

"An Appraisal of Training And Development Programmes in Himachal Pradesh Tourism Development Corporation Ltd".

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Tourism industry has taken repaid strides in the recent years as an instrument of all round economic growth and development. The main objective of developing countries in promoting their tourism Industries has been the earning of foreign exchange and Employment opportunity to generation.

India has developed its tourism organisation only recently as compared to other countries whose shares of tourist arrivals is much higher. Moreover, advanced countries have certain geographical advantages which India does not have.

Being a service Industry, tourism creates employment opportunities for the local population. This is an important aspect in developing countries such as India where the level of unemployment tends to be high. Tourism creates larger number of direct jobs. It is estimated that nearly 25,000 persons are directly or indirectly employed in the Tourism Industry.

HIMACHAL PRADESH TOURISM DEPARTMENT CORPORATION LTD.

By seeing the importance of Tourism business, The Himachal Pradesh Tourism Development Corporation Ltd., was formed in September 1972, under the Companies Act, 1956. It was having authorised share capital of Rs. 2,00 crores comprising of 20,000 shares of Rs. 1000/- each to accelerate the pace of development of tourism in the state. All the shares of the company has been purchased by the Government. At present the corporation has authorised capital of Rs. 10 crores divided into 10,000 ordinary shares of Rs. 1,00 each.

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Moreover, Himachal Pradesh is a paradise for tourists having immense tourist potentials. From the economic point of view, tourism is especially important for a developing state like Himachal Pradesh. It is not only a catalyst to economic growth, employment generation, social change but it is good source for earning foreign exchange as well. There is a large scope for extension as there is natural scenery, fine weather, cultural heritage and various religious and historical places. The H P T.D.C, is playing a major role in developing water and winter sports like skiing and other, mountain sports like tracking, high altitude climbing and other picnic spots etc.

Development of tourism Industry require not only creation of necessary infrastructural facilities and entertainment facilities to the visitors, but also the parallel growth and development of the organisation by adequately trained and experts staff. The objective of the Tourism Industry can be achieved rapidly if the organisation is managed by experienced and trained personnel at all level.

Keeping in a view all the factors and the role played by the Himachal Pradesh Tourism Development Corporation Ltd., for promoting the tourism in Himachal Pradesh, the light has been thrown on the Training and Development programmes for Employees in H.P. Tourism Development Corporation Ltd.

OBJECTIVE OF STUDY :

The main objectives of this paper are :

- To study the training policies of H. P. Tourism Development Corporation Ltd., for different categories of employees.
- To highlight the existing pattern of training in H.P. Tourism Development Corporation Ltd.
- To compare the training policies of H.P. Tourism Development Corporation Ltd to the general policies of training.
- To give valuable suggestions to make the training policies of H.P. Tourism Development Corporation Ltd. more effective.

METHODOLOGY OF THE STUDY :

The study of this paper is based on the information and data collected on the basis of personal interviews and discussion with the executives and the staff of the corporation being a case study, as well as a searching study of the books on tourism and published documents of H.P. Tourism Development Corporation Ltd. such as :

"Memorandum and Articles of Association", Company's Financial Statement", Staff Rules and Regulation" Hand-book of Activities" Department of Tourism" and other published work on tourism with special reference to H.P. Tourism.

TRAINING PROCEDURE IN H. P. TOURISM DEVELOPMENT CORPORATION :

Training is mainly provided to the employees of Hotels and Catering wing of the H. P. Tourism Development Corporation, since Hotel and Catering wing is considered the most important segment of the Corporation and it is the source of income generation. Industrial growth and organised efforts towards promotion of Tourism have created unlimited opportunities for qualified personnel.

Himachal Pradesh Tourism Development Corporation sent the employees of Hotel and catering wing to some of the institutions situated in India. These candidates are selected on the basis of seniority and past performance of the employees. The training is mainly provided in the trades like Reception and Book-Keeping, Restaurant and Counter services, House Keeping, Cookery, Bakery and confectionary and Food service management.

Himachal Pradesh Government has opened Food Craft institutes at Kufri near Shimla to provide training facility to the private entrepreneur as well as candidates sponsored by H.P. Tourism Development Corporation. The institute was commissioned into service in December, 1964 at Kufri so as to make trained personnel available to Hotel industry. Total seats available in this institute is 60 in various disciplines. 25% of total seats are reserved for the H.P. Tourism Development Corporation. In 1985 - 86 as many as 16 candidates had undergone one year course namely, House-Keeping and Hotel reception and Book - Keeping. As shown in Table No. 1, during 1985 - 86 session H.P. Tourism development Corporation sponsored five candidates, to impart training to the Food Craft Institute Kufri, Shimla. Out of these 5 employees, 4 employees were imparted training in Hotel Reception and Book - Keeping and one employee was imparted in the discipline of House - Keeping.

During 1986 - 87, H.P. Tourism Development Corporation sent 5 candidates to the same Food Craft institute to impart training to these employees. Out of these five employees, four were working as guide-cum clerk and one employee was working as senior clerk. All these employees had undergone the training in the discipline of Restaurant and counter service.

During the current session i.e. 1987 - 88, H.P. Tourism Development Corporation has sponsored employees of Hotel and Catering Wing. Out of 6 employees, 2 employees were working as Captains, One employee as Assistant Waiter, one employee as Receptionists and 2 employees as Helpers. Out of these, six candidates, 3 candidates were imparted training in the field of Reception and Book - Keeping and 3 employees were imparted training in the Restaurant and Counter Service,

T A B L E - I

List of Sponsored Employees to Food and Craft Institution at Kufri, Shimla.

Training Courses				
Session	No. of Employees	House Keeping	Hotel Reception & Book - Keeping	Restaurant & Hotel Counter Service
1985 - 86	5	1	4	— 5
1986 - 87	5	—	—	5 5
1987 - 88	6	—	3	3 6
Total	16	1	7	8 16

Similarly, employees are sent to Institute of Hotel Management, Catering, Technology and Applied Nutrition, Bombay and Pusa Institute of Hotel Management, Pusa Road New Delhi. But the number of employees sent to these institutes is very few. These prestigious institutions conduct diploma courses and post diploma courses in Hotel Management and Tourism and Travel Management. But employees are rarely sent to these institutions of high learning in the field of Tourism and Hoteliering.

Thus the training is mainly provided to the employees of Hotel and Catering in H.P. Tourism Development Corporation. The selection of the candidates for sending them to these institution is done on the basis of seniority and past performance of the candidates or employees.

EVALUATION, APPRAISAL AND SUGGESTIONS :

From the above study it can be concluded that training is one of the negelected areas of this organigation. There is hardly any programme aiming at developing the human resources of this organisation. The interests of front - line, supervisory and managerial training is lacking. Not many units, except Hotel and Catering Unit, have their own training programmes, there is reluctance even to sponser employees to various courses offered by other institutions and Universities.

It is a common phenomena that not only machines and technology but also men get obsolete over time and it can be avoided by keeping a constant touch with latest changes. So there is a need to impart training to the employees to cope with the future challenges.

As it is mentioned earlier that Tourism Industry is the biggest and income generating industry. It is estimated that nearly 2,500 persons are directly or indirectly employed in the Tourism Industry in Himachal Pradesh. Although training is provided to the employees of Hotel and Catering wing, but the training opportunities are inadequate and under utilised by the corporation. The seats reserved for these employees in Food Craft Institute Kufri is 25% of the total seats. But the Tourism Corporation does not utilise it fully. Only five or six candidates are sent for training. Similar is the case with other training centres.

So, it is suggested that staff at all level in the Hotel and Catering Industry should be properly trained.

Moreover, training is mainly provided to the employees of Hotel and Catering wing in the field of House-keeping reception and Book-keeping, Restaurant and Counter service etc. But training in the field of top management and middle level management is equally important for these employees so that more trained Managers, Supervisors may be available to manage efficiently and effectively the various tourist hotels and tourist complexes. Thus the management of these units can be improved by the so called experts,

The main principle of filling the vacancies in H.P. Tourism Development Corporation is promotion on the basis of merit-cum-seniority. These promoted officers need training while being promoted to the next higher position. These employees are basically lacking in management techniques and education as and when they get promoted. Only then the management and other promotional activities in H. P. Tourism Development Corporation can be efficiently carried on and the objectives of the organisation can be achieved conveniently.

It is observed that training is mainly provided to the employees of Hotel and Catering wing of the H.P. Tourism Development Corporation Ltd. There is no planned and continuous training and development programmes for the employees.

For the efficient functioning of the Corporation, a planned and systematic management development programme should be framed for the employees of all the wings of the Tourism Corporation.

It is felt that H.P.T.D.C. is not allocating budget for training and development programme. So it is suggested that the Himachal Pradesh Tourism Development Corporation should allocate budget for conducting training and development programmes so that employees of the corporation may update themselves with latest managerial changes and may cope with the new business challenges. The Tourism Development Corporation should give proper attention to this field.

Himachal Pradesh Tourism Development Corporation must create a separate wing of training and development. The overall incharge this wing will be the personnel Officer, but the real responsibility for the development, training and administration will rest with the Manager (Training and Development). The Manager (Training and Development) will be responsible to personnel manager. The Manager (Training and Development) will again be responsible for the all types of training activities including executives including executives training. He will be assisted by selection and training manager and two or three training Officers. Thus the negelected field of training and development can be properly administered and utilised by the experts and the burden of personnel manager will be minimised.

It is suggested that training should be given time and again to every employee at every level to increase the skill, aptitude, and abilities according to the job requirement.

Improvements in customer service is needed in H.P. Tourism Development Corporation. It is essential that specialised training inputs are imparted and suitable skills developed among the staff, so that more tourists may be guided and attracted to Himachal Pradesh.

