristics that this industry is very peculiar and driven mainly by the people who are serving for the industry. The training of such employees makes the difference in the service of the hospitality unit. This service is the only experience that a customer carries with himself. Hospitality is an intangible experience. The success of this industry depends on capable and trained employees. Hence training in hospitality industry is an important aspect of its success and growth. Training in hospitality industry is also a crucial function of its managers.

“The factor that caused guests to be most involved in the purchase decision (and therefore more interested in the hotel) was its employees – Cornell Study.

2.1.10 Human Resources in Hospitality Industry

Human resources in hospitality industry, just like in any other enterprise, is one of the single biggest cost. Furthermore, it is the efficient workforce in hospitality industry, whose timely and good services to customers have great bearing on the business of hotel and restaurants. Between the enterprise and customer, human resource establishes first contact. Therefore effective management of human resource is of vital importance for the success of enterprise.

Common perceptions of management practices in the hotel industry typically include work intensification, high labour turnover, lack of training and poor career prospects, and casual terms and conditions of employment. The present study is with due caution of such perceptions. Some of the global studies in this area were explored as part of literature review.

Kusluvan (2003) in his study on “Managing employee attitudes and behaviours in the tourism and hospitality Industry” advised : Employees are one of the most , if not most important resources or assets for tourism and hospitality organisations in their endeavor to provide excellent service, meet and exceed consumer expectations, achieve competitive advantage and exceptional organisational performance.

Kusluvan (2003) also observed that normative HR practices have largely not been implemented in industry, although some improvements have begun to be noted, once again in larger organisations, For example recruitment and selection is largely conducted intuitively and unprofessionally, orientation and training has largely been neglected for both management and the employees, although this is starting to improve some what in larger organisations in which service quality and consumer satisfaction have been recognized as important; there continues to be lack of opportunity for promotion and career development although evidence of the use of internal labour markets has

begun to be found, the industry continues to be notorious for its low wages and lack of benefits, particularly at lower organisational levels; results of empowerment and employee participation are mixed – with some studies finding increasing relates and others suggesting managers are becoming increasingly hierarchical and autocratic and the industry can be characterized by a poor leadership style with managers largely being described as poorly equipped to manage professionally and as exhibiting unbridled individualism, although a more consultative approach has begun to be observed in some chain hotels.

In comparison to employees in other industries, hospitality industry employees were much more content with their lot. She reported that they show a stronger level of endorsement for the way they are managed. are more likely to be proud to tell people to tell people who they work for and display an impression of overall job satisfaction. There is also evolving role of HR managers in hospitality Industry, there are more personnel specialist with formal human resource qualifications in the hospitality industry compared to other industries'. However this has been attributed in part to the industries high turnover rate, which in turn has been associated with a number of the industry characteristics previously described including poor working conditions and poor HRM practices and focusing on labor as a cost to be minimized. What is not clear is why hospitality employees are more likely to endorse the way they are managed than their non hospitality counterparts. More focus is also needed with respect to the implications of organisational demographics, internationalism and cross culturalism of HRM research and practice.

The impact of training and development has also come under review. Lashley (2002) conducted a study on the cost and benefits of training at one organisation in order to test the utility of a model for helping identity such outcomes. He noted that despite the fact that a significant proportion of the literature advocates investing in training and development activities, there had been little empirical evidence that doing so will actually lead to increased

organisational effectiveness. Further he acknowledged that generating such evidence is difficult. It is difficult to isolate training as the key independent variable in managing a business unit which leads to specific gains in business performance. Is it training which is leading to improvements in productivity, for example, or are changes the result of improved employee motivation because the employee values training? What effect does the employment environment make?

Lashley (2002) concluded that it was 'not possible to measure precisely any resultant financial benefits associated with expenditure on training' but that benefits such as 'improvement in service quality, staff satisfaction, and functional flexibility' along with improvements in turnover and productivity, could be identified through qualitative means.

Introduction to Human Resource Department of hotel industry

In hotel industry the job of HR manager can be compare with the job of conductor, whose job is to instruct and direct all of the various musicians so that they can perform well together. But before a conductor can direct a beautiful performance, all of the individual musicians must be able to play their instruments well. What kind of performance could one expect if the violinists did not know how to play their instruments or the flutists could not read music?

So it is in the hospitality industry, before a manager can direct and shape employee's individual contributions into an efficient whole, he or she must first turn employees into competent workers who know how to do their jobs. Employees are the musicians of the orchestra that the members of the audience-the-guests-have come to watch performance. If employees are not skilled at their jobs, then the performance they give will get bad reviews. Just as an orchestra can have a fine musical score from a great composer and still perform poorly because of incompetent musicians, so a hotel can have a

finest standard recipes, service procedures and quality standards and still have dissatisfied guests because of poor employee performance.

That is why properly managing human resources is so important. No other industry provides so much contact between employees and customers and so many opportunities to either reinforce a positive experience or create a negative one.

The five-star hotels hires and involves number of employees in different jobs and in different fields there is dire need to look and control on them. No doubt different department's heads are present to look their department employee, but HRD is a place, which supervise and effectively communicate with these departments head and communicate with the top management. Thus there function is very large and diverse as compared with respect to different department's heads.

In most of the hotels the Human Resource policies are put in writing. These policies are distributed to key and responsible executive to provide guidance and ensure consistent application. Periodically the HRD review these policies.

For Example: **In Ramada** international the following policies are put on the notice board as well as each employee bear a tag starting “**I am**” which generate a sense of motivation as well as sense of personal feeling towards the organisation.

Policies of Ramada International

I am proud

I am Excited

I am Empowered

I am Ramada International

Areas of Human Resource policies

The Human Resource policies are concerned with each of the following areas:-

- Employment
- Recruitment
- Interview
- Psychological and Aptitude tests
- Selection
- Medical Examination
- Administration and Transfers
- Promotions and Termination
- Responsibilities for adherence to indiscrimination laws
- Education and Training
- Orientation of new employees
- Educational needs for employees
- Training programmes
- Development Opportunities
- Communications
- Health and Safety
- Occupational health
- Emergency medical care
- Safety programme
- Preventive Medicine
- Employee's Services
- Cafeteria
- Vending Machine
- Employee's Lounge
- Lockers
- Counselling
- Suggestion Scheme

- Wages and Salary Administration
- Salary structure
- Performance standards and Job evaluation
- Salary survey
- Benefits
- Group Insurance
- Sick-pay plan
- Hospitalization
- Major medical coverage
- Key man Insurance
- Pension plan/scheme
- Labour/Industrial relations
- Presentation Elections
- Collective Bargaining
- Grievance Procedures
- Administration
- Personnel records
- Security
- Holidays and Vacations
- Office Layout and Services
- Work Rules

FHARI Annual Report 2009- 2010) revealed the average staff turnover in 5 star deluxe hotels in India is 24.14 per cent. The Indian hospitality Industry is characterized by a weak internal labour market. There is a stream of 10,000 hospitality students graduating every year (Ministry of HRD, Government of India) from various public and private institutions. However, the management trainee positions are merely restricted to about 100-150. Most graduates join as operations trainees and then wait for another few years to become management trainees. The working condition in most hotels in India apart from top luxury brands leaves a lot to be desired. The attrition rates are high.

Long work hours with low compensation, motivates employee to look for greener pastures. Many of the multinational brands act as a training ground for interns who later take up more lucrative assignments elsewhere. The reason for shifting jobs are slight increments in salary, the work environment lacks openness and sharing of concerns by employees is seldom the norm. The employee to room ratio is extremely high. Hotels deploy more people rather than investing in a multi-skilled task force.

2.2 Training Process and Practices

“Lack of trained manpower is the single most limiting factor for growth of the hospitality industry.”

Training refers to the planned effort by a company to facilitate employees learning of job-related competencies, which include knowledge, skills, or behaviours that are critical for successful job performance.

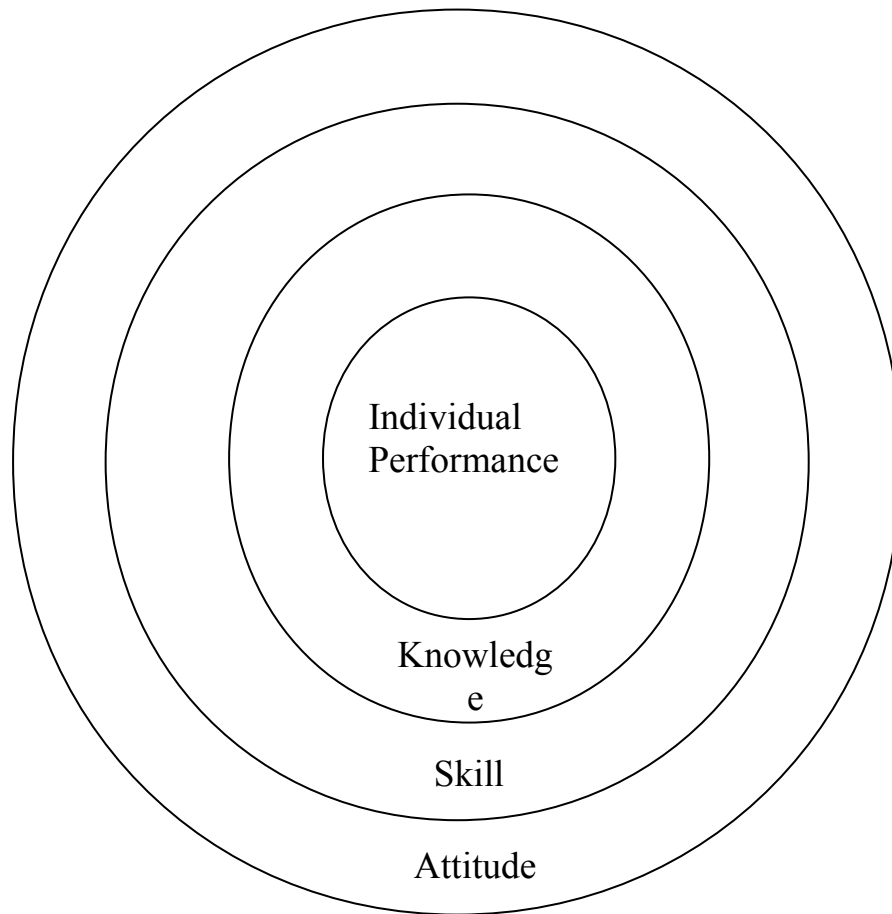
"Training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience" (Armstrong 1999)

"A planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose, on the work situation, is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organisation". (UK Manpower services commission, 1981)

While Armstrong's definition is concise, the definition given by the UK manpower services commission gives a better insight to training by not only explaining what training is but also giving the reason for training practices to be implemented. Sometimes there is confusion between the terms "Education" & "Training" because there is a degree of inter-relationship. This relationship can be best understood by considering Education as dealing with the imparting of knowledge whereas Training is directed towards changing of behaviour and attitude.

Armstrong states that the fundamental aim of training is to help organisations achieve their purpose by adding to their key resources i.e. the people they employ. Investing in training means that employees will be able to perform better and empower themselves to make use of their natural abilities.

Knowledge, Skills and Attitude ⁷



Training means the planned and organized activity to impart skills, techniques and methodologies to employers and their employees to assist them in establishing and maintaining employment and a place of employment that is safe and healthful.

Education is concerned with increasing general knowledge and understanding of an employee's total environment. A course on hospitality management, human relations, Bar tending, Retail management is education.

⁷ Knowledge , Skills and Attitude, Training and Development concept and practice, S.K. Bhatia , Page 6

Learning is broad one which includes both training and education. Learning is observable modification of behaviour as a result of some experience.

Development has a broader meaning. It's aim is to grow or improve the overall personality of an individual. It is continuous process and is on the initiative from individual. Development is to meet an individual's future needs. Efforts towards development often depend on personal drive and ambition. It helps individuals' in progress towards maturity and actualisation of their potential capacities.

Any training and development programme must contain inputs which enable the participants to gain skills, learn theoretical concepts and help acquire vision to look into the distant future. In addition to these, there is a need to give ethical orientation, emphasise on attitudinal changes and stress upon decision making and problem solving abilities.

Development is whole process by which employee learns, grows, improves his abilities to perform variety of roles within and outside the organisation. He acquires socially desirable attitudes and values.

Management Education and Management development is aimed at improving one's abilities to perform professional management tasks. It involves learning on the job through experience, formal training programmes and several other approaches including self development.

Well trained, knowledgeable employees are a valuable resource for any business. Training is one element corporate consider when looking to advance people and offer promotions. Although many employees recognize the high value those in management place on training and development, some employees are still reluctant to be trained. Training and Development offers more than just increased knowledge. It offers the added advantage of networking and drawing from others experiences. Training is valuable to both

the employer and employees. Increased knowledge and skill makes the employee more productive in the workplace and thus more valuable.

In today's economy, if business isn't learning, then it is going to fall behind. And a business learns as its people learn. Employees are the ones that produce, refine, protect, deliver and manage products or service every day, year in, year out. With the rapid pace and international reach of the 21st century marketplace, continual learning is critical to business's continued success. Therefore the business organisations should pay utmost importance to how the training activity is carried out, right from the need identification (at the organisational, functional, and individual level) along with a proper established system of evaluation that evaluated the effectiveness of training needs at an immediate level, job level and out come level.

The goal of training is for employees to master the knowledge, skills & behaviours emphasized in training programs & to apply them to their day-to-day activities. '...there can be no single statement of what the role of a training specialist should be. It is conditioned by a combination of the objective necessities in his firm, subjective and personal elements brought out by the attitudes of managers, and his own conception of his role and personal skills – he and the job help to make each other.'

T. Leduchowicz

When employee is placed on the job, he or she needs training to perform his or her duties effectively. Employees must be trained to operate machines, reduce scraps and avoid accidents. Supervisors, managers and executives also need to be developed in order to enable them acquire growth and maturity in thinking and actions. Training and development constitute an ongoing process in any organisation.

Training Objectives

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organisation.

The main objectives of training are to (Armstrong, 1999):

- Develop competencies of employees to improve their performance.
- Help people to grow within the organisation in order that as far as possible, its future Human resources can be met from within.
- Reduce the learning time for employees starting in new jobs on appointment, transfer or promotion, and ensure that they become fully competent as quickly and economically as possible.

2.2.1 Importance of Training and Development:

Training and development programme, helps remove performance deficiencies in employees. This is particularly true when 1) the deficiency is caused by a lack of ability rather than a lack of motivation to perform, 2) the individuals involved have the aptitude and motivation needed to learn how to do the job better, and 3) supervisors and peers are supportive of the desired behaviours.

There is a greater stability, flexibility and capacity for growth in an organisation and training contributes to employee stability in at least two ways. Employees become efficient after undergoing training. Efficient employees contribute to the growth of the organisation. Growth renders stability to the workforce. Further, trained employees tend to stay with the organisation. They seldom leave the company. Training makes the employee versatile in operations. All-rounder can be transferred to any new jobs. Flexibility is, therefore, ensured. Growth indicates prosperity, which is reflected in increased profits from year to year. Who else but well-trained employees can contribute to the prosperity of the enterprise?

Accidents, scrap and damage to machinery and equipment can be avoided or minimised through training. Even dissatisfaction, complaints, absenteeism, and turnover can be reduced if employees are trained well.

Future needs for employees will be met through training and development programmes. Organisations take fresh diploma holders or graduates as apprentices or management trainees. They are absorbed after course completion. Training serves as an effective source of recruitment. Training is an investment in human resources with a promise of better returns in future.

A company's training and development pays dividends to the employees and the organisation. Though no single training programme yields all the benefits discussed above, the organisation, which devotes itself to training and development, enhances its human capabilities and strengthen its competitive edge. At the same time, the employees' personal and career goals are furthered, generally adding to his or her abilities and value of the employer. Ultimately, the objectives of the human resource department are also furthered.

Training offers following benefit to hospitality unit.

- **Benefits to Trainee**
 - Prepares employees to do their jobs
 - Improves self-confidence
 - Improves motivation
 - Improves morale
 - Prepares for promotion
 - Reduces tension and stress
 - Provides an opportunity to succeed

- **Benefits to the Property**
 - Increases productivity

- Reduces costs
 - Builds a strong employee team
 - Decreases safety hazards
 - Creates a better image
 - Builds repeat business
 - Increases referrals
 - Attracts potential employees
 - Decreases absenteeism
 - Reduces turnover
- **Benefits to Guests**
 - Provides high-quality products
 - Provides high-quality services
 - Makes their visit more pleasant
 - Makes them feel they are getting their money's worth
 - Provides a safer visit

It would be unreal to assume that everything is positive for organisations that invest in training programmes for their employees. They can fall prey to other organisations that have no training policy and depend on poaching. As a direct result of a no training policy the latter can offer attractive remuneration to poach staff resulting in inflationary staff costs.

The reason companies are able to entice staff away may be due to the fact that many employed within the Hospitality industry are very employable because they are multi-skilled which means that they are qualified for a number of positions. (For E.g. Jury's Hotels, UK employs workers who will be able to work within food & beverage and accommodation department's etc). It must also be remembered that absence of employees from the workplace while on training can adversely affect productivity levels in the short term. In a recent survey Look Who's Training now (2000) "The main reasons for not

training beyond induction were: lack of time; difficulty in providing cover for staff and staff not staying long enough to be trained"

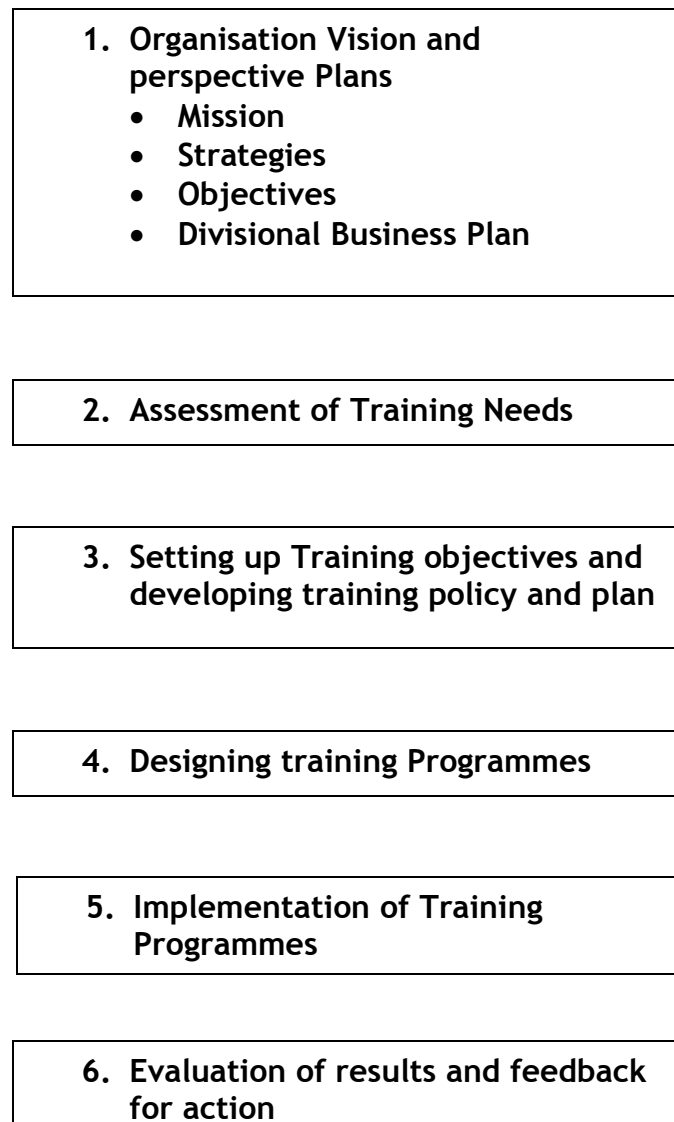
The importance of training to the hospitality industry has been highlighted by Peterson & Hicks (1996). According to Peterson & Hicks (1996) training is vital because of the unavoidable changes that occur in organisations. To achieve continuing progress successful organisations will reprogram themselves and retrain their employees accordingly, e.g. to gain a competitive edge over their competitors by improving service quality in their hotel etc. Peterson & Hicks (1996) are also adamant that those organisations that are successful at present but continue unchanged and become complacent will be in for a big shock. They argue that training is a continuous process and that people's skills need to be continually updated to avoid becoming obsolete just like technologies which become outdated if development is not ongoing.

To conclude, training can be a valuable tool for the organisation and the manager, provided it is the right tool to solve the problem or address the identified issues. Right support must be provided by the management for the training to be effective.

2.2.2 Training Process:

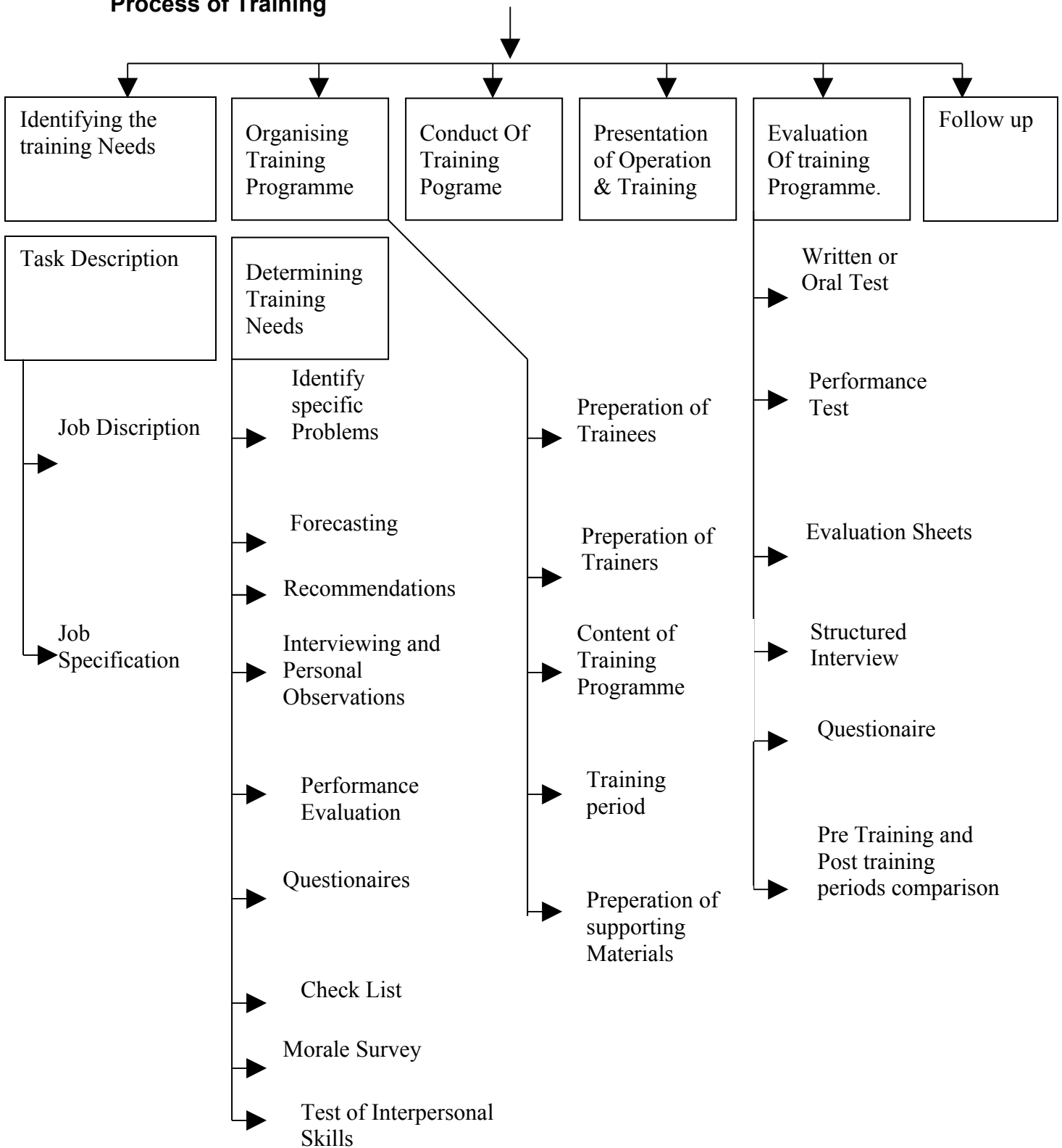
Training Process is an integral part of human resource management and organisation. The figure below outlines inter related steps in training process.

Model for Training Process (S. K Bhatia)



The systematic approach to training will follow the above process. These stages in model are further discussed in detail with other steps involved in implementing the model.

Process of Training



2.2.3 Step I) Training Needs Identification

Training is an integral part of any organisation. Training is about knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time. Training is about the acquisition of knowledge, skills, and abilities (KSA) through professional development.

The first phase of training is needs evaluations or needs assessment. All trainings should only be conducted to meet specific identified training needs. There is a cost associated with the trainings. That makes needs assessments critical to developing relevant and effective training programs. A training need exists when there is a gap between what is required of an employee to perform their work competently and what they actually know.

There is no single method for identifying training need. There are number of procedures in general use as well as systems unique to organisations. Each method has its own advantages and disadvantages. The idea is to find out the best in every organisation and take it forward to be more effective in training.

The results of training needs analysis will highlight the subject matter needed to be covered during the training course. The knowledge and skills gained during the training will increase abilities and allow our employees to perform their jobs at an acceptable level. The needs assessment is quite simple and obvious. For example, when a new information system is introduced, it is assumed that no one has the knowledge to operate it and the training need is noted. However if the organisation was switching systems, the need may not be so obvious. By conducting training needs analysis we target the group that needs to be trained as well as hone in on exactly what training is required. The conditions under which HRD activity will occur or In other words reasons for doing training needs assessment are:

- To determine gap in SKA:
SKA = Skills, Knowledge & Attitude
Gap = What they know minus What they need to know
- To determine whether training is needed
- To determine causes of poor performance
- To determine content and scope of training
- To determine desired training outcomes
- To provide a basis of measurement
- To determine conditions under which HRD activity will take place
- To gain management support

Steps in the Needs Assessment Process

Training Need Assessment also follows a step wise process.

Step One: Identify Problem Needs

Determine organisational context

Perform gap analysis

Set objectives

Step Two: Determine Design of Needs Analysis

Method selection criteria

Step Three: Collect Data

Conduct interviews

Questionnaires and Surveys

Observe people at work

Step Four: Analyze Data

Initial Analysis

Determine solutions/recommendations

Step Five: Provide Feedback

Write report and make oral presentation

Determine next step – Training needed?

Step Six: Develop Action Plan

Once this formal needs assessment process is completed the information is used as the basis for training design, development and evaluation. However managers continue to assess attitudes, knowledge and skill level of participants prior to each session. Different employees may have different requirements.

The Need assessment process can be as detailed and involved as needed. Factors to consider when considering the level of detail are time, money, number of people involved, criticalness of skill, anticipated return on investment, resources available, etc. A comparison of some of the factors between in-depth and a mini assessment follows.

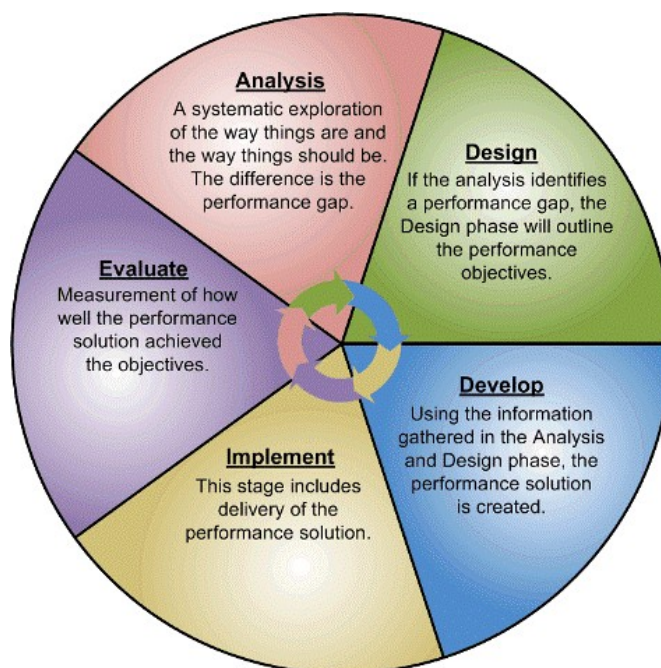
	In-depth	Mini
Type of Information	Quantitative	Qualitative
Methods	Multi-tiered approach Surveys Observation Interviews Focus groups Document reviews	Interviews Focus groups
Scope	Widespread organisational involvement Broad ranging objectives	Fewer people involved Short term focus
Length	Several months to a year	Few days to a week
Cost	Expensive	Inexpensive
Focus	Linked o defined outputs	Immediate, quick results
Exposure/Visibility	High profile and risk	Lower risk

2.2.4. Step II) Training Design

Training Design is an art as well as a science. As a science, it takes into account the purpose the organisation wants the training to achieve, appropriate principles from learning theory, and pragmatic considerations, such as cost and organisational sponsorship. As an art the instructional designer provides creative solutions for learning needs.

ADDIE Model

ADDIE provides a structure or framework for Instructional design of a training program. Later many practitioner/ researchers have made changes in the version to suit the instruction system design.



The ADDIE model refers to Analyze, Design, Develop, Implement and Evaluate. Furthermore, provides a step-by-step process that helps instructional designers plan and create training programs with a framework in order to make sure that their instructional products are effective and that their processes are as efficient as they can possibly be.

1. Analyze

- Who is the audience and what are their characteristics?
- Did we identify the new behavioral outcome?
- What types of learning constraints exist?
- What are the delivery options?
- What are the online pedagogical considerations?
- What is the timeline for project completion?

2. Design

- Documentation of the project's instructional, visual and technical design strategy
- Apply instructional strategies according to the intended behavioral outcomes by domain (cognitive, affective, psychomotor).
- Create storyboards
- Design the user interface and user experience
- Prototype creation
- Apply visual design (graphic design)

3. Development

- List activities that will help the students learn the task.
- Select the delivery method such as tapes, handouts, etc.
- Review existing material so that you do not reinvent the wheel.
- Develop the instructional courseware.
- Synthesize the courseware into a viable training program.
- Validate the instruction to ensure it accomplishes all goals and objectives.

4. Implement

- During the implementation phase, a procedure for training the facilitators and the learners is developed.
- The facilitators' training should cover the course curriculum, learning outcomes, method of delivery, and testing procedures.
- Preparation of the learners include training them on new tools (software or hardware), student registration.

- This is also the phase where the project manager ensures that the books, hands on equipment, tools, CD-ROMs and software are in place, and that the learning application or website is functional.

5. Evaluation

- Review and evaluate each phase (analyze, design, develop, implement) to ensure it is accomplishing what it is supposed to.
- Perform external evaluations, e.g. observe that the learner on the job can actually perform the tasks that were trained.
- Revise training system to make it better.

The design of the training program can be undertaken only when a clear training objective has been produced. The training objective clears what goal has to be achieved by the end of training program i.e. what the trainees are expected to be able to do at the end of their training. Training objectives assist trainers to design the training program.

Specific Learning Objectives

The course/intervention learning objectives are drawn from the results of training needs investigation .It's critical to keep these objectives in our minds as well as in the front of the training plan. Most of the training programs are not effective because of failure to carry the precise intent of the learning objectives agreed with line managers into the training design.

Objectives Should Be:

SMART

- **Specific**, State desired results in detail
- **Measurable** (observable), Use verbs that describe what trainees will learn
- **Action**, Describe an action that the trainee will perform
- **Realistic**, Achievable
- **Time frame**, How long will it take the trainees to learn the skill?

Other Considerations while designing training:

The Trainer – Before starting a training program, a trainer analyzes his technical, interpersonal, judgmental skills in order to deliver quality content to trainees.

The Trainees – A good training design requires close scrutiny of the trainees and their profiles. Age, experience, needs and expectations of the trainees are some of the important factors that affect training design.

Cost of Training – It is one of the most important considerations in designing a training programme. A training programme involves cost of different types. These may be in the form of direct expenses incurred in training, cost of training material to be provided, arrangement of physical facilities and refreshment, etc. Besides these expenses the organisation has to bear indirect cost in the form of loss of production during training period. Ideally, a training programme must be able to generate more revenues than the cost involved.

Training Climate – A good training climate comprises of ambience, tone, feelings, positive perception for training program, etc. Therefore, when the climate is favourable nothing goes wrong but when the climate is unfavourable, almost everything goes wrong.

Trainees' Learning Style – the learning style, age, experience, educational background of trainees must be kept in mind in order to get the right pitch to the design of the program.

Training Strategies – Once the training objective has been identified, the trainer translates it into specific training areas and modules. The trainer prepares the priority list of about what must be included, what could be included.

Training Topics – After formulating a strategy, trainer decides upon the content to be delivered. Trainers break the content into headings, topics, and modules. These topics and modules are then classified into information, knowledge, skills, and attitudes.

Sequence the contents – Contents are then sequenced in a following manner:

- From simple to complex
- Topics are arranged in terms of their relative importance
- From known to unknown
- From specific to general
- Dependent relationship

Training Tactics – Once the objectives and the strategy of the training program becomes clear, trainer comes in the position to select most appropriate tactics or methods or techniques. The method selection depends on the following factors:

- Trainees' background
- Time allocated
- Style preference of trainer
- Level of competence of trainer
- Availability of facilities and resources, etc

Support Facilities – It can be segregated into printed and audio visual. The various requirements in a training program are white boards, flip charts, markers, etc.

Constraints – The various constraints for the training are:

- Time
- Accommodation, facilities and their availability
- Furnishings and equipments
- Budget

- Design of the training, etc

2.2.5 Step III) Training Implementation

To put training program into effect according to definite plan or procedure is called training implementation. Training implementation is the hardest part of the system because one wrong step can lead to the failure of whole training program. Even the best training program will fail due to one wrong action. Training implementation can be segregated into:

- Practical administrative arrangements
- Carrying out of the training

Once the staff, course, content, equipments, topics are ready, the training is implemented. Completing training design does not mean that the work is done because implementation phase requires continual adjusting, redesigning, and refining. Preparation is the most important factor to taste the success. Therefore, following are the factors that are kept in mind while implementing training program:

The Trainer – The trainer need to be prepared mentally before the delivery of content. Trainer prepares materials and activities well in advance. The trainer also set grounds before meeting with participants by making sure that he is comfortable with course content and is flexible in his approach.

Role of Trainer and Learning Styles:

Andragogy and pedagogy refer to teaching styles used to expose individuals to new skills, knowledge and attitudes. Each style differs in assumptions about the learners and about the instructor. An understanding of learning theories is critical to the success of training and provides guidance in the assessment, development, implementation and evaluation of training activity. Individuals differ markedly in the ways they learn. These differences include individuals learning styles that may be behavioural, cognitive or humanistic or some combination of all three.

“**Learning how to learn**” is essential for organisational success as we move further into the 21st century and as new information makes previously acquired knowledge obsolete, it is critical that trainers be equipped with the skills, knowledge and attitudes to cope with the pressures these demands will certainly bring. Knowing the trainees learning style, understanding learning theories and the contexts within which each are most effective and evaluating training results are all hall marks of the effective trainers.

Below figure summarizes these Learning styles

Learning Orientation Summary (O’Connor Bronner Delaney – figure 5-7)

Elements	Behaviourist	Cognitivist	Humanist
Learning Process View	Behavioural Changes	Internal mental process action	Personal potential fulfilment
Learning locus	External	Internal	Affective and cognitive
Education’s purpose	Behaviour change	Capacity to learn	Self actualisations and autonomous
Role of instructor	Sets environment	Structures content of learning	Facilitates whole person development
Adult learning connection	Behavioural objectives, competency based training, skill development training	Cognitive development, memory and learning how to learn	Andragogy, mentoring, locus of control and self directed learning

Finally, Individuals respond in accordance with their **perception and reactions to motivation**. The individual may be driven by external factors such as direct leadership, coercion and threats, which may prove effective for one who is externally motivated. However, to an inner directed person, this same type of motivation may result in just the opposite reaction and thus, be counter productive. Likewise, those who are inner directed and respond well

to encouragement and higher levels of responsibility would blossom in corporate environment of a sharing and caring nature. What serves to motivate one person is not necessarily the same thing that will also be able to assess individual learning needs, as well as the learning style of the trainee. No one theory will fit every training experience due to the complexity of human nature the content and the context of the tasks to be learned, and the environment within which training occurs and is to be applied. It is critical for the trainer to be aware of these theories and issues in order to make the most effective bridge between trainer and trainee. Learning in its most effective context may never be completely identified and isolated. We do know however that for effective learning to occur the fit between learner , the content of the material to be acquired , the environment and the instructor or trainer must be as congruent as possible. Learning and motivation theories provide this guidance.

Physical set-up – Good physical set up is pre-requisite for effective and successful training program because it makes the first impression on participants. Classrooms should not be very small or big but as nearly square as possible. This will bring people together both physically and psychologically. Also, right amount of space should be allocated to every participant.

Establishing rapport with participants – There are various ways by which a trainer can establish good rapport with trainees by:

- Greeting participants – simple way to ease those initial tense moments
- Encouraging informal conversation
- Remembering their first name
- Pairing up the learners and have them familiarized with one another
- Listening carefully to trainees' comments and opinions
- Telling the learners by what name the trainer wants to be addressed
- Getting to class before the arrival of learners
- Starting the class promptly at the scheduled time

- Using familiar examples
- Varying his instructional techniques
- Using the alternate approach if one seems to bog down

In general programme implementation involves action on the following lines:

- Deciding the location and organizing training and other facilities.
- Scheduling the training programme.
- Conducting the programme.
- Monitoring the progress of the trainees.

Training programs are usually based on Gagne's Nine Events of Instruction:

- Gain attention
- Inform learners of objectives
- Stimulate recall of prior learning
- Present the content
- Provide "learning guidance"
- Elicit performance (practice)
- Provide feedback
- Assess performance
- Enhance retention and transfer to the job

2.2.5.1 Types of Training

There are many approaches to categorise types of training. The focus here is on the types of training that are commonly used in present-day organisations, in specific to the hospitality industry.

1. Skills training: A **skill** is the [learned](#) capacity to carry out pre-determined results often with the minimum outlay of [time](#), [energy](#), or both. This type of training is most common in organisations. The process here is fairly simple. The need for training in basic skills (such as reading, writing, computing, speaking, listening, problem solving, managing oneself, knowing how to learn, working as part of a team, leading others) is identified through assessment. Specific training objectives are set and training content is developed to meet those objectives. Several methods are available for imparting these basic skills in modern organisations (such as lectures, apprenticeship, on-the-job, coaching etc.). Before employing these methods, managers should:

- Explain how the training will help the trainees in their jobs.
- Relate the training to the trainees' goals.
- Respect and consider participant responses and use these as a resource.
- Encourage trainees to learn by doing.
- Give feedback on progress toward meeting learning objectives.

2. Induction training

Induction training is important as it enables a new recruit to become productive as quickly as possible. It can avoid costly mistakes by recruits not knowing the procedures or techniques of their new jobs. The length of induction training will vary from job to job and will depend on the complexity of the job, the size of the business and the level or position of the job within the business.

The following areas may be included in induction training:

- Learning about the duties of the job
- Meeting new colleagues
- Seeing the layout the premises
- Learning the values and aims of the business
- Learning about the internal workings and policies of the business

The main purpose of induction is to relieve the new employee from possible anxiety and make him or her feel at home on the job.

These orientation programmes are carried out formally as well as individually/collectively in the hotels. These programmes are carried from 1 week – 2 weak. The topics, which are covered in induction programme are given in the following table:

Organisational Issues

History of employer	Product line or services provided
Organisation of employer	Overview of production process
Names & titles of key executives	Company policies & rules
Employee’s title & department	Disciplinary regulations
Layout of physical facilities	Employee handbook
Probationary period	Safety procedure & enforcement

Employee Benefits

Pay scales and pay days	Insurance benefits
Vacations and holidays	Retirement programme
Rest breaks	Employer-provided services to
Training & education benefits	employees
Counseling	Rehabilitation programmes

Introduction

To supervisor	To co-workers
To trainers	To employee counsellor

Job Duties

Job location	Overview of job
Job tasks	Job objectives
Job safety requirements	Relationship to other jobs

After orientation comes placement. Placement refers to the assignment of a new employee to his or her job. The job of HR is simple where the job is independent, but where the jobs are sequential or pooled, HR specialists use assessment classification model for placing newly hired employees. For example the job of placing a waiter to its position is quite simpler as compared with that of the placing the employee at managerial level. The job of placing a waiter to its position is called an independent job but the job of placing employee at managerial level can be considered as sequential or pooled job.

3. Apprentice Ship Training

Most craft workers such as plumbers and carpenters are trained through formal apprenticeship programmes. Apprentices are trainees who spend a prescribed amount of time working with an experienced guide, coach or trainer. Assistantships and internships are similar to apprenticeships because they also demand high levels of participation from the trainee. An internship is a kind of on-the-job training that usually combines job training with classroom instruction in trade schools, colleges or universities. Coaching, as explained above, is similar to apprenticeship because the coach attempts to provide a model for the trainee to copy. One important disadvantage of the apprenticeship methods is the uniform period of training offered to trainees. People have different abilities and learn at varied rates. Those who learn fast may quit the programme in frustration. Slow learners may need additional training time. It is also likely that in these days of rapid changes in technology, old skills may get outdated quickly. Trainees who spend years learning specific skills may find, upon completion of their programmes, that the job skills they acquired are no longer appropriate.

Apprenticeship training programme tends towards more education than on-the-job training or vestibule schools, in that knowledge and skill in doing a craft or a series of related jobs are involved. The governments of various countries

have passed laws and made it obligatory on the part of employer to provide apprenticeship training

Apprentice training is one of the kinds of training taking place in an organisation. This actually is an on-the-job training. The apprentices get stipend during training period. Sometimes they are offered jobs after the completion of training. Most of the Hotels have internship trainees for 6 months duration. These trainees are final year student of hotel management institutes. The training provides hands on experience to the trainees and to hotelier's seasonal supply of manpower requirements. Good hotels also pay some amount of stipend to internship trainees during this duration; in few cases they are also provided to food and accommodation from hotels

Government of Maharashtra Employment Promotion Programme for Educated Unemployed Training Scheme

Unemployment among the educated youths in the state is of great concern for the state government. The problem as you know is a gigantic one. The state government hopes to solve this problem with public/ corporate cooperation. For this it has formulated a scheme which on one hand helps you to draw your workers from among the relatively more educated job seekers and mould them as you would by giving them suitable training on the job and on the other, it helps the educated unemployed to stand on their own feet. The unique feature of this scheme is that the monthly stipend to trainees is paid by the Government.

The main objective of the programme is that educated unemployed person should be given on the job training or such other practical training so as to make it possible for them to stand on their own feet and that they may be assisted through stipends during this period and thereafter enabled to obtain gainful employment in organized sector. The employment promotion programme aims at changing the attitude of the young people instead of

carrying on a frustrating search for the white collar or other jobs, they will have to be encouraged to take up jobs such as operatives or shop floor jobs.

The present programme aims at helping by:

- Training for acquisition and up gradation of skills.
- Training will be imparted to educated unemployed for acquisitions and up gradation of skills in the following areas:
- Production, assemble designing quality control, planning and maintenance any manufacturing concern or a service industry.
- Handicraft
- Accounts, typing, stenography, storekeeping, time keeping, telex and telephone operating, data processing on computers.
- These are not exhaustive but indicative.

Duration of Training:

The duration of training is restricted to a period of six months only in the course of which the candidate will receive a stipend ranging between Rs 300 to Rs 1000 per month according to level of education.

Mode of recruitment:

The recruitment of the scheme for acquisition and up gradation of skills should be done exclusively from candidates submitted by Employment Exchanges.

The programme restricted to only local persons, i.e. those who have been residing in Maharashtra for a period of 15 years or more similarly this benefit will be available only once, under this scheme.

Organisational Arrangements:

The employers who participate in the training programme should pay monthly stipend to the trainees, initially and then submit their claims for reimbursement to the appropriate employment officer from their district.

Use of forms:

With a view to have uniformity in the procedure to be followed by the employer for notification of training slots and for claiming the stipend standard forms have been prescribed.

Any law with respect to labour shall not apply to or in relation to such apprentices.

4. Refresher Training: Rapid changes in technology may force companies to go in for this kind of training. By organising short-term courses which incorporate the latest developments in a particular field, the company may keep its employees up-to-date and ready to take on emerging challenges.

It is conducted at regular intervals by taking the help of outside consultants who specialise in a particular descriptive.

5. Cross-functional Training: Cross-functional Training involves training employees to perform operations in areas other than their assigned job. This is also referred as Multi skills training or Multi tasking. There are many approaches to cross functional training. Job rotation can be used to provide a Manager in one functional area with a broader perspective than he would otherwise have. Departments can exchange personnel for a certain period so that each employee understands how other departments are functioning. High performing workers can act as peer trainers and help employees develop skills in another area of operation. Cross functional training provides the following benefits to an organisation (and the workers as well)

- (1) Workers gain rich experience in handling diverse jobs; they become more adaptable and versatile
- (2) They can better engineer their own career paths
- (3) They not only know their job well but also understand how others are able to perform under a different set of constraints
- (4) A broader perspective increases workers' understanding of the business and reduces the need for supervision

(5) when workers can fill in for other workers who are absent, it is easier to use flexible scheduling, which is increasingly in demand as more employees want to spend more time with their families.

Many Hotels are practising Cross functional training.

6. Team Training: Team training generally covers two areas; content tasks and group processes. Content tasks specify the team's goals such as cost control and problem solving. Group processes reflect the way members function as a team - for example how they interact with each other, how they sort out differences, how they participate etc. Companies are investing heavy amounts, now days, in training new employees to listen to each other and to cooperate. They are using outdoor experiential training techniques to develop teamwork and team spirit among their employees (such as scaling a mountain, preparing recipes for colleagues at a restaurant, sailing through uncharted waters, crossing a jungle etc.). The training basically throws light on (i) how members should communicate with each other (ii) how they have to cooperate and get ahead (iii) how they should deal with conflict-full situations (iv) how they should find their way, using collective wisdom and experience to good advantage.

7. Diversity Training: Diversity training considers all of the diverse dimensions in the workplace - race, gender, age, disabilities, lifestyles, culture, education, ideas and backgrounds - while designing a training programme. It aims to create better cross-cultural sensitivity with the aim of fostering more harmonious and fruitful working relationships among a firm's employees.

The programme covers two things: (i) awareness building, which helps employees appreciate the key benefits of diversity, and (ii) skill building, which offers the knowledge, skills and abilities required for working with people having varied backgrounds.

8. Literacy Training: Inability to write, speak and work well with others could often come in the way of discharging duties, especially at the lower levels. Workers, in such situations, may fail to understand safety messages, appreciate the importance of sticking to rules, and commit avoidable mistakes. Functional illiteracy (low skill level in a particular content area) may be a serious impediment to a firm's productivity and competitiveness. Functional literacy programmes focus on the basic skills required to perform a job adequately and capitalise on most workers' motivation to get help in a particular area. Tutorial programmes, home assignments, reading and writing exercises, simple mathematical tests, etc., are generally used in all company in-house programmes meant to improve the literacy levels of employees with weak reading, writing or arithmetic skills.

There are many customised and tailor made training programmes suiting to the requirements of the company as creativity training, consumer behaviours, selling skills etc.

2.2.5.2 Methods of Training

Various training methods are used to train employees. As days go by, newer methods gain entry into the field. The methods now being used are either on-the-job or off-the-job methods. On-the –job methods refer to those that are applied in the workplace, while the employees are actually working. Off-the-job methods are used away from the workplaces.

There are various methods of training. The choice of the methods depends upon several factors like cost of training, number of workers, depth of knowledge required, background of the trainees, and purpose of training and so on.

Training methods are usually classified by the location of instruction. On the job training is provided when the workers are taught relevant knowledge, skills and abilities at the actual workplace; off-the-job training, on the other hand, requires that trainees learn at a location other than the real work spot. Armstrong (1999), Boella (1996) and Go, Monachello and Baum (1996) are in agreement that there are three main places where training can take place. In company on the job, in Company off the job, and external training, each having its advantages and disadvantages that merit discussion and interpretation

1. On the Job Training (OJT)

On-the job training is an important way in which people acquire relevant knowledge and skills at work. Here it is important to make the distinction between training and learning – this is critical to the effective design and delivery of training in organisations. In relation to the Hospitality Industry for the best part, staff work is carried out in direct contact with customers.

"For this reason much of the training of new staff has to be performed "on the job" so that the experience of dealing with its customers can be obtained. On

the job training therefore plays a vital part in the industries approach to training" (Boella, 1996)

For Example Domino Pizza where approximately 85% of training is OJT delivered by store managers using standardise module developed by corporate training office. OJT is used extensively by Ramada Inn, which has developed an OJT training aid. This training aid helps trainees by making them aware of the training objectives the benefits to themselves and the benefits to the company and the customer in performing the task. It also provides trainee with the sequence of steps that should be followed to perform the task correctly as well as a list of tools, materials and equipment required to do the task. Finally the training aid provides an evaluation form for providing feedback to the trainee. (Examples adopted from Go et al 1996)

Used right OJT can form an important component in skills training as well as in orientation or induction training for new employees. In a recent survey Look Who's Training Now (2000) stated that "The most common route at over one third of all training incidents was on the job training provided by an internal provider and leading to no qualification"

Training is an instructor-led, content based intervention, leading to desired changes in behaviour. Learning is a self-directed, work-based process, leading to increased adaptive potential of the learners.

However, using the well-established term, on-the-job training (OJT) can be defined as an activity undertaken at the workplace which is designed to improve an individual's skills or knowledge. OJT is a well-established and well-used intervention designed to enhance individual skills and capabilities with the characteristics of:

- being delivered on a one-to-one basis and taking place at the trainee's place of work

- requiring time to take place, including potential periods when there is little or no useful output of products or services
- being specified, planned and structured activity.

OJT used to be colloquially called ‘sitting next to Nellie’ – learning through watching and observing someone with more experience performing a task. However, the largest survey ever undertaken in the UK indicated that about half of the total training delivered across all industries and sectors consisted of OJT.

One of the surveys on the theme Who learns at work? showed the value placed on OJT by learners.

- OJT was the preferred method of learning.
- 46% of the respondents of the most recent survey indicated ‘being shown how to do things then practising them’ as their best method.
- Hardly anyone found OJT and learning from colleagues the least appealing method.
- Generally learners prefer active rather than passive learning and few people prefer learning in isolation.

OJT is dependent upon the trainer having sufficient knowledge and expertise to impart to the trainee. OJT is important and the quality of OJT can be considerably improved through effective design.

The advantages of using on-the-job training

- Training can be delivered at the optimum time: for example immediately before a job is to be performed ‘for real’ in the workplace.
- The trainee will have opportunities to practice immediately.
- The trainee will have immediate feedback.
- Training is delivered by colleagues and can go some way to integrate the trainee into the team.

The disadvantages of using on-the-job training

- There is a tendency to fit OJT in when it is convenient for office routine rather than at the optimum time for learning.
- The training may be given piecemeal and not properly planned, and the trainee gains a fragmented picture of the organisation.
- Too much training can be delivered in one session leading to 'information overload' and trainee fatigue.
- The trainer may not have sufficient knowledge of the process or expertise in instructional techniques (a 'train the trainer' course may be appropriate).
- If immediate practice is not accompanied by feedback the trainee can feel abandoned after the initial experience.

On the job Training: How is works ?

Under this method, the responsibility to import training to workers is given to the immediate supervisor who knows exactly what is to be taught to the trainee for better performance or to some outside instructor who is specialist in the field. Under this method following systems may be included:

Training by Supervisor: Supervisor in charge is responsible for training of the operative staff under this system. The supervisor supervises and instructs the employee while on work. Sometimes, he even demonstrates the system of working to the employee. This enables the supervisor and the employee to understand each other better.

Under study system: Under this system, a senior and experienced workman is assigned the job of teaching the new employee as his under-study. The trainee under this system loses his motivation and morale if the person under whom he is working does not take interest in him. A common version of such training is the three-position plan. Under this a man learns from the man above him and teaches the one below him. This system is more suitable in the circumstances where the trainer requires an assistant.

Position rotation:

Under this system, the employee is periodically rotated from one job to another instead of sticking to one job just to acquire the general background and knowledge of the functioning of job. Its major objective is to broaden the background of the trainee in various positions of the job.

Few types of On-site Training/ - On-the-Job Training

- Apprentice Training
- Coaching/mentoring
- Job Rotation
- Job Instruction Training (JIT)
- Syndicate Method
- Job Enlargement

2. Off-the-Job Methods

Under this method of training, the trainee is separated from the job situation and his attention is focused upon learning the material related to his future job performance. Since the trainee is not distracted by job requirements, he can focus his entire concentration on learning the job rather than spending his time in performing it. There is an opportunity for freedom of expression for the trainees. Off-the-job training methods are as follows:

Go et al (1996) suggests that the distinguishing factor of In House Off the Job Training from other types of off the job training is that: "In house off the job training is conducted away from the physical location where the job is actually carried out but still on company premises"

Armstrong (1999) also believes that this type of training is the best way to acquire advanced manual, office, customer service or selling skills and to learn about company procedures and products. It also increases the trainee's identification with the organisation. The availability of equipment and trained

trainers helps in that the basic skills are acquired much quicker and often more economically.

There are a number of methods and techniques available with the choice depending on what is to be imparted. The main method(Adopted from Boella, 1996) guidelines are as follows,

1. *Talks* are best used for imparting knowledge such as company history and policies, legal matters, regulations, recipes, and an outline of methods and procedures. In giving a talk, progress must be checked frequently by use of questions and answers.
2. *Discussions* are best used to elaborate on and to consolidate what has been imparted by other techniques.
3. *Lectures* often mean little more than talking at trainees and are therefore to be avoided as there is usually little trainee participation.
4. *Case studies, projects, business games* are best used to illustrate and to consolidate principles of management such as planning, analytical techniques, etc.
5. *Role-playing* is best used to develop social skills such as receiving guests, handling customer complaints, selling, interviewing or instructional techniques. Ideally this should be supported by video tape recordings, if possible.
6. *Films, charts, and other visual aids* should not normally be used as instructional techniques by themselves, but should support talks, discussions, case studies and role-playing. Films on a variety of hotel and catering subjects are available from several training organisations.
7. *Programmed texts, Interactive videos, I CD* satisfy many of the principles of learning. In addition, individuals can use them at any convenient time — not requiring the presence of an instructor. They cannot, of course, be used to teach some things such as manual skills and they can be very expensive to design.

As with any system there are always going to be disadvantages which Armstrong (1999) goes on to state. Trainees sometimes find it hard to transfer the skills and knowledge learned on courses to the work place. Additionally managers and team leaders transferring from training situation to real life may find things more complex.

The problem here tends to be that their training deals with motivation and leadership theories, which deal with the mind. This makes it much harder to get across, as the connection between what people learn say in the classroom may not always be apparent. This is why "Strenuous efforts have to be made to ensure that learners perceive the reality of what they are learning and are expected to develop and implement action plans for putting it into practice"

The action learning approach/concept was developed by Revans (1989) in order to overcome such problems.

Advantages of off-the-job training:

- Use of specialist trainers and accommodation
- Employee can focus on the training - and not be distracted by work
- Opportunity to mix with employees from other businesses

Disadvantages of off-the-job training:

- Employee needs to be motivated to learn
- May not be directly relevant to the employee's job
- Costs (transport, course fees, examination fees, materials, accommodation)

External — Off the job Training

- This form of training may involve employees being released to attend a local college or university for either short term or formal certified programs i.e. National Vocational Qualifications (NVQS) etc. Go et al

(1996) suggests training can either be tailored to organisations specific needs or it may focus on special disciplines related to both the Hospitality & Tourism Industry. External training can also cover more technical or management topics which are beneficial for the development of managers or team leaders, technical and social knowledge and skills as suggested by Armstrong (1999).

- Other forms of external training could be special courses & conferences run by other organisations other than educational institutions. Another quite favourable approach used by larger organisations, which Go et al (1996) suggested, are work-based placements and projects at different locations within the parent organisation or other organisations. For those people who have the opportunity to participate in external training courses it allows them to broaden their horizons as they are exposed to peers from different organisations.
- As with most forms of training the transfer of learning into practice is more difficult than the two previous types of training mentioned. Another major concern is that the effectiveness of external training will be determined by how quickly the knowledge and skills acquired are used; Armstrong (1999) states if not used immediately the learning acquired may evaporate quickly. Finally due to the wide variety of courses available it may be hard for organisations to pick the most relevant to meet their objectives.

The methods are carefully chosen keeping in mind what has to be learned i.e attitude, skills and knowledge and learning styles of the participants.

2.2.6. Step IV) Evaluation of Training Programme:

“Any thing that cannot be measured cannot be improved.” Peter Drucker

To justify its existence training must be cost effective: the pay off must be related to the costs involved. The evaluation process is really a measure of this effectiveness.

Hamblin (1974) defines evaluating training as "Any attempt to obtain information (feedback) of the effects of a training programme and to assess the value of the training in the light of that information"

Training evaluation is defined as a systematic collection of descriptive and judgemental information necessary to make effective training decisions related to selection, adoption, value and modification various instructional activities.

For evaluation Udai Pareek (1997) proposed trevacube model that specifies three aspects for evaluation dimensions: (evaluation of contextual aspects inputs reactions and outputs), design (longitudinal , ex post facto, matched group, comparative surveys) and techniques (secondary source data, measurement with instruments , reaction or response instruments and observations). Virmani. B.R, and Seth P (1998) said that evaluation of training must be consistent with the purpose, objectives and goal of the training activity. They proposed three stages:

Pre Training Evaluation: This would not only help the management and the trainee in indentifying the training needs but also help the trainers become acquainted with the diverse training needs of the participants.

Context and Input Evaluation: This would help to assess whether the training programme/ Course input are in conformity with the objectives of the programmes and have the desired effect on the participant.

Post Training Evaluation: Consisted of the reaction level, learning evaluation, job improvement plan, on job evaluation and follow up after six months/ one year.

Models and Framework of Evaluation

By evaluating the effectiveness of training Torrington & Hall (1998) and Go et al (1996) both believe that it is one of the most unsatisfactory aspects of training, with many organisations believing that training ends once the delivery of the training program is complete. The belief that training ends once delivery is completed has two consequences:

- It defeats what has been stated earlier in the chapter that training is a continuous process throughout employees working life.
- Secondly and more importantly it will result in the failure to measure whether the training program has met the objectives set out before hand and whether it has developed/ induced a positive behavioural change.

Both Torrington & Hall (1998) and Go et al (1996) believe that, evaluation is vital in determining how successful the training program has been and for the organisation it is vital to be able to demonstrate value for money.

The evaluation process is very straightforward when the output of training is clear as suggested by Torrington & Hall (1998).

Armstrong (1999) states by implementing an evaluation process the organisation will have a degree of control and that it is therefore important that the entire training program is evaluated because:

- It is important to assess whether the training program has met the objectives set out at the planning stage.
- Finally it is important to indicate where improvements or changes are required in order to ensure that the training will be more effective.

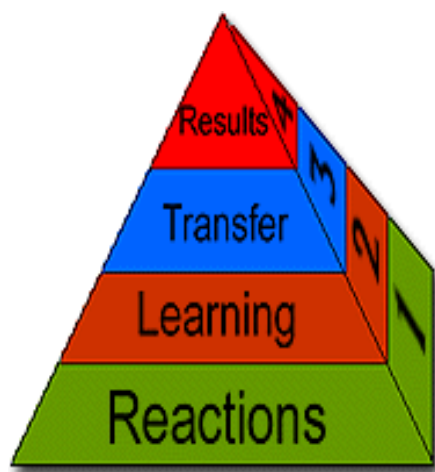
Complications arise when it comes to evaluating the success of a management-training programme of social skills and development where outputs are hard to measure. Torrington & Hall (1998) believe that while difficult, evaluation should still be carried out.

Evaluation of Training Costs:

Evaluation of training costs compares the costs incurred in conducting an HRD programme to the benefits received by the organisation, & can involve two categories of activities: cost benefit evaluations & cost effectiveness evaluation. Cost benefit analysis involves comparing the monetary costs of training to the benefits received in no monetary terms, like improvement in attitudes, safety & health. Cost effectiveness analysis focuses on the financial benefits accrued from training, such as increases in quality & profits, & reduction in waste & processing time.

Evaluating Training and Results

In the evaluation of training programs Kirkpatrick (1994) suggest there are four levels of evaluation:



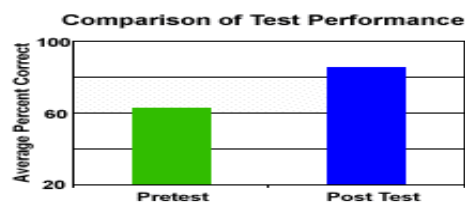
Four Levels of Training :

Level 1 Evaluation – Reactions:

Evaluation at this level measures how participants in a training program react to it. It attempts to answer questions regarding the participants' perceptions - Did they like it? Was the material relevant to their work? This type of evaluation is often called a “smile sheet.”

According to Kirkpatrick, every program should at least be evaluated at this level to provide for the improvement of a training program. In addition, the participants' reactions have important consequences for learning (level two). Although a positive reaction does not guarantee learning, a negative reaction almost certainly reduces its possibility.

Level 2 Evaluation – Learning : eg.

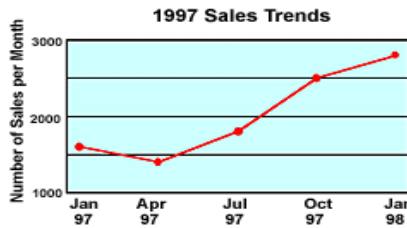


To assess the amount of learning that has occurred due to a training program, level two evaluations often use tests conducted before training (pre test) and after training (post test).

Level 3 Evaluation – Transfer

This level measures the transfer that has occurred in learners' behaviour due to the training program. Evaluating at this level attempts to answer the question - Are the newly acquired skills, knowledge, or attitude being used in the work environment of the learner?

Level 4 Evaluation- Results .eg.



This level measures the success of the program in terms that managers and executives can understand -increased production, improved quality, decreased costs, reduced frequency of accidents, increased sales, and even higher profits or return on investment.

Evaluating results is obviously easier when they can be quantified. However, it is not always easy to prove the contribution to improved results made by training as distinct from other factors and as Kirkpatrick says "Be satisfied with evidence, because proof is usually impossible to get"

Effective way of evaluating the tangible returns of a Training program is through calculation of ROI (return on Investment). The monetary benefits of the program are compared with the cost of the program. The methods used to convert data should be reported. The ROI calculation for a training program is identical to the ROI ratio for any other business investment:

ROI may also be calculated by:

$$\text{ROI (\%)} = ((\text{benefits} - \text{costs})/\text{costs}) \times 100$$

There are four parties involved in evaluating the result of any training: Trainer, Trainee, Training and Development department and Line Manager.

- The Trainee gives a feed-back on whether the course has met personal expectations and met the learning objectives set at the beginning of the Programme.
- The Trainer's concern is to confirm whether the training program has been effective or not.

- Training and Development Department or the HR Department analyzes whether the course has made the best use of the resources available.
- The Line manager checks whether the time that trainee has spent in attending training had shown some positive results like, improvement in his /her knowledge, skills or attitude .

This explains the entire process of training as practiced in most of the organisations across industry across globe.

2.2.7. Other Issues Relating Training

This part of literature review is focusing on some other issues involved in managing training function.

Factors of Effective Training Programme:

The training programme can be made effective and successful if the following points are considered.

Conformity with the objectives: Training must be based on the need of a particular department. It must be in accordance with the policy and aims of the department, which it serves, on the basis of job requirements and audit of personal needs compared with operational requirements will help to determine the specific training needs of individual employees. This evaluation should form a well defined set of performance standards towards which each trainee should be directed.

Knowledge and attitudes: Every person should be adequately knowledgeable about the man and materials of the organisation concerned. However, it must be directed to create right attitudes towards the policies of the management. In many training programmes, the creation of the right attitudes is very essential for the development of people. An attempt should

be made to determine whether the trainee has the required intelligence, maturity and motivation to successfully complete the training programme.

Continuous participation: the training programme should be planned so that it is related to the trainee's previous experience and background. This background should be used as foundation for new developments and new behaviour. This is only possible when training is considered as a never-ending process, which never ceases in an organisation. Training must arouse active interest and willingness to cooperate.

Rewards and Incentives: In order to satisfy the needs of social approval of the trainee, the management should give sufficient information about the reward whether monetary or non-monetary to the trainees. The trainees should be helped to see the need for training by making them aware of the personal benefits they can achieve through better performance. They should be helped to discover the rewards and satisfaction that might be available to them through changes in behaviour. As the trainee acquires new knowledge and skills and applies them in job situation, he should be properly rewarded for efforts taken by him.

Support of top management: The favourable attitude of the top management to the routine process for growth of the managerial cadres' as well operative level of employees is of paramount importance for the success of a training programme. Attempt should be made to create organisational conditions that are conducive to a good learning environment. The need for the change should be clarified.

Combination of training methods: The various methods of training have their relative merits and demerits. It is difficult to claim that a particular method is the best method. According to suitability of the method and the trainees, the appropriate method for a specific training programme should be selected. If

necessary, combination of training methods should be selected so that variety is permitted and as many of the senses as possible are utilised.

Flexibility: The trainer should observe the responses of trainees as a result of his stimuli. Asking questions or allowing him to the job according to his direction can observe the responses of the trainee. It should be remembered that all the trainees do not exhibit their progress at same level. It is because of individual differences, the foundation stone of industrial psychology. Hence, flexibility should be allowed in judging of the rate progress in the training programme.

Involvement of trainees: Training programme are directed towards fulfillment of certain basic needs of individuals in an organisations, so that they can turn out to be better suited for the discharge of their present or future responsibilities. So, the personal involvement or active participation or the trainee should be brought in to the training programme. He should be provided with the opportunity to practice the newly learnt behaviour norms. It is only possible when involvement, proper listening, participation and reinforcement of principles is given prime importance.

Other factors:

- Regular constructive feedback
- Period of training
- Personal assistance
- Proper selection of trainees.

There are certain points, if implemented and followed sincerely and honestly, will prove the training programme to be a fruitful job. Thus it can be said that sincerity and devotion is needed from the trainees and the training department.

The Legal Aspects of Training

One of the most exciting things about training is the opportunity to contribute to the development of people and organisation. But neither the organisation nor the trainer can focus only on what they want to do. As a key player within the human resource function, The trainer has a particular responsibility to ensure that training and development opportunities are designed and delivered in accordance with the prevailing legal requirements and good professional practice.

The following situations can make an employer vulnerable to legal actions and harm the company's reputation:

- Failing to provide training
- Incurring employee Injury during a training activity
- Incurring Injuries to employees or others outside a training session
- Incurring Breach of confidentiality or defamation
- Reproducing and Using copyrighted material in training classes without permission
- Excluding women, minorities and older employees from training programs
- Not ensuring equal treatment of all employees while in training
- Requiring employees to attend programs that might be offensive
- Revealing discriminatory information during a training session
- Not accommodating trainee with disabilities
- Incorrectly reporting training as an expense or failing to report training reimbursement as Income
- Data protection and Right to Information

The training Budget

Creating and controlling a budget for training is a major administrative responsibility for the training manager. The budget covers all the phases of the training cycle.

The actual budget the funds request granted in response to this request reflects the organisation's appetite for training, how much of its resources it is prepared to devote to training as the means for its people to learn what they need. It is thus crucially important that training management work hard and continuously to position training in the minds of its internal customers as support for learning not merely as the source of classroom programs; not just as the department where teaching is done, but as the management resource that helps employees learn what the organisation needs them to learn and helps that learning occur faster, cheaper, easier and better.

When budget cutbacks occur, the received, cynical wisdom among trainers is that training money is the first thing to get cut. This is often true. It is also often only half the story. Cuts to the training budget are frequently followed by another phenomenon. Later on after the cutbacks are over if the organisation needs people to learn something if there is clear need for training the rupees for it will somehow be found. They may come from a manager's discretionary fund, but the rupees will be found! The unmistakable lesson in this is that when learning is clearly seen to be needed, it will be funded. Needless to say the time for training management to argue that its function is to enable and maximize learning is not when budget cuts are announced. The point should be made constantly on a non crisis basis, and above all should be backed up by a track record that makes the argument more strongly than any words can.

Budget categories:

There are no hard and fast rules concerning the proper budget categories for training. Organisations define and set up categories in a wide variety of ways. The following list of budget categories are those used in a recent calendar year for the annual budget of a typical training department. However the list that follows is a representative sample of types of expenses a manager of training needs to provide for in training department.

Sample training budget categories:

- Salaries
- Benefits
- Staff Development
- Recruiting
- Consultants
- Furniture and Equipment
- Occupancy
- Marketing
- Communications
- Supplies
- Postages
- Travel
- Entertainment

2.2.8 Organizing the training function

It has been said that a training professional must be both a priest and a prophet. The former would provide good counsel to the individual employee; the latter would be able to predict market, technological and organisational development. As a counsellor and a business strategist, training professional works from inside the organisation to ensure that the organisation has a well trained and motivated workforce. To do this it is important to have articulated

a training philosophy and mission on which to build an operating structure for training organisation.

A Training Philosophy and Mission

A philosophy is a system of values. A mission is an activity that is to be carried out. A corporate philosophy for the training department originates at the executive level. Training departments are typically based on one or more of the following philosophies.

According to Armstrong (1999) there are three broad approaches to training open to organisations. Some adopt a laissez-faire approach believing that employees will find out what to do for themselves or through others. (E.g. If skill shortages were to be encountered, they would rectify the situation by poaching staff from other organisations that invest in training). Secondly other organisations may invest in training in good times, but in bad times training budgets will be the first to be cut. Thirdly organisations that adopt a positive training philosophy do so because they are convinced that they live in a world where competitive advantage is achieved by having higher quality people than the opposition. This goal cannot be achieved if managers do not invest in developing the skills and competencies of their employees. It is important for employees to also realise that organisations are showing an act of faith by creating opportunities for further education and enhancement of their skills. This is the proactive approach rather than reactive approach designating training as a continuous and on-going process within the organisation.

1. To prepare employees to develop specific skills necessary to perform effectively in their current job assignments.
2. To build skills and impart knowledge that will make employees more effective in a variety of possible job roles.
3. To prepare employees to take on broader or more demanding job assignments in the future.

4. To help employees recognize and realize their full potential as human beings.

These philosophies are ordered from the most concrete to the most abstract under the first philosophy to prepare employees to develop specific skills necessary to perform effectively in their current job assignment; training resources would be directed at operational training activities that impact worker behaviour. Results would be measurable and would affect the organisations' outcome and profits.

A training department takes on an informational and strategic role when its philosophy is akin to numbers two and three above. To build skills and impart knowledge that will make employees more effective in a variety of possible job roles and to prepare employees to take on broader or more demanding job assignments in the future. Ideally training efforts within these roles are rewarding to both the organisation and the employee. The most successful programs match what the organisation needs with what employees want to learn.

An organisation primarily espousing solely the fourth philosophy, to help employees recognize and realize their full potential as human being, would have a mission similar to the nation's educational system. No training department should base it self on employee education to the exclusion of operational, informational, and strategic training. However strategic training programs have added value to employees as those skills contribute to personal mastery and are transferable to any number of different jobs.

A training department's mission statement is a much more concrete version of its philosophy. The mission statement offers an explanation as to why a training department is organized in a certain way, what the staff does, and how services are delivered. Note that these specific activities set the stage for

what the training department actually does. The mission statement typically falls under one or more of the following descriptions:

1. To establish a basic curriculum of programs and courses that management can access to ensure that employees can do their jobs.
2. To anticipate changing conditions (internal & external) and provide programs to help employees cope with those changes.
3. To provide expertise in analyzing performance problems and devise appropriate solutions.
4. To provide programs that will improve productivity.
5. To respond to request from individual managers/ supervisors for employee training and development

2.2.9 Future of Training:

There is shift in world economy from manufacturing to service orientation (Howard, Fullerton1999). These jobs are characterized by an increase in the clients rather than interacting primarily with co workers and things (Klein & Hall 1988). This is also having implications for training. In service jobs, people to people interaction is critical and people need to be trained for those skills. We are all discovering that teaching interpersonal skills creates the same kinds of challenges as teaching employees how to work with products coming off the assembly line. This is especially the case given the diversity of the workforce and the need for people to work with others who may come from backgrounds with different value systems.

PWC survey on Managing Tomorrow's People, The future of work to 2020, mentioned changes in people management characteristics including Learning and development challenges in 2020.

The survey indicated three patterns in Learning and development

1. Begins at school. Focus on skills for the job – metrics driven.

2. Holistic approach to learning – much provided in-house. But secondments and paid sabbaticals for worthy causes are common.
3. Minimal provision in house. Skills training via new crafts guilds.

It is now appropriate to reflect on the concepts involved in a training programme:

- Training is holistic i.e. training; is an integral part of all operational areas within a business rather than a separate function.
- Training occurs all of the time and not just during formal training periods. Through good supervision and management the correcting of incorrect techniques or procedures should occur immediately to ensure the employee in question receives the necessary training.
- Training must be systematic & consistent. If not training becomes devalued and little used, especially if standards demanded are not being met in everyday activities.
- Planning of training is vital and requires attention to detail and careful organisation.
- Training is a vital developmental tool in developing the careers of young people within the Hospitality Industry.

Today training is used as a motivator and can be used as a means of countering labour turnover and attracting good job candidates as more and more young people are now asking whether organisations have a training policy in place.

Finally Boella (1996) believes that training is a tool management should use to increase employees efficiency. It also enables the underlying goals to be achieved by equipping its personnel with the "Competencies, knowledge,

skills and attitudes necessary to achieve whatever realistic aspirations they have in their work by enabling them, through increased competence and confidence to earn more and if desired promotion"

2.3 Conclusion from literature review:

Training and development programme has enabled the employees to do their job more efficiently and effectively. Training and development programme has helped an organisation to prepare employees for a higher-level job, enable employee to use his skill, knowledge, ability to the fullest extent, to improve knowledge skill, efficiency of an employee and to obtain the maximum individual development, to prepare a worker to undertake different jobs if another person is absent, to secure the optimum contribution from employee.

In a Hospitality Industry Unit different kinds of training programmes are carried out.

Induction training is treated as must and is crucial to make employees aware of organisations culture, services, practices and customer interface.

Once employee joins the company, he has to undergo training, which includes **position rotation**. An organisation consists of various departments like Front Office, Bell Desk, Kitchen, Room Service, Foods and Beverages etc. Under this system of training employee has to acquire the general background and knowledge of the functioning of each department. This kind of training helps to introduce an employee to all departments and understand role of each department.

Sometimes employee who is going to abroad for office work has to undergo training to learn the **culture** of a particular country.

Safety managers undergo different training programmes and they then train the employees. **Safety training** is very essential in an organisation. Also for managers and executives there are training and development programmes. Training in safety, health and hygiene keeps a special relevance in this

Industry. Hazard Analysis Critical Control Point (**HACCP**) training is must in hotel industry.

Soft Skills, Communication skills, behavioural skills, meeting / greetings and customer care also occupy a major share in training activities in hospitality industry units.

In depth literature review from various sources as reference books, Journals, Magazines, online library, internet has been done on training and development as well as Hospitality Industry. Limitation of latest data and literature in the field of training and development in hospitality industry was realized during literature review. Present study is an attempt to bring about status report on training activities in hospitality industry.

It is very evident from the literature review that hospitality industry is growing very fast. There are various factors which reveal the fact as Recruitment Trends, Partnership with Management, Hotel Management Training Institute, Travel Trends, Increasing number of brands including international chains, Investments by foreign venture capitalist. However the gap in the literature reveals experimentation in the field of training and development in the industry. This is a growing phenomenon and there is no specific model being followed for training and development in hospitality industry. Though some efforts are being carried out by large and medium size organisations.

Experiments in the field of training and development are made on ad hoc basis. It is evident that manpower turnover is quite high in this industry that may also be the reason why consistent efforts are not available/ evident.

The review of literature on training and development reveals that the training and development activities must go through at least three stages of development:

- In-depth Induction training provided to new joiners. Induction seems to be the only process by which training is imparted systematically In most of the organisations.
- Technical and functional training is usually offered at functional level to improve productivity as training is treated as the only method to increase productivity and efficiency. However it is more on “on the job” basis and frequently it is related to the events and daily briefing.
- Training should be observed as integrated part of HR which begins from induction and ends with planning for retirement.

Obviously hospitality being young industry, it has not yet reached the third stages.

The review of literature also reveals lack of information on any standard process on training activities in hospitality industry. Such process and procedures specific to particular size and type of hospitality industry unit is not yet available. Though there is possibility that in advance countries big organisations depending only on the revenue from hospitality must be making experiments in the area but information on paper is not available for study and reference purpose.

Thus it is clear that in-depth study of training in hospitality industry is required considering the variety of sizes hospitality units operate. Some standardise process and procedure which could be utilise for five star hotel units. This has thrown challenge on researcher to know what has been done and what needs to be done. The present study makes an attempt to understand the environment and practices of training in five star hotels. The current research is an attempt to study the status of training in hospitality industry as a contributory factor for the growth of the industry in selected five star hospitality industry units in Pune.

It was a challenge for the researcher to make an in-depth study of three selected five star hospitality units with reference to training and development

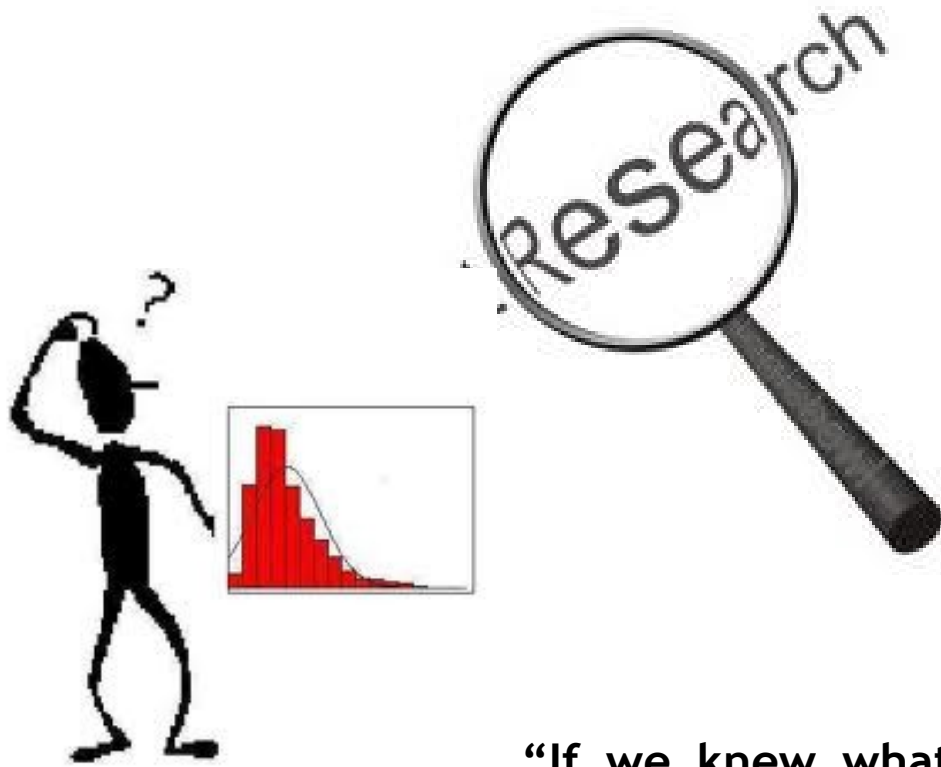
activities. However the challenges are adequately met by observing the appropriate research methodology which is fully discussed in the next chapter.

The next chapter outlines the research methodology for completing the objectives of the research data collection.

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“If we knew what we were doing it wouldn't be research” - Albert Einstein

Chapter 3: Research Methodology

After completing the literature review on training in hospitality industry the Gap for status report on training practices was identified. This chapter outlines the research methodology adopted to complete the study in a scientific manner.

The study is titled as “Status⁸ Report on Training Activities in Selected Hospitality Industry Units in Pune”.

3.1. Introduction

Training seems very limited and restricting. Life is all about improvement and improvement is done through transformation. Transformation – whether of the organization or of individual – always help liberate enable people. Training is to bring about the transformation in people’s hearts and mind. (Ashutosh Pande)

Hospitality sector is growing at a very fast rate in India. The sector is growing at a rate of approximately 8%. This sector can be broadly classified into hotel industry, travel and tourism, restaurants, pubs, clubs and bars, contract catering, and aviation. Other than that, hospitality is applicable at various places like in universities, sporting venues, exhibition centers and smaller events management companies. The industry was earlier part of travel and tourism but now it has a separate industry status. Like aviation industry which was part of travel & tourism, hospitality industry.

The major challenge of this sector is shortage of skilled employees along with the challenge of attrition rate. Skilled chefs and managers are in great

⁸ Status report is preconditioned form of evaluation of training effort in any organization. Presently, In the absence of such status report in hospitality industry, researcher has embarked on the status report as follow.

demand. Managers require huge range of competencies such as, people management, viable skills, business insights, analytical skills, succession planning, and resource development in order to get success in this sector. In addition to that, employees are not enough trained on Business Etiquettes, Courtesy, and Business Communication. Hospitality is all about handling people. So an employee must have right attitude, tolerance, and listening skills in order to move up the hierarchy. There is still a long way to go to inculcate good public relations, interpersonal skills.

With the increase in competition due to the coming up of major players and investments in hospitality industry sector, the need to train employees has increased more than ever before. The major players are now strategizing to increase the turnover of the customers by training their employees on Communication, Dining and Business etiquettes, etc. Some of the essentials required by hospitality sector training are:

- Good infrastructure
- Trained [trainers](#)
- Quality of content
- Certification of training course
- Effective Training evaluation

[Training and Development](#) Programs are available for the following areas:

- Food Production
- Food and Beverage Service
- Front Office
- Housekeeping
- Information Technology
- Customer Relationship Management
- Supervisory Skills
- Interpersonal Skills
- Managerial Skills

3.2. The Study

The Present research study mainly focuses on the Training practices prevailing in selected Hospitality industry units in Pune. The study examines role of training and development function existing in the industry.

3.2.1 Objectives of the Study

The primary objective is to know the status of training activities in hospitality industry in Pune.

Further objective to carry out such studies is to

7. To look at the efforts hospitality industry Units are putting in training activities in Pune.
8. To understand the prevailing training practices in hospitality Industry.
9. To explore the process of training followed in hospitality industry.
10. To identify the training needs of hospitality staff.
11. To find out adequacy of training imparted.
12. To demonstrate best practices of the hospitality industry.

3.2.2 Significance of the Study

This present study will be of great significance to: -

- (a) **Employers and Management:** Hospitality Industry has achieved an exponential growth in last few years. Many new set ups have started and old ones are expanding its branches in terms of more rooms, more services, facilities, operations in new cities. With this growth human resources functioning has become a challenge. Specially availability of trained and motivated staff is the major requirement. Present study will help employers understand industry trend and gear up their own training facilities to meet Human resource requirements. Specially Human resource professionals can make use of this study while planning Human resources. The findings and suggestions of the present Study is already discussed with office bearers of Pune hoteliers association..
- (b) **Employees:** Employees working in hospitality industry or aspiring to join the industry can make use of present study by knowing the kind of practices existing and training expectations of the industry.
- (c) **Academicians:** Present study can be of help to two many disciplines in studies. Specially hospitality / hotel management, Human resource management and general management. The research work can also be taken further by other academicians in doing sector wise, region wise or period wise comparison. Few topics for further research are discussed later in this chapter.

- (d) Trainers and Consultant: Trainers and consultants can benefit from the study to great extent as the information about training practices, training requirements, skills gaps are identified in the report.
- (e) Training and Educational Institutes: Hospitality sector is in need of the trained manpower. Various training and educational institutes can make use of this study in imparting training to the candidates and make them ready for the job. This training is more of a vocational nature. Also trend is that most of the hotels are setting up their own institutes for ready supply of trained human resources. The study can benefit such set up.
- (f) Researcher: The study has help me in exploring the field of training in hospitality industry. It has helped researcher in developing insight and more understanding about training functions. This entire research experience was a lot of learning for researcher on research methodology and industrial practices.

3.2.3. Scope of the study:

The present study deals with training practices pertaining to employees in Selected Hospitality Industry Units in Pune. The present study is conducted in five star hospitality industry units in Pune

This report is not a comparative analysis within or outside hospitality Industry.

Geographical territory

Pune was the location of study and hospitality industry within Pune was studied for the purpose of research. Pune is the "Queen of the Deccan" and has historic monuments and traditions that are several centuries old, co-existing with upcoming business and industry which include the mammoth engineering set-up, and some of the best software technology parks in India. The hotels in Pune are also state of the art.

The findings and suggestions of the study can be applied with due caution and customisation to the Hospitality Industry in broader sense as:

- Hotel & Restaurant Management
- Airline Catering and Cabin Services
- Club Management
- Cruise Hospitality Management
- Hospital Administration and Catering
- Institutional Management (supervising canteens in college, schools, factories, company guest houses etc.)
- Catering departments of railways, banks, armed forces, shipping companies etc.
- Resort and Spas
- Fitness and Health facilities
- Casinos
- Hospitality consulting companies
- Forest Lodges

- Guest Houses

The hospitality Industry units vary in size, operations, turnover, services and management. The present study has been restricted to five star hospitality Industry units in Pune.

Data has been collected from three well know five star deluxe hotels in Pune. As the industry is in growing phase and other types of hospitality industry is still not very organized in their business and management functions.

3.3. Hypothesis

A supposition; a proposition or principle which is supposed or taken for granted, in order to draw a conclusion or inference for proof of the point in question; something not proved, but assumed for the purpose of argument, or to account for a fact or an occurrence; as, the hypothesis that head winds detain an overdue steamer.

An hypothesis being a mere supposition, there are no other limits to hypotheses than those of the human imagination.

[A tentative theory or supposition provisionally adopted to explain certain facts, and to guide in the investigation of others; hence, frequently called a working hypothesis.](#)

HYPOTHESIS:

There are two Hypothesis set for present research study are mentioned below:

HYPOTHESIS 1:

Hospitality Industry Units are imparting satisfactory Training to its employees to perform their job responsibilities.

HYPOTHESIS 2:

Hospitality Industry Units are following systematic process of training to impart knowledge and skills to its employees at operational levels.

3.4. Statement of Problem

Every organization needs to have well-trained and experienced people to perform the activities that have to be done. If current or potential job occupants can meet this requirement, training is not important. When this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of employees.

As jobs have become more complex, the importance of employee training has increased. When jobs were simple, easy to learn, and influenced to only a small degree by technological changes, there was little need for employees to upgrade or alter their skills. But the rapid changes taking place during the last quarter century in our highly sophisticated and complex society have created increased pressures for organisations to readopt the products and services offered, the types of jobs required, and the types of skills necessary to complete these jobs.

There is increasing realization among the HR fraternity that most of the problems in the industry, hospitality is no exception have “training solutions” and not “non training solutions” (as it is generally believed).

Hospitality Industry has achieved a sustainable growth rate in India. There are many entrants from outside setting up their facilities in India. Making a balance of demand and supply of Human Resource is the biggest challenges faced by this industry. In such a scenario of competition and growth companies rely more on training function to bridge the gap in human resource skills requirements.

In view of this researcher decided to pursue study on training practices in hospitality industry. The status report was a good beginning.

Type of Research

Present research is a descriptive study. Descriptive study is a fact finding investigation with adequate interpretations. This research problem of the present study is describable. Facts regarding the problem can be quantified along with qualitative description. Comparison of opinions expressed by different components of the study and sample are part of study. Finally a systematic procedure for collection and analysis of data is laid down to pursue the study in systematic manner.

Research Methodology

Research Methodology is a systematic way to solve the research problem. When we talk research methodology, we not only talk of research methods but also consider the logic behind the methods we use in the research study and try to explain why we are using a particular method or technique and why we are not using the other, so that research results are evaluated by the researcher himself or by others.

In fact research is an art of scientific study/investigation of the problem stated.

According to Clifford Woody research comprises defining and redefining problems, formulating hypothesis and suggesting solutions, collecting, organising and evaluating the data and reaching conclusions and finally but truly important that determines the conclusion is fitting the hypothesis.

Researcher has reviewed variety of research methods which can be used in study of social sciences. However considering the typical topic researcher in consultation with the guide decided that case study

method will be most comprehensive method to study this theme. Researcher is generally faced with the challenge of balancing qualitative and quantitative aspects. The case method has advantage of covering both the elements qualitative and quantitative in appropriate proportion. The second dilemma of researcher is subjectivity verses objectivity. The researcher is firm believer that case method is most appropriate as it offers objective data and subjective opinions in such a manner that the findings are theoretically sound and practically applicable.

The research methodology adopted for present study is:

- Case study of selected Hospitality Industry Units was conducted for the research study.
- Study of training and development practices existing in the Industry.
- Inputs from Human resource manager and Training Managers on training and development process.
- Feedback from employees on training activities existing in the organisations.
- Visits to Various units under hospitality Industry in Pune.

3.7. Data Collection:

Primary data as well as secondary data is used for the present study

- *Primary Data* is collected through the Questionnaire, Observation, Interviews and feedback, from General Managers, HR Managers, Line manager , Employees (at all levels), Trainers (Internal and External), observation of training programs.
- *Secondary Data* is collected through previous records, data and feedback forms, HR Manual, Policies, Library resources: Newspapers. Business Magazines, Internet.

3.8 Tools for Data Collection

Following methodology was followed for data collection for the study of the research topic:

- (a) Case Study**
- (b) Questionnaire: (Primary Data collection)**
- (c) Interview and Discussion**
- (d) Internet/Web Site**
- (e) Library: (Secondary Data collection)**

The primary method followed for this research is case study method. Three units under hospitality sector were selected for the in depth study of training and development functions followed in their organizations:

3.8.1

a) Case Study Method:

The case study method is a very popular form of qualitative analysis and involves a careful and complete observation of a social unit, be that unit a person, a family, an institution, a cultural group or even the entire community. It is a method of study in depth rather than breadth. The case study places more emphasis on full analysis of a limited number of events or conditions and their interrelations. The case study deals with the processes that take place and their interrelationship. Thus, case study is essentially an intensive investigation of the particular unit under consideration. The object of the case study method is to locate the factor that account for the behaviour patterns of the given unit as integrated totality. Efforts are made to study each and every aspect of the concerning unit in minute details and then from case data generalizations and inferences are drawn.

Characteristics:

The important characteristics of the case study method are as under:

- Under this method researcher can take one single social unit or more of such units for his study purpose, researcher may even take a situation to study the same comprehensively.
- Here the selected unit is studied intensively i.e. it is studied in minute details. Generally, the study extends over a long period of time to ascertain the natural history of the unit so as to obtain enough information for drawing correct inferences.
- In the context of this method we make complete study of the social unit covering all facets. Through this method we try understand the complex of factors that are operative within a social unit as an integrated totality.
- Under this method the approach happens to be qualitative and not quantitative. Mere quantitative information is not collected. Every possible effort is made to collect information concerning all aspects of life. As such, case study deepens our perception and gives us a clear insight into life.
- In case study method an effort is made to know the mutual interrelationship of casual factors.
- Under case study method the behaviour pattern of the concerning unit is studied directly and not by an indirect and abstract approach.
- Case study method results in fruitful hypotheses along with the data which may be helpful in testing them and thus it enables the generalized knowledge to get richer and richer. In its absence generalized social science may get handicapped.

The case study method is a primarily and widely used systematic field research techniques in sociology but these days its used is increasing in all disciplines

The case study method is based on several assumptions. The important assumption may be listed as follows:

- The assumption of uniformity in the basic human nature in spite of the fact that human behaviour may vary according to situations.
- The assumption of studying the natural history of the unit concerned.
- The assumption of comprehensive study of the unit concerned.

Advantages:

1. Being an exhaustive study of a social unit, the case study method enables us to understand fully the behaviour pattern of the concerned unit. Charles Horton Cooley, "Case study depends on our perception and gives us a clearer insight into life. It gets at behaviour directly and not by an indirect and abstract approach.
2. It helps in formulating relevant hypothesis along with the data which may be helpful in testing them. Case studies thus, enable the generalized knowledge to get richer and richer.
3. The method facilitates intensive study of social units which is generally not possible if we use with the observation method or the method of collecting information through schedules. This is the reason why case study method is being frequently used, particularly in social researches.
4. Information collected under the case study method helps a lot to the researcher in the task of constructing the appropriate questionnaire or schedule for the said task required thorough knowledge of the concerning universe.

5. The researcher can use one or more of the several research methods under the case study method depending upon the prevalent circumstances. In other words, the use of different methods such as depth interviews, questionnaires, documents, study reports of individual letters and the like is possible under case study method.
6. Case study method enhances the experience of the researcher and this in turn increases his/ her analysing ability and skill.
7. This method makes possible the study of social changes. On account of the minute study of the different facets of social unit, the researcher can well understand the social change then and now. This also facilitates the drawing of inferences and helps in maintaining the continuity of the research process. In fact it may be considered the gateway to and at the same time the final destination of abstract knowledge.
8. Case study techniques are indispensable for therapeutic and administrative purpose. They are also of immense value in taking decisions regarding several management problems. Case data are quite useful for diagnosis, therapy and other practical case problem.
9. Through case study a researcher can obtain a real and enlightened record of personal experiences which reveal man's inner strivings, tensions and motivation that drive him to action along with the forces that direct him to adopt a certain pattern of behaviour.

Limitations:

Important limitations of the case study method are listed below:

1. Case situations are seldom comparable and as such the information gathered in case method is often not compatible. Since the subject under case study tells history in his own words logical concepts are

units of scientific classification have to be read into it or out of it by the investigator.

2. The danger of false generalization is always there in view of the fact that no set rules are followed in collection of the information and only few units are studied.
3. It consumes more time and requires lot of expenditure. More time is needed under case study method since one studies' the natural history cycles of social units and that too minutely.
4. Case study method is based on several assumptions which may not be very realistic at times and as such the usefulness of case data is always subject to doubt.
5. Case study method can be used only in a limited sphere, it is not possible to use it in case of a big society. Sampling is also not possible under a case study method.
6. Response of the investigator is an important limitation of the case study. He often thinks that he has full knowledge of the unit and he himself can answer about it. In case the same is not true, then consequences follow. In fact this is more the fault of the researcher rather than that of the case method.

The present research found case study method as most suitable method. The effort has been made to minimize the limitations and reap on the advantage of case study method by combining observation, interview and survey through questionnaire method. The limitation of case study method in this study has been overcome by using surveys and questionnaire method.

To arrive at a particular conclusion we need to have proper analysis of data collected, which could be collected by conducting the survey in the industry, by putting questionnaires across the industry, by conducting the interviews of employees working at various levels in the industry, Human Resource

Manager and various head of the departments / operational managers and supervisors.

The other methods for data collection while undertaking this research study are as follows:

3.8.2 Other Methods

b) Questionnaire:

A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. Questionnaires are considered as the heart of a survey operation. Different type of questionnaires will be prepared which will help to arrive at a conclusion in certain point – To get relevant and uniform information from the employee of the organization.

In the present study questionnaires were administered for employees. The questionnaire was framed in consultation with the guide and vetting was done with few other experts in the industry. The questionnaire consisted of open and closed ended questions.

c) Interview and Discussion:

The interview method of collecting data involves presentation of oral verbal stimuli and reply in terms of oral verbal response. This method can be used through personal interviews and if possible through telephone interviews. In this method investigator follows a rigid procedure and seeks answers to a set of pre conceived questions through personal interviews. This method of collecting data is usually carried out in a structured way where output depends upon the ability of the interviewer to a large extent. In this research, interviews of Human resource/ Personnel manager, training manager, supervisors, department heads, operations manager and employees were conducted for collection of structured data.

d) Observation:

This method implies the collection of information by way of investigator's own observation, without interviewing the respondents. The information obtained relates to what is currently happening and is not complicated by either the past behaviour or future intentions or attitudes of respondents.. Observation becomes a scientific tool and the method of data collection for the researcher when it serves a formulated research purpose. Observation method has been used for some incidences especially in dealing with environmental and behavioural issues.

e) Internet/ Web Site:

For Literature review, questionnaire references, and other related information may be collected by making use of the web sites available. Mainly organisation's history and other related information was gathered through website. Websites having special discussions on training and HR were also materialize for the research. Some online library resources as ebsco, ibid, emerald, Jgate were also used.

f) Library:

Library resources were used as secondary data and Literature review, by referring books, journals, magazines, newspapers and reports from different libraries. Extensive use of SIMS Library, TMU Library, Jaykar Library (UoP) and British Library was done.

g) Other Sources:

Secondary data was also collected from other sources as HR manuals/ training policies, old records and feedback forms.

Sample Size and Techniques

Present study is a case study method but to overcome of this method survey was also conducted. To conduct the survey simple random sampling was done.

Pune being center of culture, trade and business of Maharashtra, there are around 100 Big and Small hotels in Pune. The Sampling will be simple random sampling.

The Study comprises of case study of mainly 3 organizations providing hospitality services, with the coverage of at least 100 employees survey each. Total data collection and feedback regarding training process will be done by at least 300 employees under various organizations under hospitality industry.

Tools for Data Analysis :-

Data Analysis is done through basic statistical methods. MS-Excel was used to analyze the data and graphical representation of data. Since research mainly involves qualitative data, to collate the data MS Excel was used to convert the primary data to give pictorial representation in form of charts and graphs.

3.10. Limitations of Research:

Major limitations for carrying out this study can be said as below:

- Case study method is followed for the study so not all types of hotels and hospitality organizations could be covered for study. The study is limited to three five deluxe hotels.
- Findings of the study are obviously related to the case studies and therefore quick generalization could be dangerous.
- There was no reference book or text book available online or in the libraries researcher approached for the literature review on the topic of research.

In spite of the limitations the researcher took sincere efforts to gather the primary data required for the study of training practices by approaching the hospitality organizations several times and constant effort to develop rapport with the concerned personnel.

3.11 Scope for Further Studies

The present study is “Status Report on Training Activities in Selected Hospitality Industry Units in Pune”. Status report is preconditioned form of evaluation of training effort in any organization. Presently, In the absence of such status report, researcher has embarked on the status report as follow.

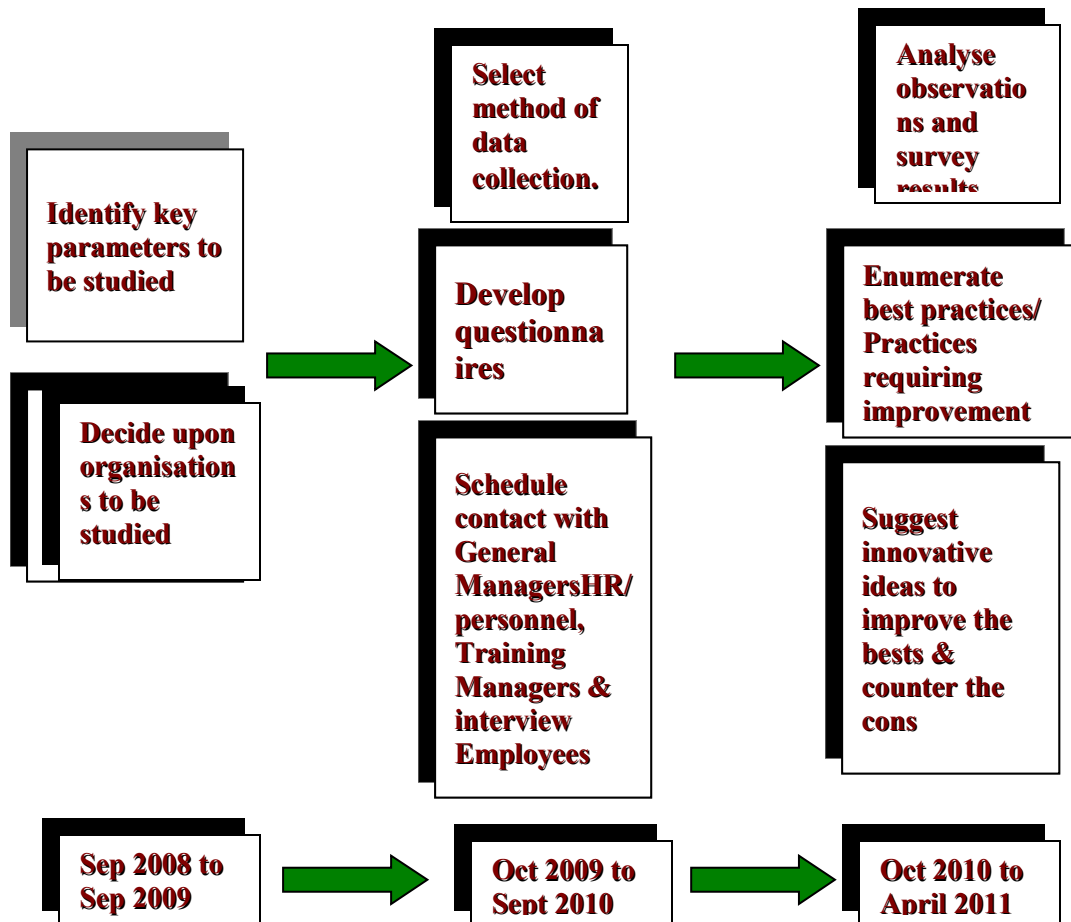
Hospitality is a growing industry and Such Status report can be used for further studies for various reasons: Some of the topics for further studies is as below:

- **Comparison of training practices.** Intra industry or Inter industry comparison can be made.
- The study can be taken forward by **conducting training need assessment and training evaluation** in hospitality industry.
- The **impact of training** in hospitality industry units. Effort to measure effectiveness of training.
- The study could be used to **design training manuals** for any upcoming hospitality industry units specially five star hotel units.
- Study of **supervisors and managers training** could be facilitated based on the present study.
- Meeting the **challenges** of hospitality industry: perception of top management on future of hospitality industry and role of training.
- **Supervisory and Managerial skills development** in hospitality industry as Supervisors of today will be managers of future it's a growing industry.

- Study on opportunities and challenges of e learning and learning management systems in hospitality industry could be studied.
- Customers satisfaction and employee satisfaction survey can taken for M.Phil research. Such research could be on regular and ongoing basis as research is a continuous process.

3.12. Research Process:

Following is a flow chart explaining the stepwise execution of the present research study. The research process carried out for present study is mainly in three phases.



3.13 Indexing

Indexing and Presentation of the scheme chosen for Research Study carried out is as below.

The **Chapter One** presents a detailed introduction of the topic of the research work with the background of the Hospitality Industry. This also highlights Human Resource function in Hospitality Sector.

The **Chapter Two** deals with the literature review on hospitality Industry, HR practices in Hospitality Industry and framework of Training and Development. This presents literature review on the topic of Training and Development in Hospitality Industry Units..

The **Chapter Three** provides an insight on Research Methodology with separate sections defining and explaining:

- (e) Objective of study
- (f) Hypothesis of study
- (g) Scope of study
- (h) Methodology of the study

The **Chapter Four** provides information on training practices prevailing in the units of the present study and will relate to the Data analysis and presentation. This will also include Interpretation and findings of the Data.

The **Chapter Five**. presents the conclusions drawn from the data collected and also summaries on the Hypothesis Proofed for the present study

The **Chapter Six** covers suggestions and recommendation based on the study to various stakeholders.

This chapter presented in detail the research methodology adopted by the researcher in conducting the present study.

The next chapter explains the company profile of the selected five star hospitality industry units for the study of this research.

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

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. 1star 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

represent the hotel industry scenario. Detailed case and findings are as below:

Case Study I

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 al fresco 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.

- 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 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

- Laundry and dry cleaning
- Daily housekeeping
- Doctor on call
- Currency exchange
- Credit card acceptability

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

Skywards Miles

Diamond Club

Total Number of Meeting Rooms 7

Meeting & Business Services

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

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 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

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.

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

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 house-keeping.

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

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.

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

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”

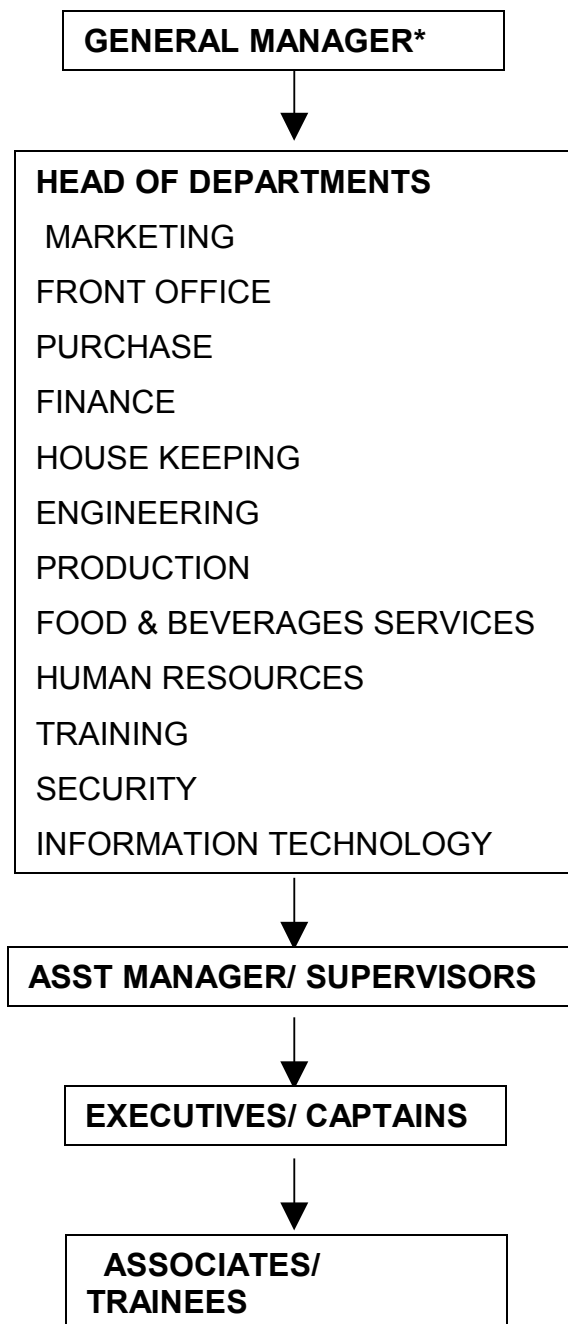
Hotel Blue Diamond was established by Kirloskars in 1959 and in 1999 it was taken over by Taj Group of hotels. 2010 It was branded as **Vivanta** property by TAJ group of hotels.

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:

Category	Numbers
Managers:	20
Supervisors:	40
Other Staff:	147
Female employees:	30
Internship Trainees	23

Organisation Structure:



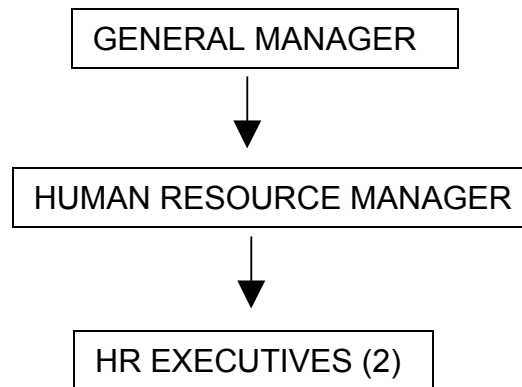
*General manager reports to COO (Chief Operating Officer) Vivanta at Head Quarters in Mumbai

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

Average Age of the staff: 30

Staff in HR Department: 3

HR Department structure:



HR also reports to corporate office for certain aspects.

Functions handled by HR Department:

1) **Recruitment & Selection:** Recruitment and Selection is the 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 than 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 practice 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 complaints 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.

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.

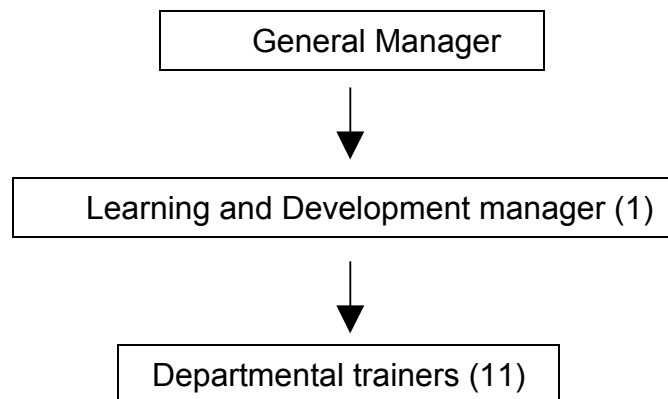
12) **Liasoning with government offices:** Any legal employees related issues are dealt with HR department at local levels. Returns related to labour legislations are dealt with HR department.

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 stake holders 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 finalized 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.

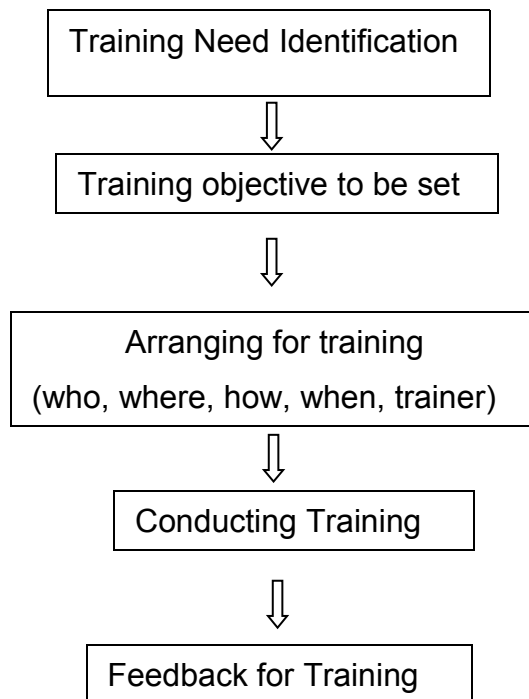
Taj Pune property has well equipped **Training Center** with sitting capacity of 25 participants. This is fully equipped with learning and training aids and a model setup of hotel.

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.



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

- 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.

- 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
 - Gallup Q12 survey (Employee Satisfaction) (scores right now is 80%)
 - Johnson Diversity (Hygiene) audit
 - (HACCP process helps prepare for this)
 - Richie Audit (Guest Response feedbacks, Surprise audit)
 - TPAN audit for Business excellence
 - Guest Satisfaction Survey (60 % satisfaction is mandatory)

- Unique initiative of launch of online portal for self learning and knowledge enhancement www.miuniversity.com (only for TAJ employees)

Snapshots of www.miuniversity.com



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.”

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

1. Area in Sq Meters / No of Employees

	2008-09	2009-10
No of Employees	230	230
Area in square meters	33717	33717
Area to No. of employees sq m per employee	146.60	146.60
No of Rooms	110	110
Employees to Room ratio	2.3	2.3

There has been no change in the two years ratio.

2. Turnover Sales/ No of Employees

	2008-09	2009-10
No of Employees	230	230
Turnover	38 crores	27 crores *
Turnover to No of Employees	16 lakhs per employee	11 lakhs per employee

* 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 there 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.

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 joiners for the month on the last Saturday. This can be over breakfast or Tea and the new joiners 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 under go 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

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

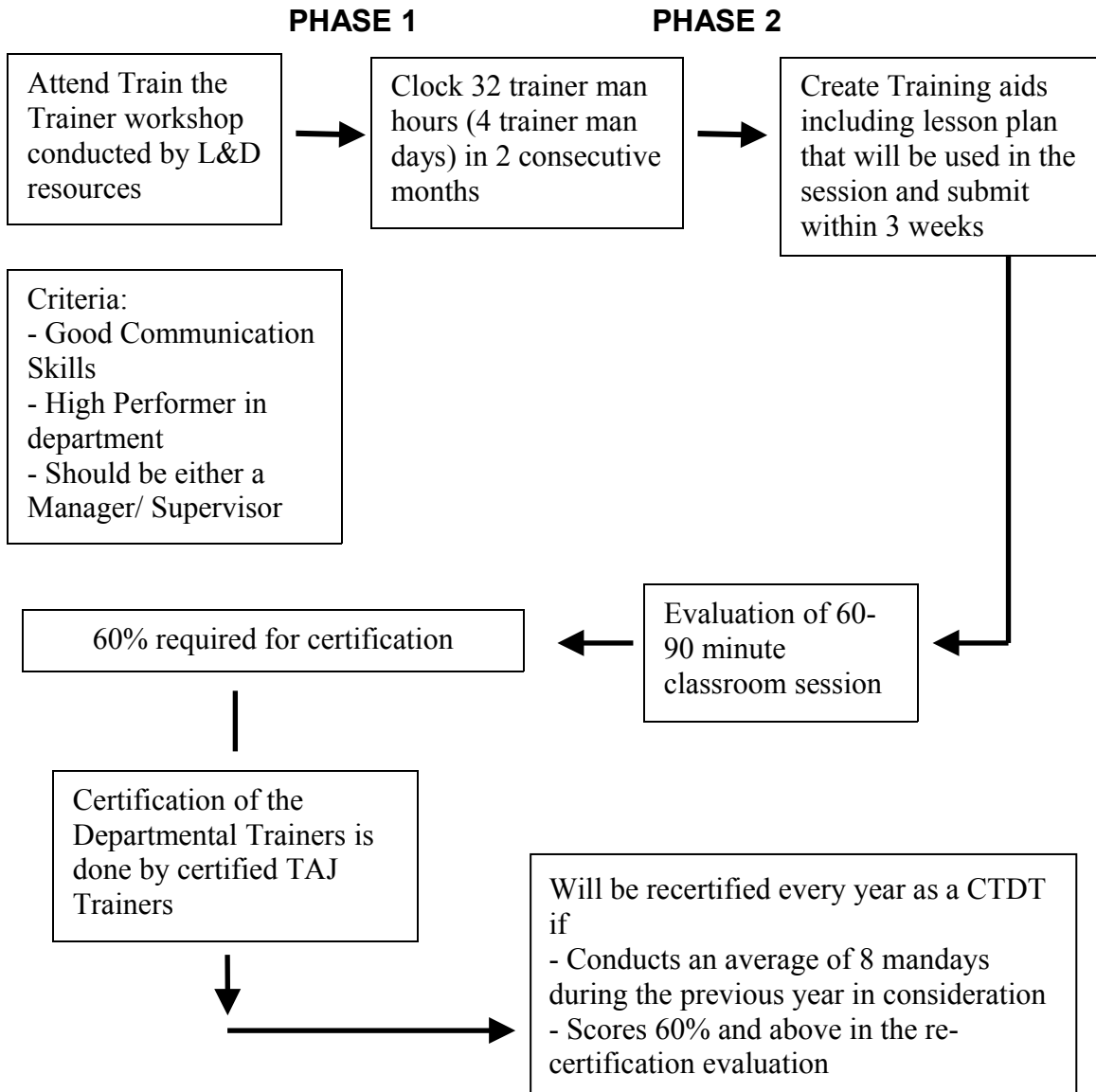
- 1) Generic Procedure and Standards manual will be compiled by a team consisting of L&D Managers and Operation Managers. A copy of this manual will be sent out to all Hotels for implementation.
- 2) The L & D Manager of the unit will have to customise the manual to the hotel.
- 3) A hard copy of the 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

Manual.

IV. Certified Taj Departmental Trainers System



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

- 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

- Engineering – 1

3) % of CTDI 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.

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.

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

- 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

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.

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

Measure 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 co ordinate 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.

Case Study II

4.2

The Pride Hotel Pune



Basic Facts :	
City	Pune
State	Maharashtra
Location	11 Km from the airport at University Road, Pune
Rooms	115

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

- 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.

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

2008 CNBC TV18 “Emerging Company of the year”, Awarded in London, U. K.

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.,

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, Alibaugh 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

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.

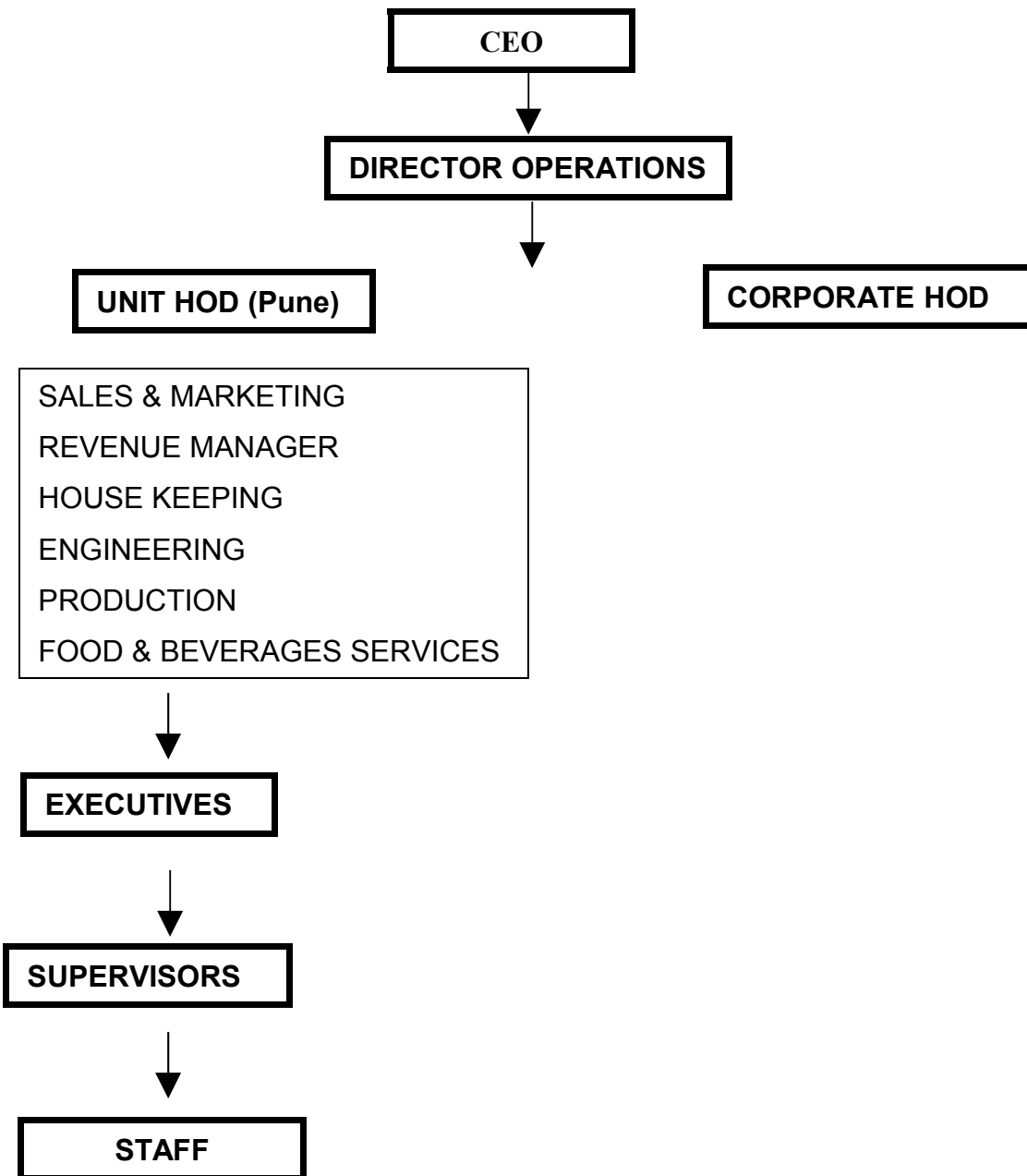
- Pride of Industry Awards (2009)
- Fastest Growing Hotel Awards (2009)

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:

No of Managers	21
Supervisors	42
Other Staff	154 (Including contract)
Female employees	28
Internship Trainees	24

Organisation Structure for The Pride Hotels

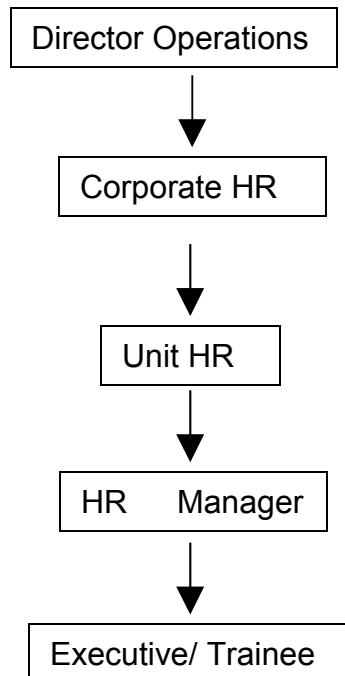


No of Shifts : The property working hours are in 3 shifts

Average Age of the staff: 30

Staff in HR Department: 4

HR Department structure :



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

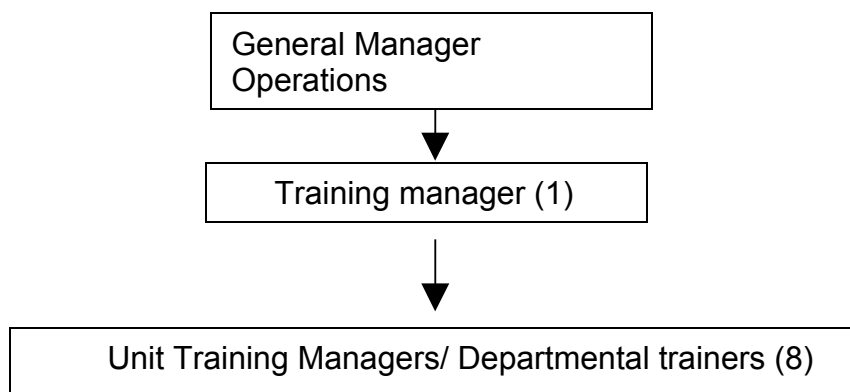
The Pride Hotel Pune has a separate training department. Pride has a separate training center with all learning and training equipments. Pride has a clear training policy and procedures mentioned in its HR manual.

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:



Training Practices at Hotel Pride Pune.

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.

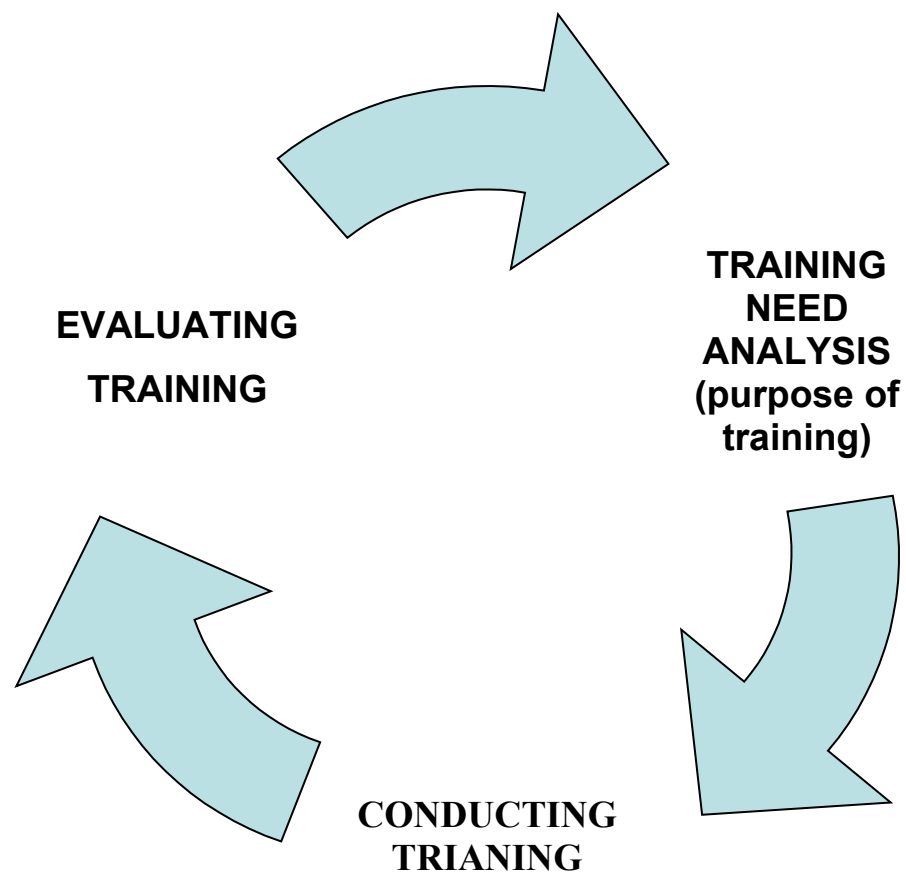
For external training Pride has tie ups with Frankfin Covey and AHLA, INS SPARTA for various soft skills, grooming and behavioral skills training.

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

- B. Their business is hospitality, its all about customers positive experience, it is intangible, It's a service industry, employees and their skills have greater impact on business
- C. focusing on customer delight
- D. ensure they always have 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 customer as guest 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 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.

- 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

	2008-09	2009-10
No of Employees	263	241
Area in square meters	9325.42	9325.42
Area to No. of employees sq m per employee	35.45	38.51
No of Rooms	115	115
Employees to Room ratio	2.28	2.09

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

	2008-09	2009-10
Turnover	24 crores	20 crores
No of Employees	263	241

Turnover to No. of Employees	9 lakhs per employee	8 lakhs per employee
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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 their 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 helped 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 features of pride is its expansion and has 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 belief 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 :	
City	Pune
State	Maharashtra
Location	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
Rooms	137
Group	Classic Citi Investments Pvt. Ltd.

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

- Doctor on call
- Car rental service
- Credit card acceptability
- Laundry and dry cleaning
- Currency exchange

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

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 infact few of them are in Pune.

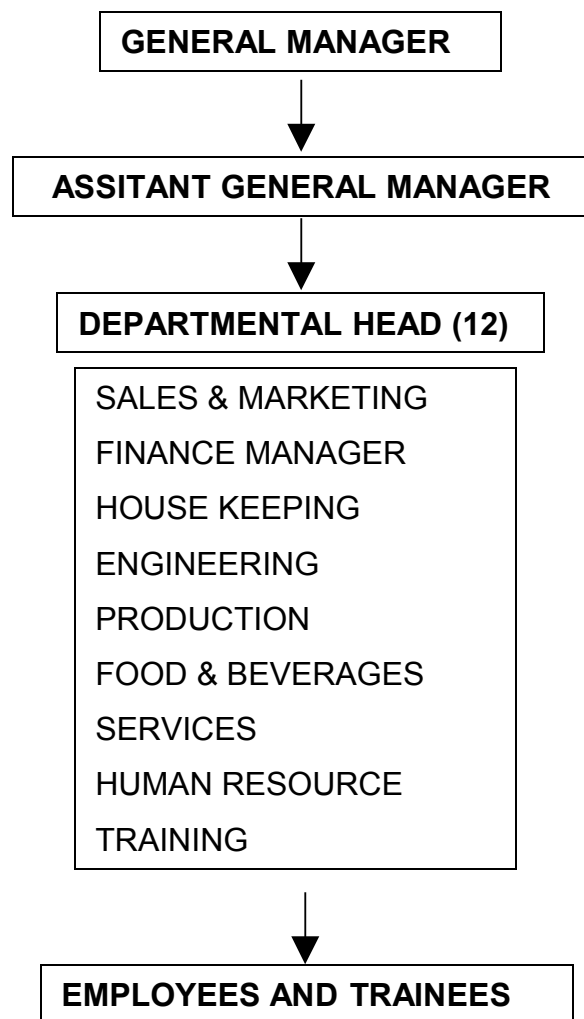
Total Number of employees are 300 (maximum staff in Production / services)

No of Managers (hod) :	22
Supervisors :	44
Other Staff	209
Female employees	30
Apprentice Trainee	25

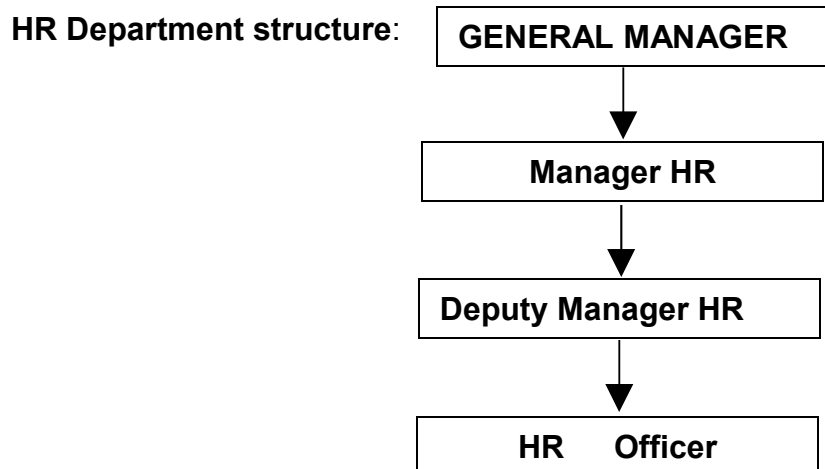
No of Shifts : 3

Average Age of the staff: 28

Organisation Structure for Sun and Sand, Pune



Staff in HR Department: 5 (Including 1 trainee)



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, Contract 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.

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.

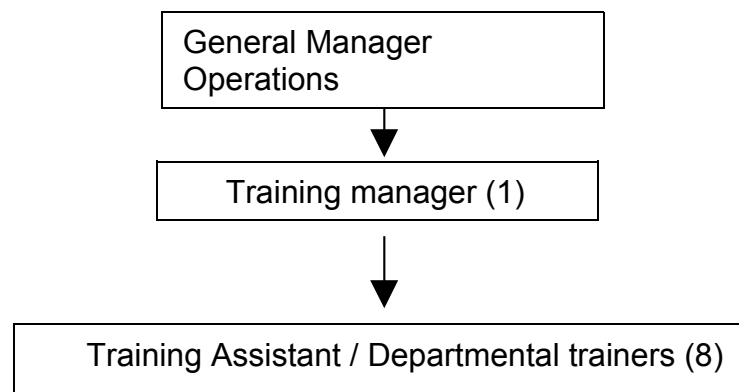
Induction training is must and training department arranges for induction after receiving intimation from HR department. Half day orientation followed by departmental specific training. Certain modules are common and then it is position / profile specific. On the job training is part of induction training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



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..

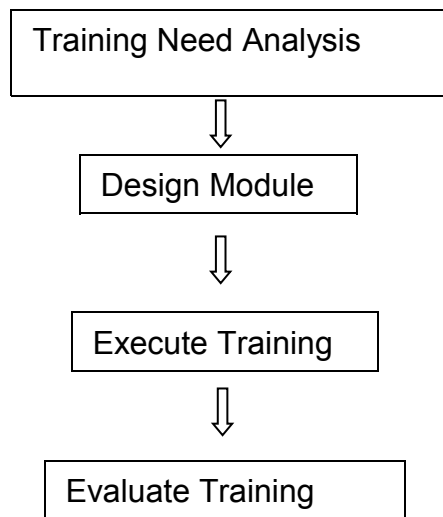
Training process followed

Step 1 TRAINING NEED ANALYSIS

Step 2 DESIGN MODULES

Step 3 EXECUTE TRAINING

Step 4 EVALUATE TRAINING



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

- 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

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

- 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

	2008-09	2009-10
No of Employees	310	300
Area in square meters	9185	9185
Area to No. of employees sq m per employee	29.62	30.61
No of Rooms	137	137
Employees to Room ratio	2.26	2.18

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

2. Turnover Sales/ No of Employees

	2008-09	2009-10
Turnover	28 crores	26 crores
No of Employees	310	300
Turnover to No. of Employees	9 lakhs per employee	8.6 lakhs per employee

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 develop 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

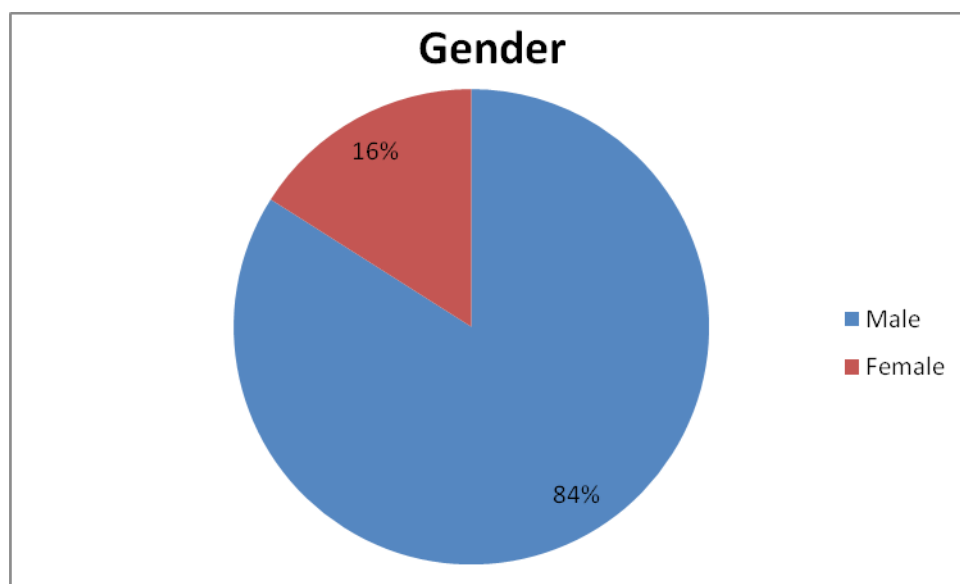
Name of the Hotel Unit	TAJ	PRIDE	SUNNSAND	TOTAL
No. of Employees	230	241	300	771
No. of Questionnaire Distributed	100	100	130	330
No. of Respondents	94	81	100	275

Respondents Profile:

1. Gender of the Respondents

Gender	TAJ	PRIDE	SUNNSAND	TOTAL
Male	80	71	80	231
Female	14	10	20	44

The ratio of Male vs female respondents is **5.23 : 1**

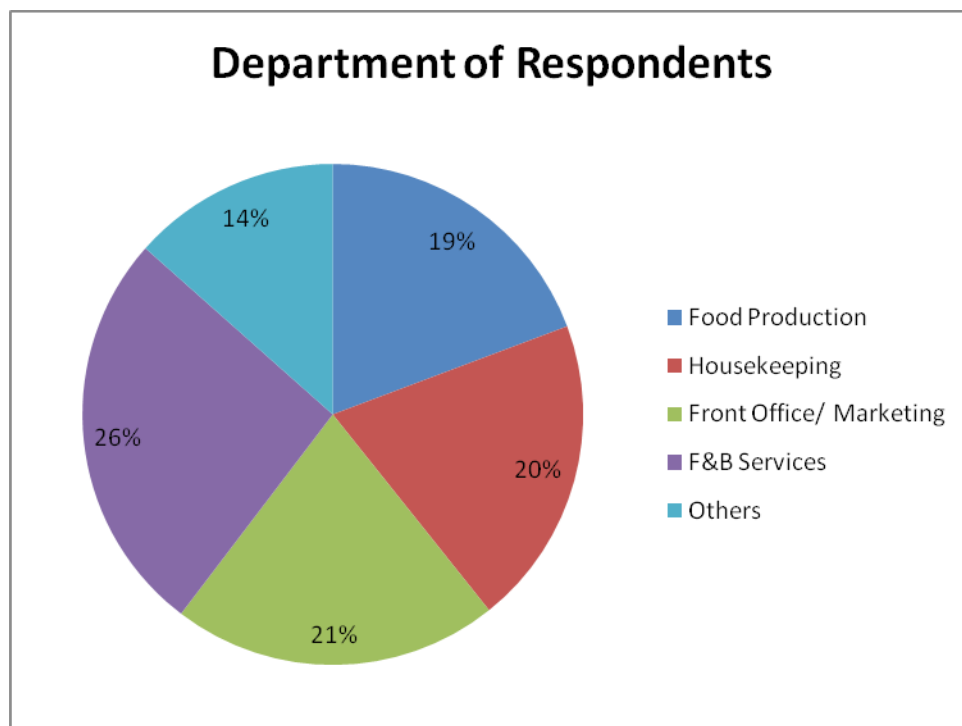


2. Department working in

Department :

Food Production
Housekeeping
Front Office/ Marketing
F&B Services
Others (Eng/ HR/ Admin/ Fin)
Total

	TAJ	PRIDE	SUNNSAND	TOTAL
Food Production	14	19	20	53
Housekeeping	20	15	20	55
Front Office/ Marketing	18	20	20	58
F&B Services	22	25	25	72
Others (Eng/ HR/ Admin/ Fin)	20	2	15	37
Total	94	81	100	275



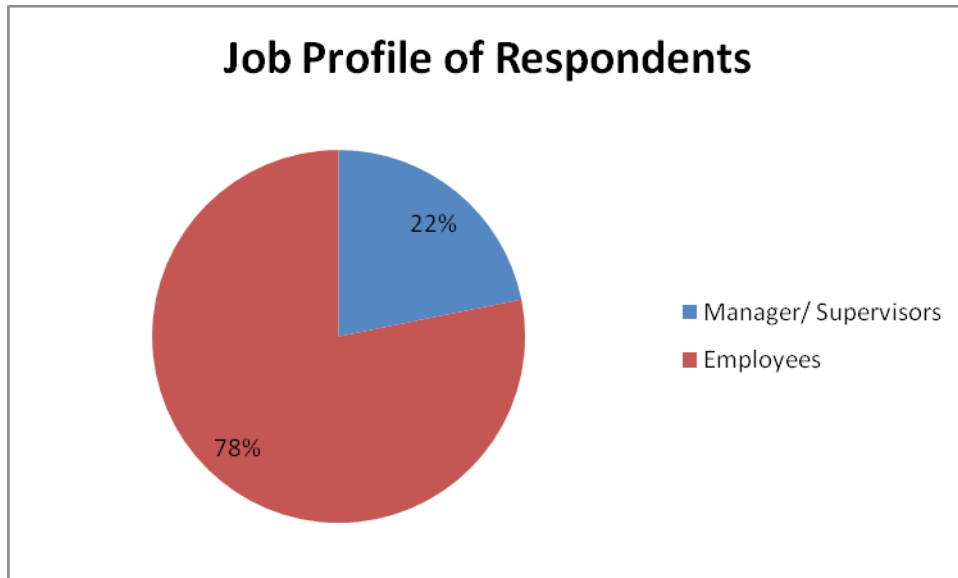
The above diagram clearly depicts the uniform distribution of the departments where respondents are employed.

3. Profile of Respondent

Profile

Manager/ Supervisors
Employees

TAJ	PRIDE	SUNNSAND	TOTAL
20	20	20	60
74	61	80	215

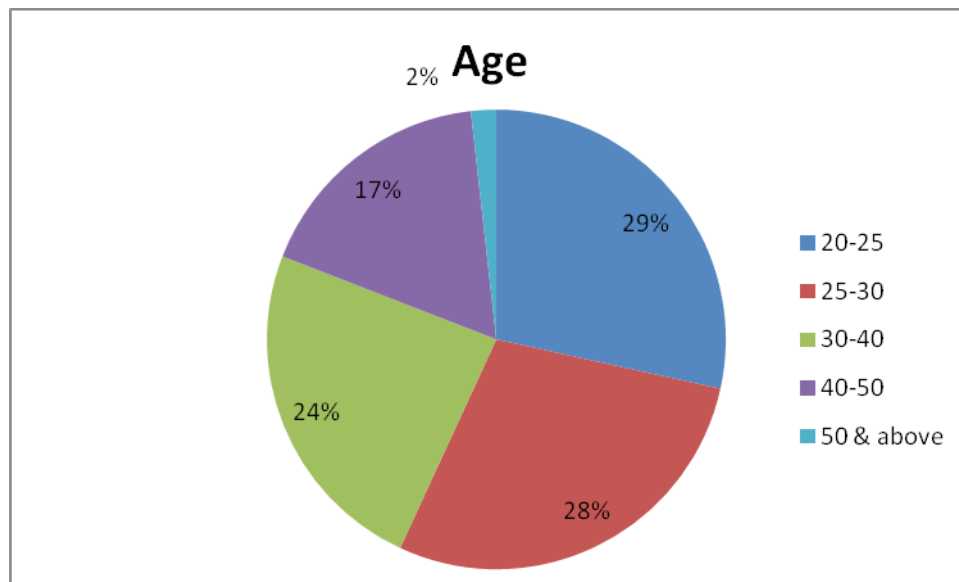


22 % of the respondents are Managers / Supervisors category.

78 % of the respondents are employees and operational staff

4. Age Profile of Respondents

Age	TAJ	PRIDE	SUNNSAND	TOTAL
20-25	32	12	20	64
25-30	26	28	10	64
30-40	24	20	10	54
40-50	10	19	10	39
50 & above	2	2	0	4
Total	94	81	50	225*



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

Qualifications:

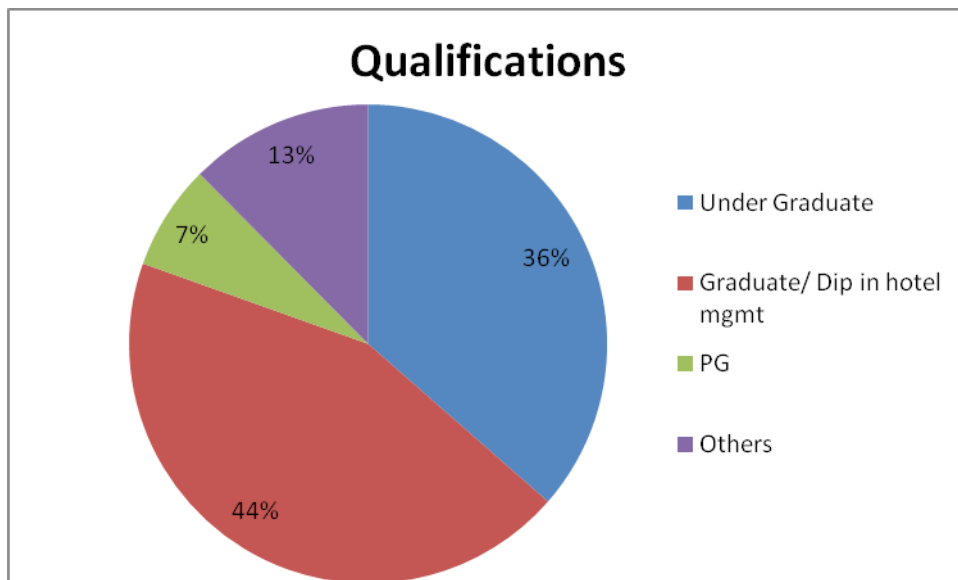
Under Graduate
 Graduate/ Dip in hotel mgmt
 PG
 Others
 Total

TAJ	PRIDE	SUNNSAND	TOTAL
36	24	22	82
40	44	15	99
6	9	1	16
12	4	12	28
94	81	50	225*

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.

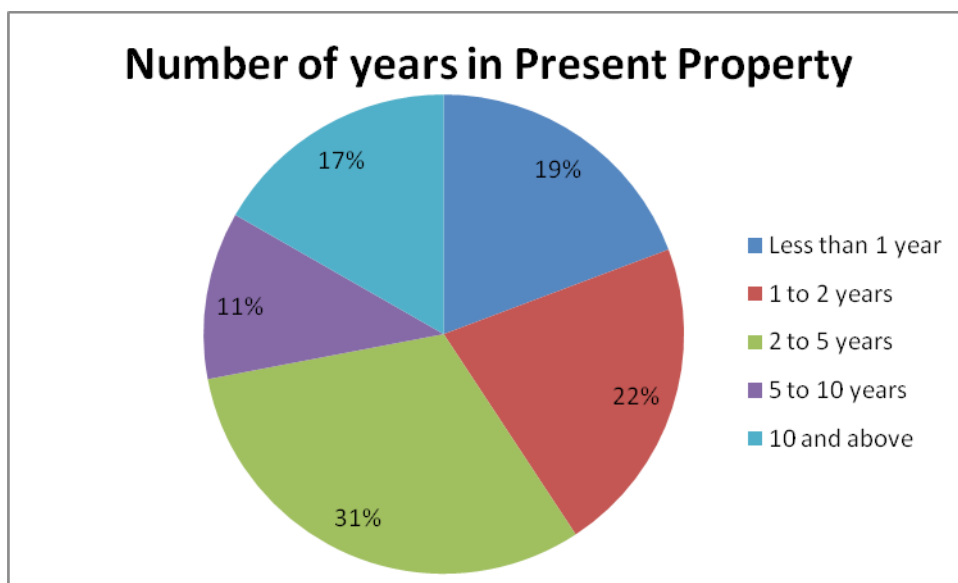
8% have pursued post graduation and 12% are possessing other professional qualifications.



* All respondents have not answered

6. Total Number of years of experience

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



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.

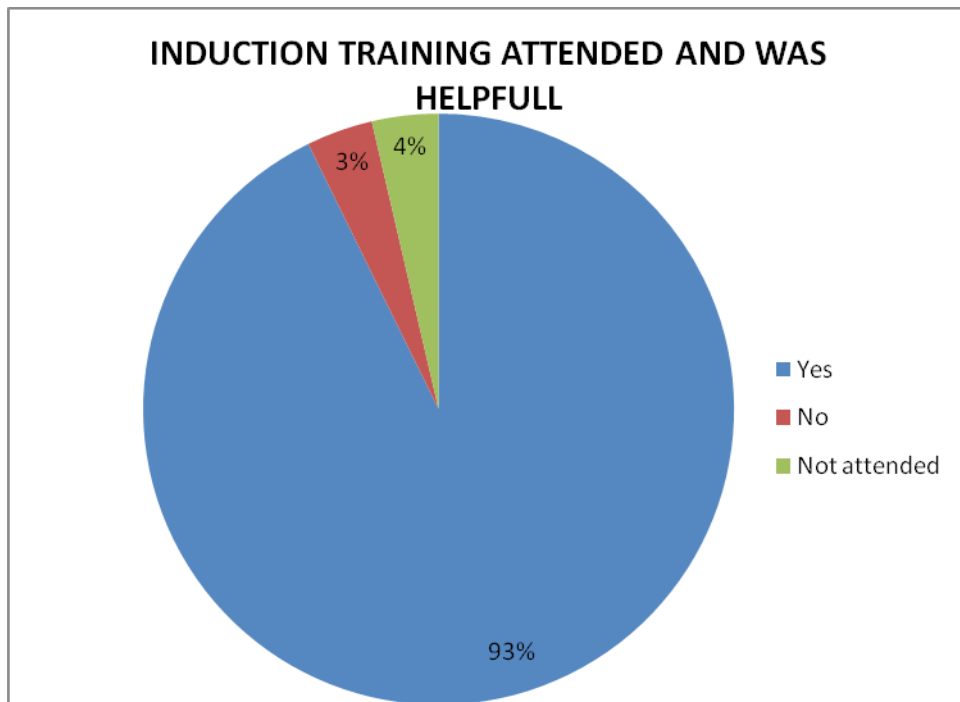
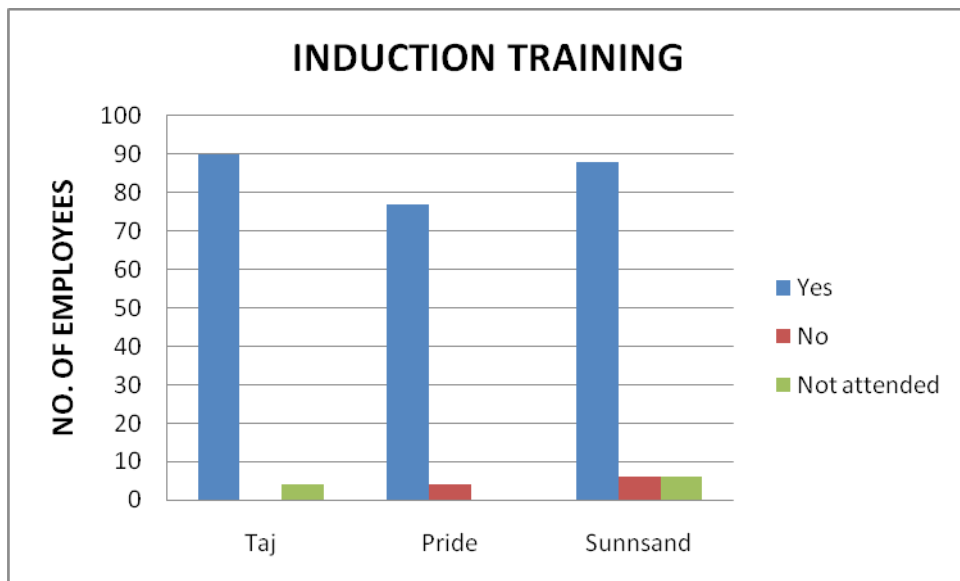
17% of the respondents have been working the present property for more than 10 years.

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?

	TAJ	PRIDE	SUNNSAND	TOTAL
Yes	90	77	88	255
No	0	4	6	10
Not attended	4	0	6	10



This questions is asked to know the employees have attended induction training and they find it useful in their respective job.

The Majority of employees ie.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

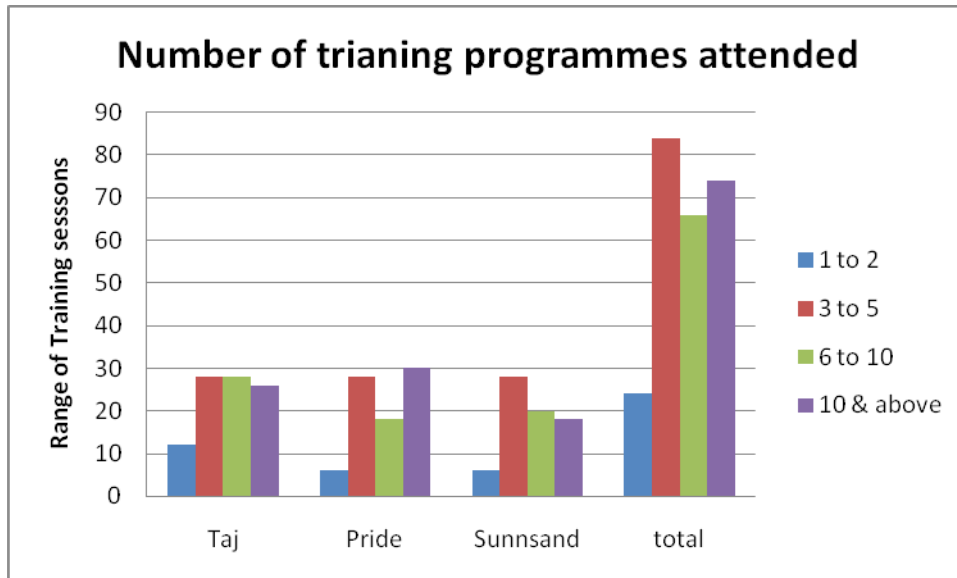
3% of the respondents attended the induction training but they “didn’t find it useful” in their job. It is unfortunate that 3 % of the employees are not happy about the induction and don’t find it relevant. The training system should make note of this and improve contents.

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.

8. Can you provide Number and Details Training Programmes attended in previous year.

1 to 2
3 to 5
6 to 10
10 & above

	TAJ	PRIDE	SUNNSAND	TOTAL
1 to 2	12	6	6	24
3 to 5	28	28	28	84
6 to 10	28	18	20	66
10 & above	26	30	18	74



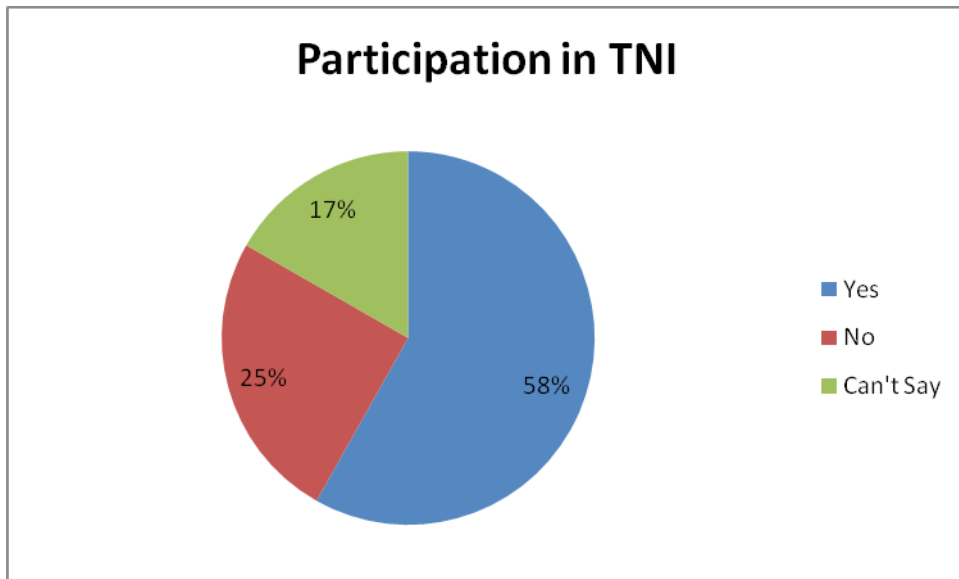
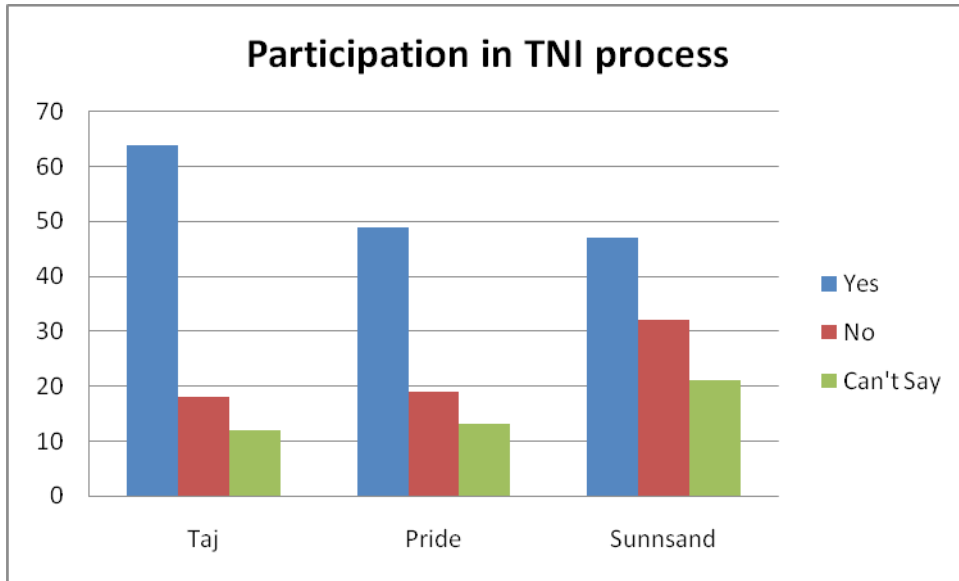
This question is asked to know from the employees how many training programs did they attended in previous year. It is usually believed that employees forget what training programmes they have attended.

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.

	Taj	Pride	Sunnsand	total
Yes	64	49	47	160
No	18	19	32	69
Can't Say	12	13	21	46



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.

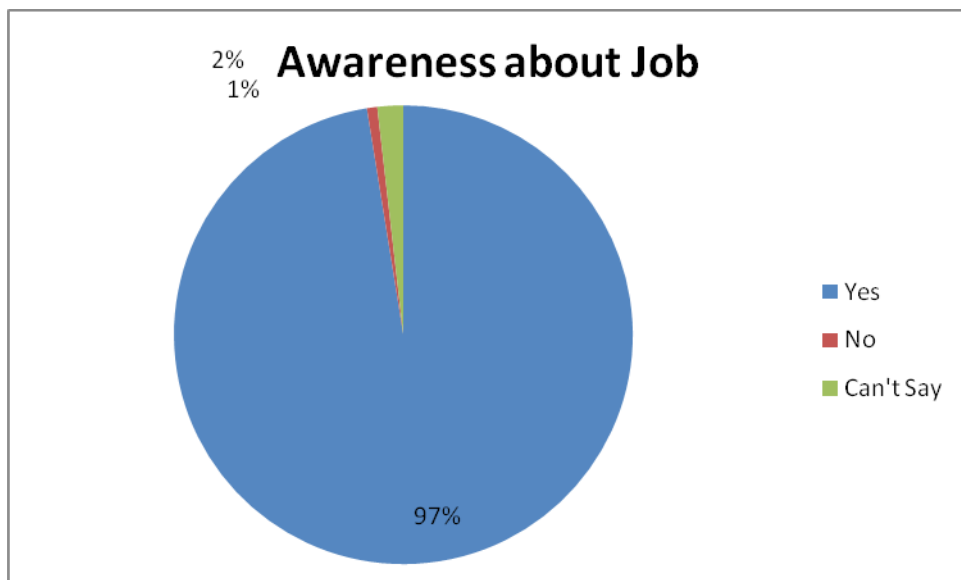
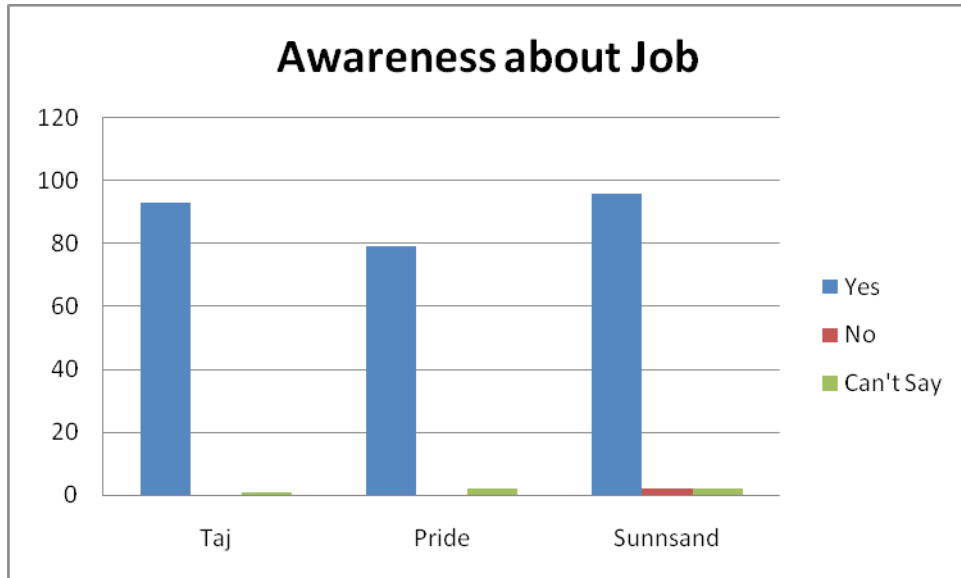
In case of Taj 31 % of employees say “No” or “Can’t say” to TNI, In Pride 39 % of them say “No” or “Can’t say” to TNI and In case of Sun and Sand this percentage of employees opting “No” or “Can’t say” has gone as high as 43%.

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?

	TAJ	PRIDE	SUNNSAND	TOTAL
Yes	93	79	96	268
No	0	0	2	2
Can't Say	1	2	2	5



This questions was asked to know the awareness in the employees regarding their job discription, 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 wherease 2% of them opted for "Can't say".

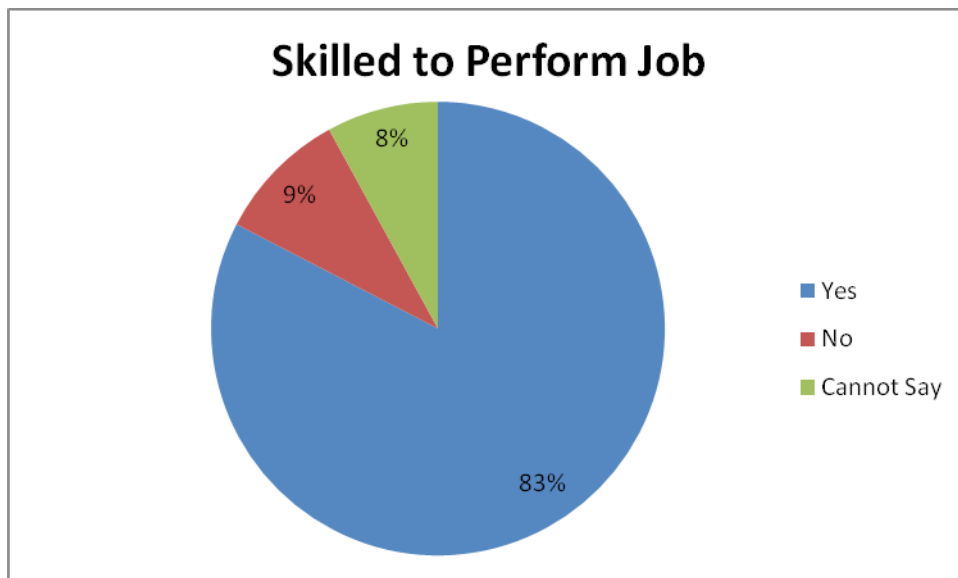
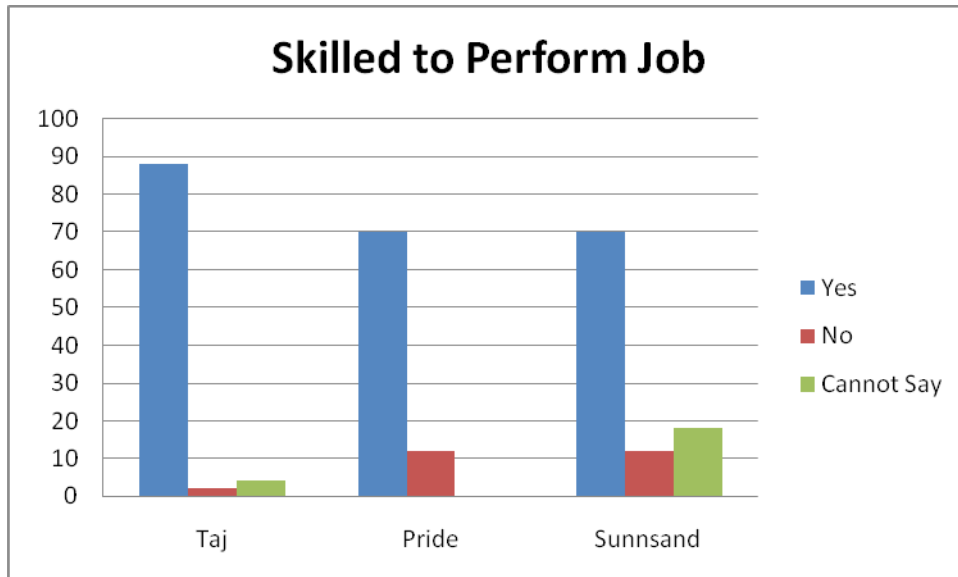
Researcher has a considered opinion that can't say or no should be considered as same that means 3% of employees are not aware of job fully or partially.

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.

Yes
No
Cannot Say

	TAJ	PRIDE	SUNNSAND	TOTAL
Yes	88	70	70	228
No	2	12	12	26
Cannot Say	4	0	18	22



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

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.

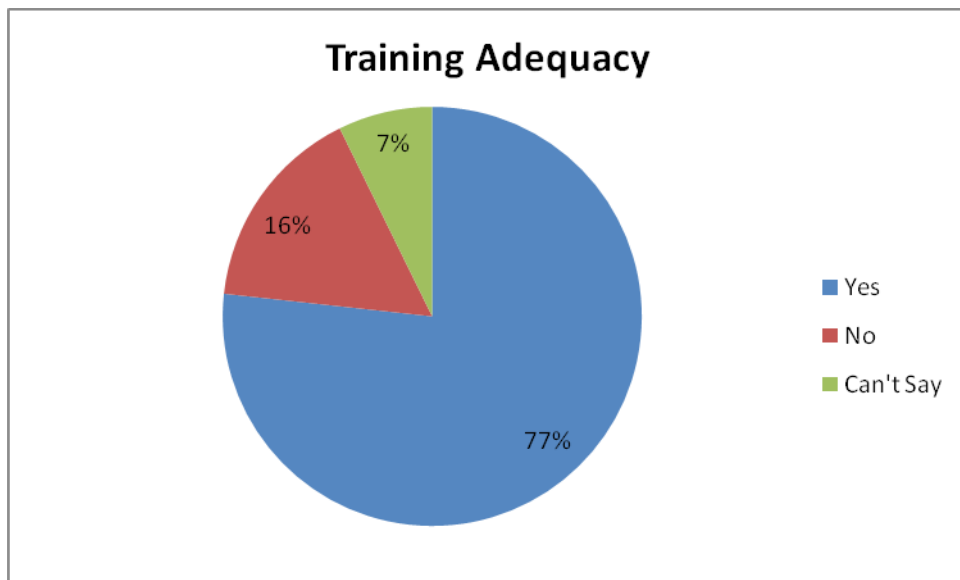
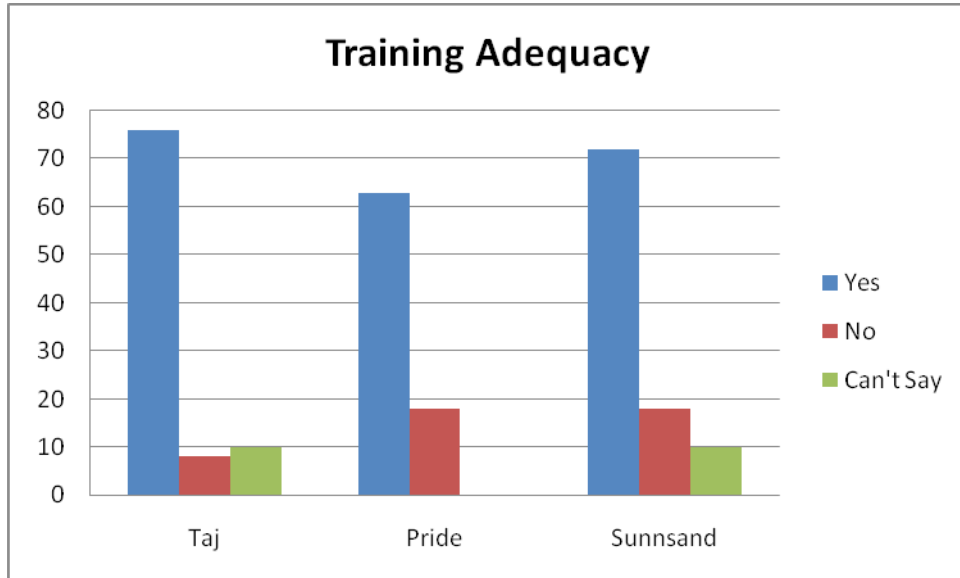
The situation clearly indicates skills training needs atleast for 17% of the staff currently.

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 resonsibilities.

Industry is having many good bractices 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.

	TAJ	PRIDE	SUNNSAND	TOTAL
Yes	76	63	72	211
No	8	18	18	44
Can't Say	10	0	10	20



The question was asked to know the quantity / amount/ hours / numbers of training imparted to employees are adequate are not.

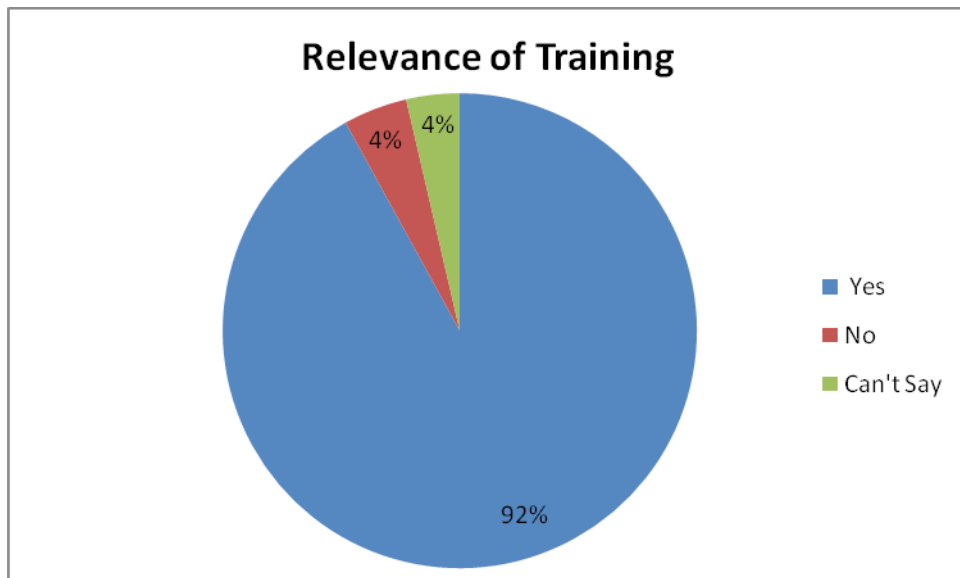
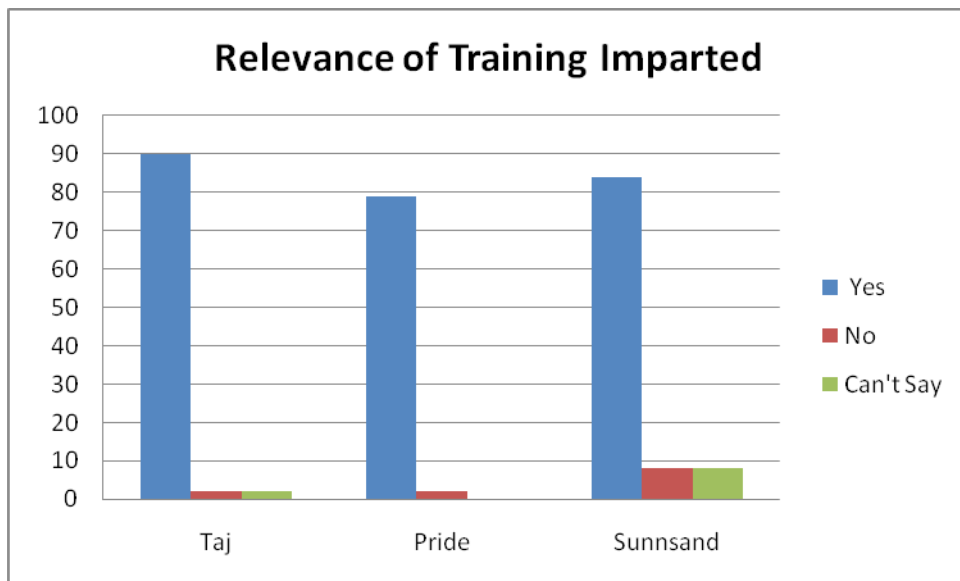
The unit wise analysis portrays the similar situation for all the hotels. But hotel Sun and Sand number of employees opting “No” or “Can’t Say” option is 28% which is high as compared to other two hotel units. This clearly indicates more training requirements for this unit.

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.

	TAJ	PRIDE	SUNNSAN D	TOTAL
Yes	90	79	84	253
No	2	2	8	12
Can't Say	2	0	8	10



This question is asked to know the employees response on the relevance of training imparted to the job profile.

Unit wise analysis 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 negligible but researcher believes that such responses should be exceptional in nature and feedback to be taken more serious by the training department

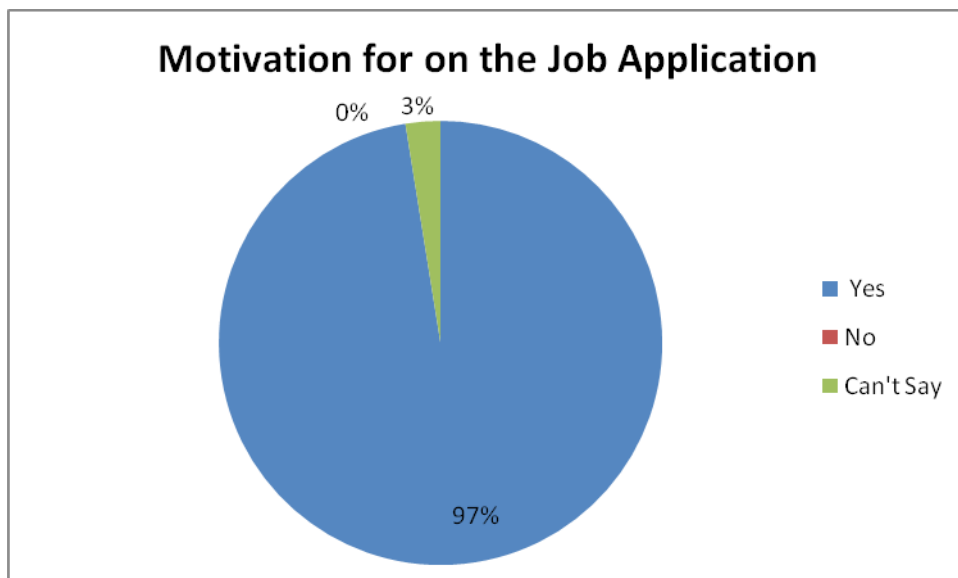
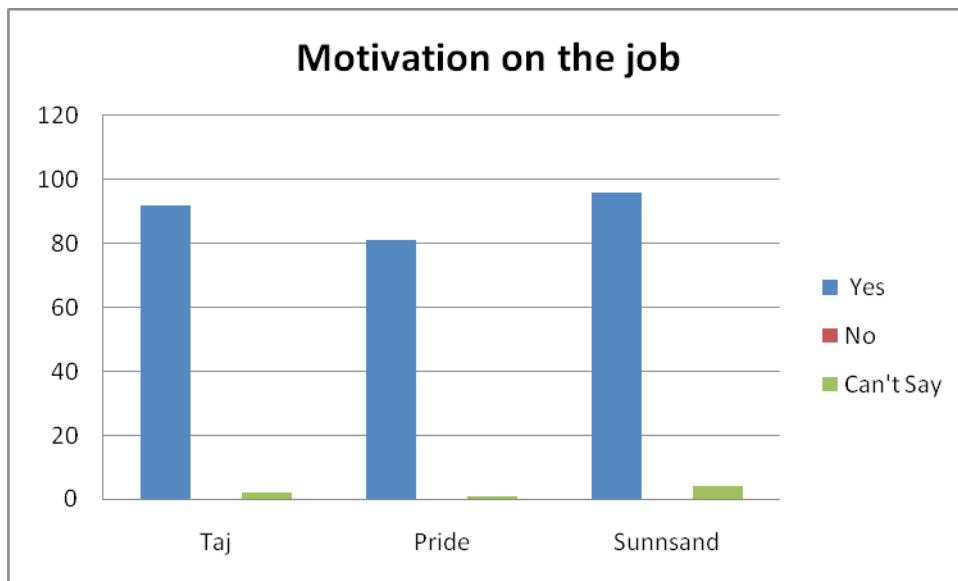
92% is high significance and in favour of the relevance of training to the job profile. Hence It can be concluded that hospitality industry is imparting training relevant to the job of employees.

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?

Yes
No
Can't Say

	TAJ	PRIDE	SUNNSAND	TOTAL
Yes	92	81	96	269
No	0	0	0	0
Can't Say	2	1	4	7



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.

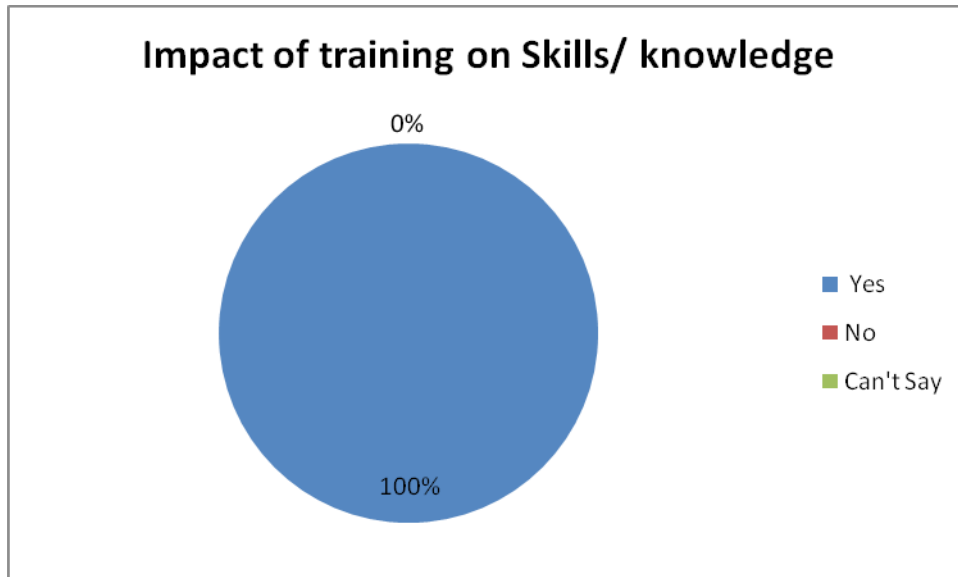
In case of TAJ and Pride hotels this percentage is as low as 1 i.e. employees opting to Can't Say.

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?**

	TAJ	PRIDE	SUNNSAND	TOTAL
Yes	94	81	100	275
No	0	0	0	0
Can't Say	0	0	0	0



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 hospaltiy industry units are imparting satisfactory training to its employees.

Researchers interpretaiton is that in recent times training fuction is shifting form novelty to utility and there fore the 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)

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

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.

17. What are the workplace problems you are facing presently that can be solved with training. (open ended question)

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

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.

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

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 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)**

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

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 Y⁹.
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.

⁹ United states census bureau considers baby boomers to be people born between 1946 to 1964, Gen X born between 1965 and 1979, Gen Y born between 1980 and 1995.

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
 - 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.

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Chapter 5: Conclusion

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Every employee is a stone in ruff. Training makes them priceless stuff.

Chapter 5: Conclusion

This Chapter presents the conclusion and inferences drawn from the Analysis and Interpretation. The conclusions drawn are based on the case study the researcher has done and the data analysis.

5.1.

There are on an average 1 trainer (including departmental trainer) for every 40 employees right now. Hotel Taj is targeting to have more ratio of 1 trainer for every 20 employees.

Hospitality Industry Units hire employees who are trained by Hospitality Management Institute with diplomas or degrees and Management trainees from B schools. Untrained hires are also being provided training in house. Internship, Apprenticeship training and tie ups with NGO for training and hiring purposes are being practiced. It is also believed that hospitality Industry only hires trained personnel from the institutes but that's not so true. As skills set of a fresher really doesn't match to the requirement of the job. Training Manager of one of the units said "Even if they have 5% skills (very basic skills). I am fine with it as it is we have to be sharpen their skills, knowledge and concepts in training department before fresher are to perform on the job. All we need is an attitude to learn and serve customers."

This is also one of the reasons why Induction trainings are so robust in hospitality industry units. The duration of training varies from 1 week to 6 months. This includes on the job and off the job the training. All the five star units studied for present research have rigorous Induction training.

However it was reflected in the employees feedback that 7% employees did not benefit from the induction training or did not attend it. This requires attention from training managers.

Training function occupies major importance in Hospitality Industry.

Training is given priority and is of strategic advantage for hospitality sector as expressed by General Managers in all the units. Investment is done in training and training budgets are also increasing. The interview of general managers and Training Managers have supported the fact and are of opinion that in future there will be more **increase in training budget and Training activities**. However each company has its own method of doing it.

Each unit has its own philosophy and methods of imparting training which is natural. The training in hospitality industry follows a systematic process – in some cases like TAJ **exhaustive documentation** has been made however in case of Pride and Sun n Sand opinions have been expressed that they would like to **incorporate more systems approach to Training and Development function. which is a good sign.**

Researcher was pleasantly surprised by the fact that in all the three units had dedicated training department. All units have devoted training department headed by training manager, who works along with HR, trainers and line managers, In most of the cases Training Managers are reporting to General Manager (Head of the business unit). Training function gets special attention because of strategic advantage in manpower planning and development. Shortage of trained manpower could be met by training continuously. Not only that changes in the processes, customers' requirements, business requirements, structures could be dealt with training. Training departments have proved to be catalyst to change. **Though management encourages hiring of trained people still training is an integral part of hospitality units.**

Training Head in most of the unit are operational experts/ Line Managers. The training process followed in each unit has only little difference. Within Industry though basic modules for skills / technical training

remains the same but there are differences in pedagogy, reinforcements, encouragement, contents, training material and evaluation system.

Researcher found training managers quite confident about the transformation training can bring. As one of the training manager said “I just need that mind space in my trainees and I am sure they can transform and perform what is expected from the job”. The Training Managers took lot of pride in contributing to the organizational vision and strategies in a positive way. They were also aware about the return on investments, “We have to sell our budget to Management” to quote one of the training managers. Training Managers are involved in internal functioning and contributed to resolve many issues on the job performance.

Basic documents are maintained in all the hotels. But analysis of this is done only in few cases.

Mostly all the employees of Training and HR are well aware of the role and importance of the training. They are self motivated to attend such training program as it will result in their skill enhancement & improving their interpersonal skill.

Training Manager and HR identify training requirement for the employees and training managers facilitate the process of providing training to all the employees and it is a continuous process.

This study identified trend about training practices in various hospitality organisations. **Mainly training is imparted based on:**

1. Induction
2. On the Job training
3. Guest comments
4. Multi tasking
5. Market trends

6. New procedures

Responsibility of training is of training manager for the entire unit.

The process owners for identification of training needs are

1. HR Managers
2. Training Managers
3. Line Managers

The **training needs are identified on the basis of:**

1. Guest Satisfaction Index/ Remarks
2. New Joining
3. Promotion, Transfers or Rotation of Jobs (Change in the job profile)
4. Performance Appraisals and performance gaps
5. On duty Managers' observations of employees performance on the Job regarding service quality and time.
6. Remarks made by Mystery audit (service industry audit), Internal audit and ISO (International Organisation for standardisation, standards of quality).

The research has found out that most of the training needs in hospitality industry is found out from Customer complain/ Remark Diary / Book. Any remark made by the customer is being taken up seriously and immediate training need is identified to bridge the gap in customer expectations. Training needs are identified on performance basis. **Formally, during performance appraisal and informally it is continuous..** Supervisors and managers identify training needs based on observation.

Researcher observed lack of integration of data and assessing accurate training needs since there are various methods and sources of training needs assessments. Each unit follows more than one method to assess the training

needs of the employees. However **systematic needs assessment is constrained by subjective, administrative and organisational factors.**

It was quite clear from Employees feedback that very less participation or say is given to employees in the training need identification process. Discussions with the employees also disclosed divergent views on training needs by employees and supervisors and also inability of supervisors in assessing training needs.

Communication is given to training department formally or informally and training department arranges for training. Many a times departmental trainers deal with it instantly.

Most of these trainings are in house in training centre by internal trainers. These trainings are in groups or individual. **Employees in supervisors and managerial cadre are nominated for External training programmes as well.** There is no particular pattern or procedure for nomination. The criteria for nominations range from personal request to nominating employees whom the supervisor can spare.

Training materials are prepared by trainers and handover to trainees during training programme.

Mix of various pedagogy for training and learning are used in hospitality industry units. Most commonly used methods are Classroom / Lecture Method, Demonstrations, Presentations, role play, videos, on the job instructions. In technical training areas practical exposure is must and for that they are mentored by the departmental heads and on the job exposure is provided. On the job training is most preferred method for hospitality industry. Online training modules and certifications are also catching up in the Industry.

Management believes majority employees do not resist training. Also top management encourages application of training inputs to the job.

However in few cases employees have complained about attending training programme and working simultaneously. Many last minute cancellations due to excessive work are also happening. Employees prefer not to attend training because work gets piled up by the time they get back on the job after training.

The **training and learning centers are well equipped with all kinds of aids**. E.g. Library, Sitting place, model hotel room set up, LCD, computers, White board, Kitchen, F&B Services and Bar tending Labs in some cases. Though there are some resource constraint still best use of these resources are made available. Hotel rooms, facilities, restaurants are also used for training purposes.

More emphasis is given to technical and functional training to the operating staff in hospitality industry units. Soft skills training is also important aspect in hospitality industry and it is considered as functional requirement of the job. There is lack of outbound training like team work and soft skills like assertiveness etc training for all in training calendar.

Training Evaluation: Post training evaluation is used to identify the effectiveness and valuation of training program, to identify the ROI (return on investment), to identify the need of retraining and to provide the points to improve the training.

All the units under study collect feedback from the participants of the programmes to do **reaction** level evaluation. Questionnaire is the most popular mean of reaction evaluation of the training program. For **learning** level evaluation is conducted by taking pre and post training test, demonstration, feedback from supervisor. As far as changes in the **behavior** (job application is concern organizations make attempt to assess the job application the participants have made, using input they have learned during training, by adopting the method such surprise drills, trait tests, customer satisfaction surveys etc.

With respect to the **business result** evaluation i.e ROI is usually in form of customer satisfaction Index. This practice only exists in Taj where top management information system captures ROI. The other two units are not relating training expenditure to ROI.

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.

It may be concluded that in most of the units training evaluation in the organizations is by and large confined to reaction level evaluation only.

It was observed that in two of the units under this study did not have any mechanism to check accuracy and completeness of training needs that are identified by the employees and their supervisors.

In few cases lack of seriousness in filling the feedback form was observed. Training evaluation at times takes backseat over business issues. Line managers leave entire evaluation to human resource/ training departments.

Separate Budget is earmark for training in all the units. Irrespective of the recession and low turnover rates there was reasonable increase in the budget amount for the year 2009-10. Average budget of the three five star deluxe units is 14 lakhs for a year. In one of the units training managers said they have not exhausted entire budget.

As per existing hoteliers standards 30 man hours of training per employee is required for hospitality operational staff. **The present study found that most of the hospitality units are meeting these standards and for new entrants training hours are much more.** In case of Managers and Supervisors these hours are less and restricted to only few programmes a year.

Employees also value training, they take training as an opportunity to learn and grow. They know in this business you have to be learning continuously. **There was natural enthusiasm and willingness for training.** As one of the oldest employee in one of the units of study said “Yes, Induction training I attended was helpful to me” This employee still remembers what he learned from that induction training. Employees take pride in praising efforts and support provided by training department. Training department takes an effort reach and help employees while they are performing on the job. Training personnel are found quite approachable by the employees

Researcher observed lack of confidence and communication skills in back office and operational employee. There requirement to attend soft skills training are not met fully.

During these few years of study Researcher observed hospitality industry very closely. When the study was undertaken entire economy was stuck by recession. Business and trade in all the sector was affected by recession. Tourism and hospitality industry was also badly hit by this recession. In this what worst can happen than terrorist attack on TAJ Mahal and Trident hotels in Mumbai, terror continued with German Bakery blast in Bund garden, Pune. Hotels were being soft target of terror. This created environment of suspicion and unrest for hotels. This also discouraged hotel management and employees to share any information for the research. But the phase of recovery in economy changed the scenario and spirit of unity defeated the mal-intentions of terrorists.

The response of TAJ employees during the terror attack of 26 /11 is also pursued as case study in Harvard Business School, one of the world’s best B school. HBS professor Rohit Deshpande author of the case study says that the study mainly focuses on "why did the Taj employees stay at their posts (during the attacks), jeopardising their safety in order to save hotel

guests" and how can that level of loyalty and dedication be replicated elsewhere. He believes "Nothing in the employees' training could have prepared them for such an unprecedented situation." ¹⁰

To quote Marriott President and COO Arne Soreson, "It's still too soon to say we're seeing green, but to take the analogy further at least we have some evidences that planting seasons is not too far off" Recession has hit hospitality industry also but now it is in recovery phase. Cherry on the cake was US president **Barack Obama's** visit to India and stay in these hotels¹¹. India's hosting of Common Wealth Games and Cricket World Cup has also given kick start to the industry. To survive with all times hotels have believed in their people capability and continuous training. **Technical and behavioural skills both are important in this industry. It is only trained employee which by its courage and presence of mind can take action in crisis and protect its customers. It is the true hospitality reflected to think about your customer first than for yourself.**

Training function in Hospitality Industry became imperative initially due to the frequent trained manpower requirement. It was part of manpower planning to hire and train people to perform for various jobs in organizations. In few cases it is still so. Gradually shift has taken place in the philosophy of management towards training. Today in most of the five star hospitality units training is viewed of strategic and competitive advantage for the organization.

¹⁰<http://economictimes.indiatimes.com/news/news-by-company/corporate-trends/response-by-taj-employees-to-26/11-a-case-study-at-harvard/articleshow/7370960.cms>

¹¹ The Times of India : Obama to stay at Mumbai attack target Taj Hotel. **PTI, Oct 15, 2010, 06.25pm IST**

5.2

Best Practices:

Researcher feels pride in highlighting some of the best practices existing in the area of training in hospitality industry. Some of these practices can be good learning for other organisations across industry.

Tata group hotel **Vivanta by Taj Blue diamond** implementing business excellence model based on the model of **Malcolm Baldrige**. It focuses a lot on Human Resource Development and Leadership initiatives at all level. The various parameters of quality defined for excellence focus on continuous training and learning. The HR interventions here are robust and objective. The researcher was pleasantly surprised that these organization are taking human resources function seriously.

The entire branding strategy of **TAJ blue diamond** has undergone branding change and renovations. The property is now branded as **VIVANTA** the business hotel, to have an identity of its own. Training function has take challenge of training the entire staff on the concept, touch and feel or the branding concept much before the implementation of the branding and definitely difference was felt by customers, employees and management.

Unique self learning initiative of 'TAJ Group of Hotels' online portal www.miuniversity.com, was launched in October 2010 and is worth appreciating. These kinds of investments are expected from corporate for long term vision. Across various more than 100 units launch has been done and employees are encouraged to take online certifications and course to enhance knowledge in various areas. There are more than 80 modules available for the certification of the employees. This initiative is worth appreciating and management believes it will help enhancing knowledge levels of the employees. Though a live trainer can not be replaced by online learning, but to upgrade knowledge base it will definitely help. For example: to

serving the tea to the guest there are 20 steps followed. Another example could be there are more than 15 varieties of cheese, what are these, how they are different and what/ how they are used. Online resources are quite helpful for hospitality units but it has to be coupled up with demonstrations, practical and on the job exposure.

The unit believes in satisfaction of its internal and external customers both which is true HR. **Satisfied and Engaged employee creates satisfied and engaged customers.** Taj Pune is having employee engagements measures and practices. These are some of the learning which can be taken by the other two hotels under study.

Taj Pune has also **tied up with an NGO orphanage** for training skills to people which helps them getting employment outside or most of the time they get absorbed in the same hotel.

Organised monthly meetings have helped the unit in problem solving and bringing in innovative ideas. Employees are sensitive to the culture of the customers. Hotels bring in many innovations in day to day working because of these sessions. As shared by GM Taj few innovations in serving guest like providing popcorn when guest (orders for film CD) is watching movie or if food is served in room, use of room freshener by service personnel and many more.

30 days Improvement meetings programmes run by TAJ are very systematic and effective. The similar practices are existing in other hospitality set up but they are more of a daily briefing or plan for the day kind of adjustments. 30 days improvement programmes conducts the same thing but it is more visionary and continuous improvement is strive. These improvements are based on process or behavioural changes. Measuring the gap between desired behaviour and actual behaviour and helping employees achieve the desired behaviour change by change in attitude, skills or knowledge.

There are many best practices in Taj that can be adopted by the two hotel units which are part of the present study. However it was observed that it takes time for such units to make its core values habit for its employees. For example It was observed that the back office areas were not all that clean. Some of the core values of hospitality industry units as care, cleanliness, courtesy, communication should now be the habit for its employees.

The Taj General Managers believes “Training is forever, we are training every single day, every single minute. It is to maintain standards and to make new standards.” Taj follows a systematic training process. The official training manual was ready for review and made available to the researcher.

Hotel Pride International has expanded its branches with leaps and bounds. Pride has well defined training vision and philosophy. Top Management takes keen interest in training activities. Pune is the corporate office and caters to the Human resource and training requirements of all the units. Training Managers are traveling widely to full fill these requirements. Induction training to great extent is handled by HR and training departments across all units.

Human Resources training and grooming is a primary function of any management as hoteliers believe and quoted by Pune Hoteliers Association Chairman Mr. Arun Nayyar “Human Resource is the single most important asset that can provide sustainable leadership. Employee service quality is the single most factor for competitive advantage. This resource needs to be nurtured in organizations.”

There are practices to encourage departmental trainers to take initiative in training. Train the trainer programmes are encouraged and certified trainers are provided incentives and encouragement to conduct training.

Few units have also practices go green and ecological operations. This also helps in international brand perception.

Pune Hoteliers Association (sub body under Western Regional Association of Hotels, Which itself is subset of FHRAI), is a voluntary association of hotels in Pune. It was formed almost ten years before with an objective to project its problems to the higher up and statutory bodies. Today it is having 5000 member room, a website and newsletter of its own. Role of PHA has evolved over years and Sharing & Training has become one of the primary objective in today's era. Sharing of resources for training like venue, trainers, facilities are other cooperative measures adopted by hoteliers. This is irrespective of the category of hotel and training fees charged are also minimal. Such innovations have to be continuous and encouraged by PHA. Now PHA has a substantial role in upgrading skills in hospitality sector as members have taken this as a priority and they acknowledge best practices with in industry.

PHA in collaboration with Maharashtra State Institute of Hotel Management and Mumbai Catering college is working on Ministry of Tourism project of National Skills development 7 day program at local level called as "HOONAR" (hindi word meaning skill). This effort is to raise the skills level at very basic level and 100 % staff employed in hospitality industry will be trained and will be provided certificates. This is win-win-win kind of initiative. Employees benefit in terms of skills enhancement and they are also paid Rs. 1000 to attend this certification during office hours.

Sustained efforts in acquiring, grooming, developing, motivating human element of enterprises are required. Any formal training should contribute to the growth and development of employee competencies and motivation. For training to be effective, it has to be need based, well planned, evaluated, monitored and used. Both line managers and the HRD staff have to become partners to ensure the effectiveness of training.

The Hypothesis set for the present study are as below:

1. Hospitality Industry Units are imparting satisfactory Training to its employees to perform their job responsibilities.

2. Hospitality Industry Units are following systematic process of training to impart knowledge and skills to its employees at operational levels.

The hypothesis is based on the literature review carried out by reading books, articles from various magazines and news paper by the researcher.

Reseacher used three case studies to study the set hypothesis for the present study. The data was collected in the form of employees' survey from these hospitality units. Questionnaire was framed keeping in mind probing issues relating to training.

Hypothesis No.1 has been adequately proved on the basis of data analysis and findings. Some important elements to prove the hypothesis are as below.

Feedback on employee training

Q. No 7. Page no 232.

The question asked about the Induction programme attended by the respondents and its usefulness in doing job.

93% employees find induction training helpful.

Q No 10 Page no 237

The question was asked to know employees awareness about job responsibilities.

97% employees have said yes to the question.

Q No 11 Page no 239

The question was asked to employees to know employees view on their present skills level to perform the jobs.

83% employees have said they are skilled to perform present job responsibilities.

Q No 12 Page no 241

The amount of training attended by you is adequate for employee to perform the job.

77% employees say yes training is adequate.

Q No 13 Page no 243

The question is asked to know relevance of the training programmes attended by the employees to the current job.

92% employees say yes to relevance of training.

In all the above questions employees giving affirmative replies are quite high and due to high significance. Researcher can conclude that the hypothesis **“Hospitality Industry Units are imparting satisfactory Training to its employees to perform their job responsibilities”** is proved for the present study. Most of the employees agree that they are imparted training to perform their job responsibilities satisfactorily.

Hypothesis No.2 has been adequately proved on the basis of case study as well as data analysis and findings. Apart from the above questions few other important elements to prove the hypothesis are as below.

Q. No 7. Page no 232.

The question asked about the Induction programme attended by the respondents and its usefulness in doing job.

93% employees find induction training helpful.

Q.No.8. Page no.234

The question was asked to know from employees the number of training programmes they have attended in previous year.

34 % of respondents have attended minimum 3 to 5 programmes in a year.
30 % of respondents have attended 10 and above number of programmes.
27 % of respondents have attended 6 to 10 programmes in a previous year.
10% of respondents have attended minimum 1 or 2 training programmes.

Q.No.9. Page no.235

The question was asked to know the participation of employees in training need identification process.

58% employees say yes they participate in training need identification.

Majority employees say yes to the process that is clear implication that hospitality industry is having a training need identification process and employees are participating in the process.

Q.No.14. Page no.244

The question was asked to know the post training scenario whether employees are motivated to apply the training inputs with the day to day working during their job.

97% of employees say yes to motivation to application of training concepts to the job.

Q.No.15. Page No 247

The question was asked to know the effect of training programmes on knowledge and skills to do the job.

100% i.e all the employees have said yes to the training programme effecting the working knowledge and skills.

78% of these responses are from employees working at operational level.

The significance ratio in each questions and overall was quite high hence researcher can conclude that hypothesis set for this research is proven.

Hypothesis 2 required the case study of training systems followed in the units of present study

- All the three five star hotel units have a set process with respect to the training
- All the three five star hotel units have a separate training department to handle training functions. Training manager and other trainers are allocated as per specialization.
- All the three five star hotel units have a process set for identification of training needs.
- All the three five star hotel units have design training and conduct of training in house for operational employees. Few trainings are outsourced from other areas.
- All the three five star hotel have feedback and evaluation process of training programme.
- All the three five star hotel units maintain basic documents of these training.

Based on the facts and reasoning presented above, researcher would like to state that, responses to the questions based on the hypothesis mentioned above are in favour of the hypothesis and hence hypothesis is proved.

The next chapter presents some of the suggestions based on the observations of the findings.

The suggestions are to bring about improvement in the process of Training.

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Chapter 6: Suggestions and Recommendations

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Chapter 6: Suggestions and Recommendations

Previous chapter presented the conclusion of the entire study taken by the researcher.

This Chapter mentions some of the suggestions to improve the functioning of training activities in hospitality industry units. Suggestions are based on the inferences drawn from the present study. Few recommendations are also provided based on the independent study of the researcher. These suggestions are only advisory in nature. Some of them were also discussed with the concerned office bearers.

These suggestions are categorized according to different levels of implement ability.

Suggestions

Some suggestions to improve functioning of training in hospitality industry are mentioned below. These suggestions are categorized according to level of applicability and most of these suggestions are interlinked.

6.1 Management

Suggestions at the level of top management and HOD's are as below.

The management must commit itself to **allocate major resources** (for example 3% of net profit for training) and **adequate time** to training (as time is also money).

- ✓ Management has to ensure that there is proper linkage among **organizational, operational and individual level training needs**. As most of the hotels are coming up with chain of hotels, it is recommended for new projects, staff could be employed and trained simultaneously as project is launched so that adequate time can be invested in training of staff. At present in most of cases Just in time manpower is followed. Such initiative will also help involving and retaining staff in long run.
- ✓ Management must encourage training department to prepare Training **Manual and policy**. These training manual and policy should be clear and known to all in the organisation.
- ✓ Training department should be **empowered** to take action related to training areas. Empowerment reflects in management top down approach. Some small things like less interference in day to day working, involving training department in knowledge sharing at strategic level etc could make a difference in such a scenario.

- ✓ **Training Budget** compared to other industry is less in hospitality industry. Training budget should be well defined in the form of percentage to the total sales turnover or profit. Training budget spread should be uniform periodically and for all levels of employees.
- ✓ As the trend is set up by few chains hospitality units could **tie up** with some of the training institutes to hire and train employees. These tie ups should be for all level of employees and managers.
- ✓ Most of the time employees have to refuse to the training programme because of too much **occupancy and over worked schedule**. The working schedule and utilization of human resource also needs to be reworked with HOD's involvements.
- ✓ **Multi skills training** can help resolve such a scenario of tight schedule. But rewards points or incentive system should be in place to encourage employees to take multi skills training.
- ✓ It is observed that each unit has its own way to imparting training and full filling short term Manpower requirements. For e.g. Internship trainees, apprentice ship trainees, trainees from NGO (in case of TAJ). An organization should try to **retain trained resource**. Training should not be looked only as a resource for manpower fulfillment but also for long term investment in developing most important resource. And this will also prepare hospitality industry to take up challenges of future growth.
- ✓ Time for **mentoring** and **coaching** should be allocated in on the job training. Individual attention by superior could make that extra difference in improving performance of on the job trainees.
Similar way **KRA (key result areas)** should be set for Managers and supervisors to mentor employees in their department.
Coaching is the process of 'systematically increasing the ability and experience of the trainee by giving him planned tasks coupled with

continuous appraisal and counseling by the trainee's supervisor'.¹² Opportunities occur in everyday working relationships to develop skills, to train the subordinate, at times other than when the formal staff appraisal is carried out. Unfortunately, line managers are not adept at recognizing the trainable moments and seizing upon it to help develop their subordinates. Coaching skills should must be actively encouraged to flourish i.e it should be an explicit requirement in the job descriptions and 'natural' coaches should be rewarded and recognized.

Mentoring is a process in which a more skilled or more experienced person, serving as a role model, teaches, sponsors, encourages, counsels and befriends a less skilled or less experienced person for the purpose of promoting the latter's professional and/ or personal development. Mentoring functions are carried out within the context of an ongoing, supportive relationship between the mentor and mentee.

- ✓ Management should **encourage research** in the area of training and development. So that Management can get empirical evidences and statistics as to how training is affecting the bottom line. The fellowships for M.Phil. and Ph. D studies could also be introduced and Management can mentor such studies.

- ✓ Certain hours free from work should be taken out to have **better quality of work life** and work life balance. Over worked employees cannot have free mind space to grasp the content of training or to digest what is being served. Creation of "moments of fun" could also help easing up the stress/ environment (for example screening of classic movies together, getting family to the workplace once a year). Most stress full department i.e. Kitchen can have playing of background instrumental music in kitchen.

¹² UK Department of Employment's Glossary of training terms

- ✓ Management should take keen interest in important training as Induction. A **representation of management** in form of welcome address or so in such a programme can change the outlook of the new employees.
- ✓ Certain **soft skills, team building and out bound training** can help employees connect to each other better and hence resolve issues relating to coordination and communication gaps.
- ✓ Last minute **nominations and cancellations** for the training programmes should be discouraged by the management and head of the departments should relive employees for the scheduled training programmes.
- ✓ Management can allow some **publication of the best practices** to refereed journal or publishers. This will make literature available for the research aspirants in hospitality field. Also this will promote goodwill and brand as an employer for hotels.
- ✓ Management can encourage automation and use of software for Human Resources and Training. **Learning Management Systems** will help management to keep track of changes in training and connections could be drawn in the performance of the employees.

The growth of electronic technology and connectivity has made the use of computer based training feasible for most of the companies. Web based training programmes grew at the rate of 80% during 2004 and are expected to grow another 40-45 percent by 2007. Almost 75% organizations surveyed indicated that they provided training to employees through the internet or intranet¹³. E-learning has been a trend and requirement of the day. Any organization encouraging learning and training will have to adopt to the e-mode sooner.

¹³ Boehle, S “The state of the e learning market training (sep 2005), pp 13-18

- ✓ Investment of time and resource on **train the trainers** programme can help management in overcoming the resource persons constraints. Management involvement in train the trainer programmes and certification process can motivate the trainer. Suggested content of Train the trainer programme is mentioned in Annexure 5.
- ✓ **Researcher strongly recommends top management to look into the initiative of Supervisory and Management Development programmes.**

Management training will not only help managers to manage and develop the business; it will also help them to identify the training required for their employees. Knowledge of and commitment to proper training implementation by management is crucial to the overall success of any organisations training programme.

All commercial enterprises depend upon a continuous supply of supervisors and managers at all levels to meet the future needs of the business. It is fashionable to term the training of these people management development and indeed this term has some validity in that a secondary objective is to improve the job performance of existing managers and to help to prepare them for promotion.

Supervisors and Managers learn mostly by getting work done i.e there is no substitute for experience gained on the job and to a great extent this is true, yet there are genuine advantages in using external specialists, off the job training in specialized institutions and interaction with managers from other industries on courses etc. The best management training will probably combine all of these elements, looking at the training and development needs of individual managers. Education, Training and Development are interlinked process. In specific to hospitality Industry people are being educated on basics of hospitality skills and knowledge at various hospitality training institute. These people are input for training activities that are happening at training center within hospitality units. In a way we can say product of

education is input for training and to take the analogy forward product of training is input for development.

Hiring takes place at lowest level operational staff passing out from various training institutes they are further being trained to perform as per the requirements of the job. After couple of years of experience, few of them get absorbed in supervisory level and few leave for better options outside. Sustained efforts are not put by the organization in development of supervisory and managerial capability within. If these trained people are identified for development and growth opportunities they need to be put through supervisory and managerial skills set training.

Hospitality industry units are investing time and efforts in training activities but the same has to now reflect in developmental initiatives of its staff. By such initiatives gaps could be filled for supervisory and managerial skills training. Such investments will also help in branding hotels as a employer of choice and will attract talent form other brands.

6.2 Trainers/ Training Manager

Role of training specialist is changing. He is no longer solely a tutor, except in a management education centre. Now, he is variously described as a facilitator, a business analyst, an identifier of training needs a specialist in training methods and a process consultant. He does much of his work away from the training centre with managers in their departments. Suggestions at the level of Trainers and Training Managers are as below:

- ✓ Ensure that training contribute to competitive strategies of the firm. Different strategies need different HR skill for implementation. Let training help employees at all levels acquire the needed skill. Trainers and training managers should be aware of such skills which lead to competitive advantage.
- ✓ Ensure that a comprehensive and **systematic approach** to training exists. Training and retraining are done at all levels on a continuous and ongoing basis.
- ✓ Training department should define its vision, mission and policy clearly and with **SMART** (specific, measurable, achievable, realistic, time based goals).
- ✓ Training Managers in training policy should be able to describe training process flow chart. A suggested flow chart is indicated by the researcher Annexure 10.
- ✓ Training programs attended by the employees should have **linkages with performance appraisal and career development** process.

- ✓ Trainers should use more imaginative and **innovative methods** of training to bring home the main content of training. Mix of pedagogy depending on the levels of trainees is advisable.
- ✓ Besides questionnaire other methods of post training evaluation should also be used like **interviews, self diaries, observation and supplement test. Action plan** on each training programmes should be insisted upon and should to be followed by Head of the Departments. Managers can have few minutes review with the employee for a days training.
- ✓ The **evaluation procedure** must be implemented concerning trainer, trainee and subject matter. Evaluation procedure also needs careful thought and should be planned as any other step of training.
- ✓ **Post training feedback** has to be continuous and should have on the job feedback from the line manager/superior as well as from peers to find out the effectiveness and valuation of training.
- ✓ Training procedures and **documentation** should be maintained so that the data is available for further analysis. Trainers and training managers can be trained in five 5's¹⁴ (sort, set, shine, standardize and sustain) kind of filing system.
- ✓ Training manager could be more **technology savvy** to use various resources online and analyze the data on basic Microsoft applications.
- ✓ Environment for the **implementation of training** is required. The human resource needs to be nurtured and aligned with organizational requirements. The environment and culture should be conducive to

¹⁴ 5 S process is Japanese way of organised workplace. Systematic way to achieve total organization, cleanliness and stardisation in workplace.

learning. Departmental trainers can be instrumental in this by leading by example.

- ✓ **Induction training** needs to be structured more carefully. As some of the employees shared in the feedback that induction training was not use full to them.
- ✓ During session **interference** should be avoided for example receiving of phone calls, sending for photocopies, electricity failure and repair works etc.
- ✓ **Online resources and libraries** should be increased. Employees should be encouraged to contribute in in house magazine, newsletter etc. Forum for sharing knowledge should be encouraged.
- ✓ Participation of employees in **training need identification process** should be encouraged. Perform a gap analysis of current versus desired organizational behavior and performance, and develop strategy to close the gaps, role of training should be specified more clearly.
- ✓ Training needs analysis process needs to be well defined. Well defined process leads to well planed, executed and completed training. It would be recommended that hotels take stock of their current competencies (knowledge, skills and attitude to perform job) and identify competencies gap at this stage. Such **HR/ skills audit** will help in appraise present level of competencies, mapping with required level of competencies and gap analysis. The entire training process will flow smoothly if the primary step is set right. The format for TNA is also suggested in Annexure 4.
- ✓ Healthy **mix of internal and external training programme** is recommended. Too much dependency on internal trainer and training programs would inculcate monotony and bottlenecks for fresh ideas to

breathe in. Though Internal trainers are good at bringing in relevant practices and customized according to the requirements of the organization. Approachability is also more. Still external trainers bring in vast perspective on any area as they are exposed to different corporates and industries. They are also specialist in their field. Though industry is practicing external trainings or external trainers programmes but this proportion has to increase to bring in the effectiveness. External trainers will bring in the philosophy or approach to the unit which will help its employees to have different perspective for various issues. External trainers and outdoor training should be increased.

- ✓ Some **out bound learning** / training programmes should also be included in the training calendar for the hospitality units. There is complete absence of such programs. Learning is action based (experience) an outdoor based training programme provides the team with powerful and tangible outcome on interpersonal and intrapersonal levels. The key benefits are better self concept, confidence, an understanding about leadership, team working and willingness to take risks, stress handling, communication, problem solving, decision making, trust building. Outbound learning is about 'real playing' and not 'role playing'. Outbound training programs work on the principle that when a team is thrown together in wilderness, where they have to fend for themselves and meet challenges together, there is growth in many directions.
- ✓ Soft skills training should be imparted to everyone in the organization. Training calendar should be such that it caters for such requirements of the organisations.
- ✓ Trainers should be encouraged to **document** the training details and also library should be made to keep records of the **modules** being created internally. So much of knowledge is being created by trainers but knowledge management should be ensured in training department.

Gradually organisations are moving towards the same direction as online resources and module are being created.

- ✓ Trainers and training managers should get engaged in **research** activities and upgrade their knowledge. **Training modules** should be upgraded and new modules should be created and customized as per the business requirements.
- ✓ **“The human brains starts working the moment you are born and never stops until you stand up to speak in public.” Sir Geroge Jessel.**

Trainers have to keep upgrading their skills and practicing. Supervisors good at training should be encouraged for train the trainers programs. It was observed trainers in hospitality industry units for the present study were competent in their domains. But Train the trainers programme could make them more competent as a trainer and specialist in their field.

- ✓ Free hours of training department can get engaged in **mentoring** employees on the job and helping them perform on the job. Learning and development requires its own pace. It is not pure science or mathematics that would formula will start giving production. Due course of time is required by trainees to digest and contribute in productivity. For Learning to be effective long term perspective is required (If trainee has not learned trainer has not taught). “Knowledge advances by steps and not by leaps” Lord Macaulay
- ✓ Trainers should be given **broader vision** of training and participation in important decisions relating to organisation change. Trainers should be empowered more to execute training and training budgets. At times trainers are too much bound with the instructions and systems of corporate offices.

- ✓ Trainers must have **patience** to work with all kinds of learners. Learning strategies should be based on the learning pace of learners and build confidence in the learners. Trainees confide and approach trainers more than anyone else.
- ✓ The **training programme** must have a logical progression, enabling the trainee to recognize sequence of learning events

The programme must **maintain interest** for the trainee, by providing variety, mixing practical with theory sessions and allowing adequate time for discussion periods, grafting new knowledge on to old by missing new exercises with revision of old ones, and varying instructional methods wherever possible. A new face from the training staff also helps, as does a high rate of participation by trainees.

Learning is tiring, especially to school leavers, so limit input sessions to 45 minutes wherever possible, as attention tends to wander after this length of time. In skill type instruction stamina building can be introduced by gradually lengthening the practice sessions as time goes on, but have a range of exercises so that the trainee can be moved around.

Maintain flexibility in the programme by relating the rate of instructional material to the trainee's own learning capacity. All programmes should have inbuilt feedback systems to the trainer in the form of performance testing at regular intervals, so that he can adjust the flow of new material to suit individual trainees.

Learning by doing is best, so wherever possible make the programme active and job related, keeping trainees occupied by learning at least one new thing every day. Use those teaching methods which allow the trainee to experience for himself the real atmosphere in which the job is carried out.

Refresher Training Programmes will be helpful in revising the conceptual and knowledge base. This was also a suggestion given by the employees.

6.3 Human Resource Manager

Suggestions implementable at HR managers level are as below:

- ✓ Human resource can have great role in improving and eliminating certain **subjective and administrative** factors in the training needs identification process.
- ✓ Partnership and interaction of **HR department and line managers** in training need Identification Process should be more.
- ✓ Encourage **training audit** whether identified needs are met are fulfilled.
- ✓ Researcher has suggested an **HR audit and TNI** format (annexure 4). Strong recommendation is done for conducting such skill audit by HR as HR data will be updated and fresh perspective could be given to TNI. This will be a right start for training.
- ✓ **Induction** should be taken more seriously so that It is not just a formality or legality. Encourage Life into training by making realize the participant the importance of training.
- ✓ HR department has to be instrumental in establishing linkages to the performance on training to the performance appraisals.
- ✓ HR department has to work in laying down **Career path** for each level of employees. Career path and learning requirements goes hand in hand. All this has to be shared with employees. HR has to Keep employees alert about career growth and learning requirements.
- ✓ HR policy manual should be clear and available to employees. This should provide connection to training manual.
- ✓ HR department can take initiative to introduce developmental role and introduce Mentoring and coaching policy to management.

- ✓ More awareness in the employees relating to Human resource, training, code of conduct etc should be the initiative of HR department.
- ✓ Training is integral part of any Human resource today. In hospitality Industry both are working hand in hand. There should be more harmony in the two departments.
- ✓ HR can take role in decorating and beautification of the back office. Some **motivational as well as safety** quotes can work wonders in day to day working life of employees. HR can take initiative in making such changes. Safety boards at entry and exit locations are suggested.

6.4 Employees

Few suggestions for employees working in hospitality Units:

- ✓ Employees should take **training need identification process more seriously** and participate in training process. Training is everybody responsibility and not only management.
- ✓ Employees have to take training very seriously. This is the only way they can learn, perform, earn and grow. Casual attitude of employees towards any training will be waste of investment. For training to be effective employees have to understand the worth of it and be ready to grasp it. Willingness to learn can bring about desired change in the Attitude, Skills and Knowledge.
- ✓ Employees should be committed to the property where they are working and **retain** themselves post training as some times hotels become prey of investing in training as employees keep quitting jobs frequently due to poaching by competitors who hire trained employees.
- ✓ Employees should also take any **survey and evaluation seriously** for example training need analysis or evaluation post training. Valid feedback should be shared with training managers.
- ✓ Employees have to take learning step by step process. Skipping one or two steps will not help in learning process. While putting demands for training, trainees have to be aware of previous level or step, cleared it and then take advance learning.
- ✓ Employees association or trade union roles could also diversify in training related areas and help employees learn on basic trainings as safety/ security, hygiene/ health awareness training.

6.5 Government

It will be worth looking at some innovative ways to encourage hospitality and training. Certain tax holidays could be introduced to hotels for investment in training. Tax holidays are been given to new property for few years in few areas in existing tax framework. To individual exemptions are given for expenditure in education as tuition fees etc. Government can at least appoint committee or refer to Department of HRD / Tourism to look into the matter.

6.6 Hoteliers Association

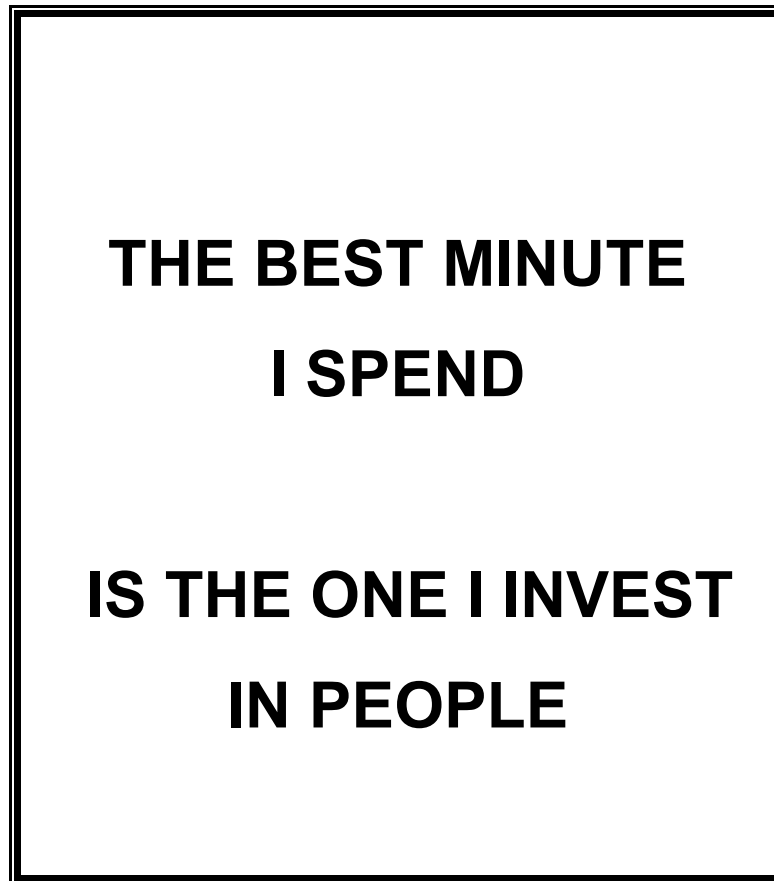
Suggestion to Pune Hoteliers Association

- ✓ Pune hoteliers association should also arrange for trainers forum for interaction and information sharing.
- ✓ Pune hoteliers association role should be more prominent in encouraging practices relating to training and development in hospitality units.
- ✓ Certain common problems that PHA should be taking initiative are Human resource development, training, security and safety.
- ✓ PHA can also partner with other professional bodies for e.g. MCCIA, ISTD, NHRD, AIMA etc.
- ✓ Researcher has also suggested modules on training for trainer *Annexure 5*, which is short term suggestion.
- ✓ Training for Supervisors/ Managers is a long term suggestion. **“Diploma in supervision and managerial skill”** modules can be offered online by internal / external agencies. Tie up with external agency, institute, college, university, consultant or even it could be initiative of FHRAI to form an expert committee.

FHRAI could play a very meaning full role in this process. This is the body which knows the requirement of the industry very closely and hence the functions of training branch could be enhanced by contributing in online resource. Industry will soon reap the benefits of investments in human resources.

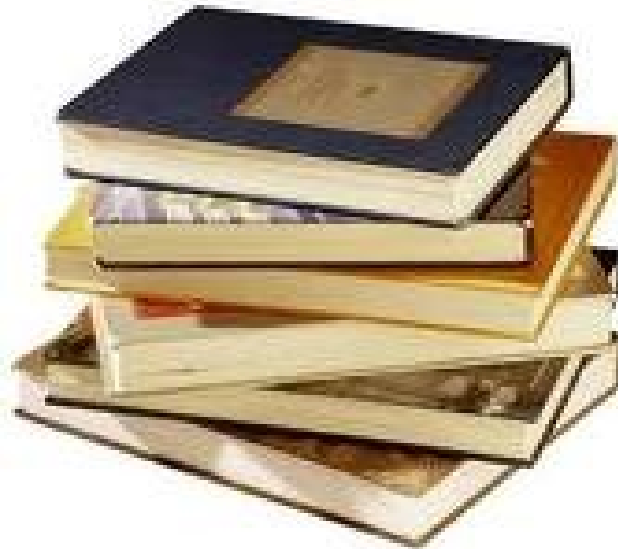
FHRAI can help in creating standardize online courses, content, tutorials, modules and even test. Few contact hours can also be provided for such certification. All this could be offered to participants at much cheaper fees. The fees could or not be offered by the hospitality industry units. The fees could also be reimbursed if courses are cleared successfully by the employees. With online resources employees can give time to learn as per their requirements. As it is this is Generation is said to be e learners. Organisations can encourage such atmosphere of learning.

Training is the journey and not destination. Educated are trained and trained are developed. Training is for all levels. The next station of this journey is development. Role of training is shifting from transactional to transformational. Training is a transformational role helping people grow to meet changing requirement of the job.



Source: Kenth Blanchard and Spencer Johnson, The one minute Manager,
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LIST OF ABBREVIATIONS

HRM : Human Resource Management
FHRAI : Federation of Hotel and Restaurant Association of India
PHA : Pune Hoteliers Association
GSTS : Guest Satisfaction Tracking System
GSI : Guest Satisfaction Index
KPI AND KPA : Key performance Indicators and Key performance Area
L&D: Learning and Development
CTDT : Certified Taj Departmental Trainer
CBTM : Competency Based Training Matrix
FO : Front Office
HK : House Keeping
F&B : Foods and Beverages
FP : Food Production
CET: Cross Exposure Training
IET: Industrial Exposure Training
HACCP : Hazard Analysis Critical Control Point
HOD : Head of Department
GM : General Manager
ISO : International Organisation for Standardisation
SOP: Standard operating procedure
TNI: Training Need Identification
ROI: Return on Investment
HRACC: Hotel and Restaurant Approval and Classification Committee
FSMS: Food Safety Management Systems

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LIST OF ANNEXURES

1. Interview questionnaire of General Manager/HR/ Training
2. Questionnaire Employee
3. Suggested format for TNI
4. Train the trainer Module
5. Flow chart for training

Annexure 1:

QUESTIONNAIRE:

Human Resource Department / Training/ General Manager

Name of the Hotel: _____

Address: _____

Year of Establishment: _____

No. of Rooms: _____

No. of Branches: _____

Turnover of the Hotel : _____

Achievements of the hotel: _____

Future Plans: _____

Organisation Structure: (if possible provide structure) _____

No of Managers : _____

Supervisors : _____

Other Staff : _____

Contractual staff : _____

Female employees _____

Internship Trainees _____

No of Shifts : _____

Average Age of the staff: _____

Staff in HR Department: _____

HR Department structure : _____

Functions handled by HR Department: 1) _____

- 2) _____ 3) _____
 4) _____ 5) _____
 6) _____ 7) _____

About Training & Development

12. Total No of New hires 2009-10?
 Managerial Non Managerial

13. Induction training given : Yes No
 (details required)

14. Do you have training policy? (provide details)

15. What is the training Budget for year 2009-10.

16. What has been the change in the budget since previous year: %
 required.
 Increase Decrease No change

17. No. Staff in training Department :

18. Is the training in your organization done:
 Internally Externally

19. Do you have a separate training / development center?
 Yes No

20. If yes, is there a tie-up with universities or external agencies?
 (Please mention the names)

21. Number of In house Trainers
 : _____

22. How many man hours training is given to each employee?

23. Total Man-hours of training for year 2009-10.

24. Training process followed

(Details required) Various formats used and training calendar

25. Whether process is well documented and had been defined in HR manual.

26. Types / Areas of Training Imparted and Frequency.

- | | |
|--------------------------|-----------------------|
| A. Soft Skill | k) HACCP |
| B. Software Applications | l) Refresher Training |
| C. Communication Skills | m) Room Services |
| D. Train the trainer | n) Fire Fighting |
| E. Customer Care | o) Kitchen Operations |
| F. Diversity Management | p) Leadership |
| G. Financial Management | q) Train the trainer |
| H. Supervisory Skills | r) |
| I. Interpersonal Skills | s) |
| J. Foods and Beverages | t) |

27. Training Need Identification Process.

(details / formats required)

28. Periodicity of formal TNI :

29. Methods of training used :

- | | |
|---------------|---------------|
| a) On the Job | h) Lecture |
| b) Internship | i) Activities |

38. What business problems can training help you resolve

-- _____

28. Any other achievements of HR / Training department you would like to inform researcher.

29. Future of training function in hospitality industry: your views.

30. Productivity of Employees for previous and current year

Areas (sq mts)/ no of employees _____

Turnover (in Crores)/ no of employees _____

Annexure II :

QUESTIONNAIRE – EMPLOYEE

Information required here is only for research purpose. Please try to fill all the information appropriately, select the suitable alternative wherever applicable and provide details if necessary.

1. Name (Optional)

2. Designation : _____

3. Department _____

4. Age :

below 20, 20 to 25 25 to 30 30 to 40 40 to 50 50 &
above

5. Qualifications:

Under graduate

Graduate or diploma in hotel mgmt

Post Graduate

Others _____ -

6. No. of Years of Experience:

Less than 1 year

1 to 2 years

2 to 5 years

5 to 10 years

more than 10

7. No of Years in present Organization:

Less than 1 year

1 to 2 years

2 to 5 years

5 to 10 years

more than 10

8. Induction training you attended was helpful to you?

Yes

No

Not attended

9. Number and Details Training Programmes attended till Now :

10. You have participated in Training Need Identification Process:

Yes

No

11. You are aware of your Job description, responsibilities, tasks and duties.

Yes No Cannot Say

12. You think you are skilled enough to perform your present job responsibilities.

Yes No Cannot Say

13. Which training Programmes would you like attend to do your jobs better.

14. What are the workplace problems you are facing presently that can be solved with training.

15. Which training would you recommend for your Colleagues and Subordinates.

16. Is the amount of training adequate for you?

Yes No Cannot Say

17. Do you feel that the training programmes are relevant to your job profile.

Yes No Cannot Say

18. Are you encouraged to apply the concepts of training in your workplace?

Yes No Cannot Say

19. Training programs attended by you help you increase your knowledge and skills required at the current job?

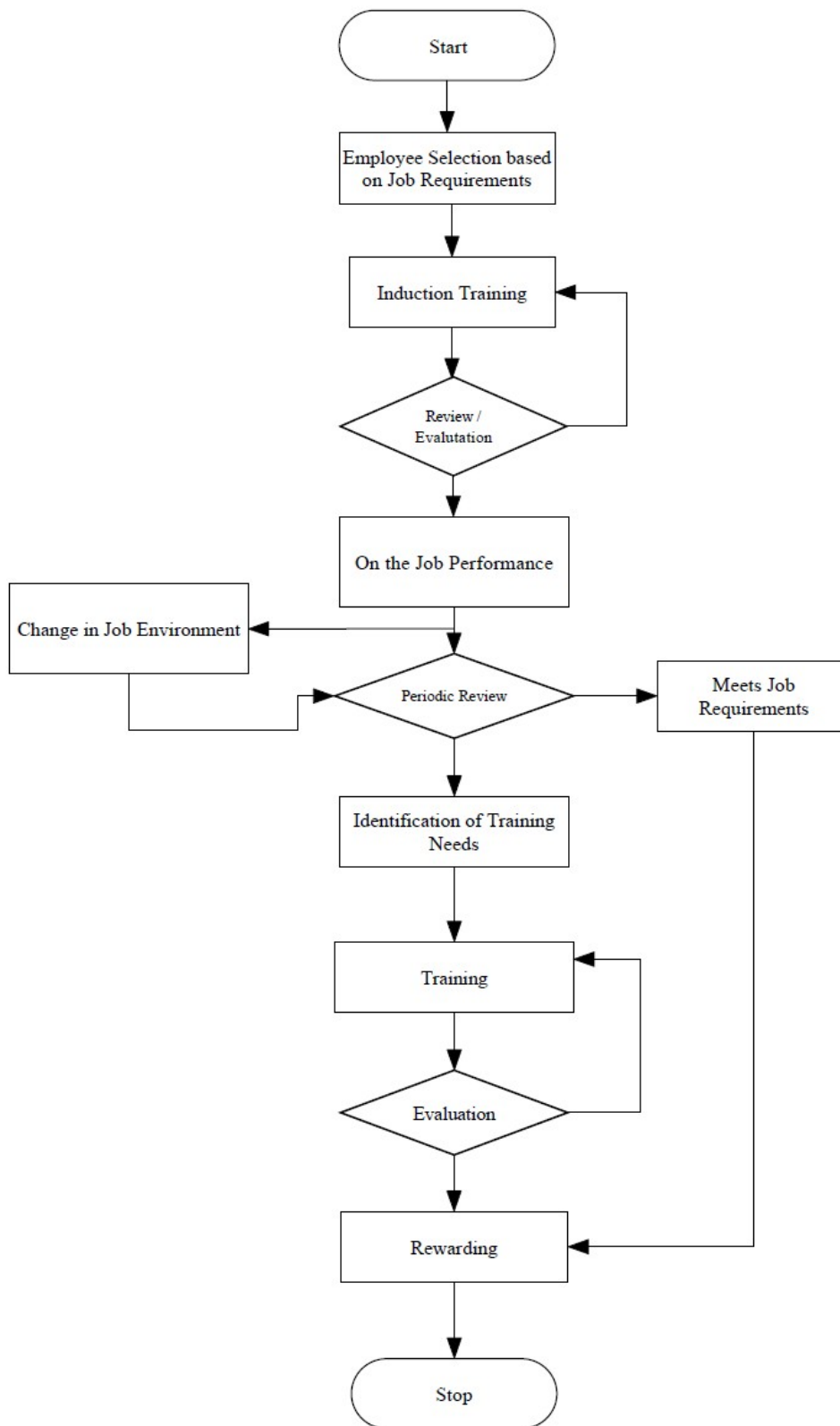
Yes No Cannot Say

20. Any other suggestions for changes/ Improvements in training process/ department.

_____ Date :

Sign:

Annexure 4 : Recommended Flow Chart of Training



Annexure 5 Train the Trainer

To train the trainer objective is to enable delegates to design, train, evaluate and follow up effective training programmes. They will also learn how to design training of any length for groups of varying sizes, learning styles and experience. One can focus on delivery skills (effective body language and voice projection) and also teach classic techniques about handling difficult trainees and controlling the group.

Trainers are not just trained on training delivery skills but also the entire approach towards training. Trainers should be made aware and educated about Systematic approach towards training. Then they will be able to relate the efforts put in by them and trainees and foresee the impact that training can have on organizational and personal goals achievement.

Following modules are suggested to be part of TTT programs, an Overview of key competencies in implementing effective training events

Planning a training event

- Module 1 : Providing Logistical Support
 - 1.1 Define the training framework
 - 1.2 Define role of the training administrator
 - 1.3 Manage the budgeting process
 - 1.4 Manage the invitation process
 - 1.5 Determine and select training venue
 - 1.6 Manage travel and accommodation requirements
 - 1.7 Determine and select Subject Matter Specialist
 - 1.8 Manage technical and human resources
 - 1.9 Review and evaluate the training logistics and support
- Module 2: Developing training programmes
 - 2.1 Identify participants
 - 2.2 Understand adult learning principles

- 2.3 Design needs assessments: strategies and tools
- 2.4 Conduct and analyze needs assessments
- 2.5 Develop learning objectives - workshop/session
- 2.6 Develop content outline
- 2.7 Identify appropriate training and facilitation techniques
- 2.8 Develop training programmes

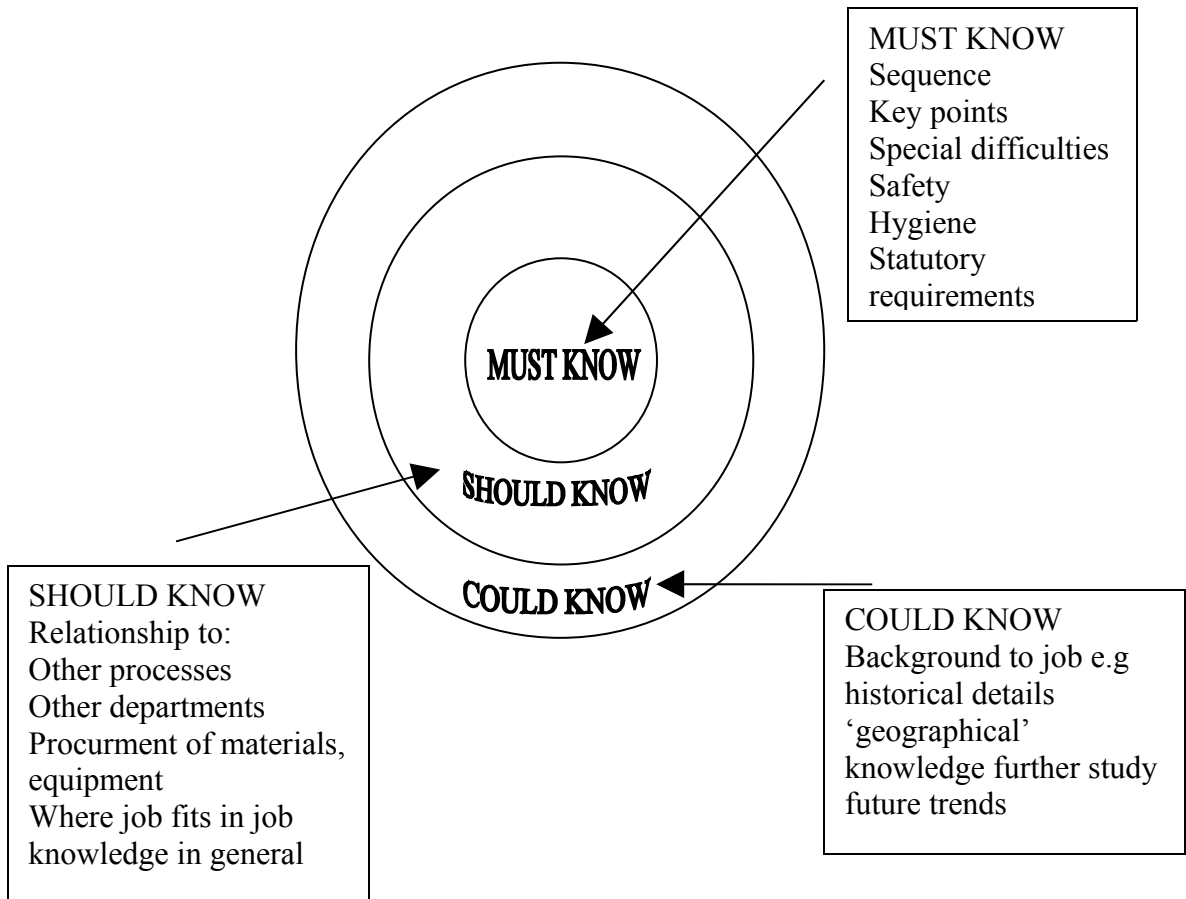
Training Content

- Module 3: Adapting and Developing Content
 - 3.1 Identify and assess existing materials
 - 3.2 Adapt materials
 - 3.3. Validate the training design
 - 3.4 Finalize materials

The material gained from analysis should be categorized in to

- a. Material the trainee must know
- b. Material the trainee should know and
- c. Material the trainee could know

Degrees of importance of information



Training Delivery

- Module 4: Implementing Effective Training Events
 - 4.1 Apply adult learning principles
 - 4.2 Identify differences between training and facilitation
 - 4.3 Use appropriate training and facilitation techniques
 - 4.4 Create positive learning environment
 - 4.5 Co-facilitate with Subject Matter Specialists (Resource Persons)
 - 4.6 Verify achievement of learning objectives

Training Evaluation

- Module 5: Evaluating and Reviewing Training
 - 5.1 Summarize the process of evaluation
 - 5.2 Select training and evaluation methods
 - 5.3 Assess and summarize training experiences
 - 5.4 Assess impact of training event
 - 5.5 Report evaluation results
 - 5.6 Apply outcomes of evaluation and review