

A Study of Effectiveness of Training and Development Programmes of UPSTDC, India - An Analysis

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ABSTRACT

Effective training is an investment in the human resources of an organisation, with both immediate and long-range returns. Training in tourism organizations in India has not achieved the desired results so far. The study is based on a public sector organization, Uttar Pradesh State Tourism Development Corporation and the training initiatives made by the Corporation so far. The study also emphasises the importance of training as an important human resource development vehicle in the present day competitive world. Obsolescence among employees and the need to cope with the technological, organizational and social changes make continuous learning and updating of skills indispensable in UPSTDC and any other organization. There is a growing realization both in industry and government circles that training holds the key to unlocking potential economic growth opportunities to achieve a competitive advantage in the tourism industry. The study provides suitable suggestions to evolve meaningful, relevant and effective training programmes that match the job profiles of various categories of employees of the Corporation so that the Corporation improves its efficiency and effectiveness in order to cater to the requirements of the national and international tourist. Training should always be utilized for knowledge dissemination and development.

KEY WORDS: *Employees-Productivity-Training-Development-Efficiency-Effectiveness*

Introduction

Training has become the Holy Grail to some organizations, evidence of how much the management truly cares about its workforce (The Times of India, December 13, 2000, p.1). The effectiveness with which organizations manage, develop, motivate, involve and engage the willing contribution of those who work in them is a key determinant of how well these organizations perform (Dhar, S.1998, pp.29-34). Organizations help their people learn new skills so as to be able to perform well. It has been confirmed that organizations with more progressive people-oriented policies have excelled, leaving the competition behind. This is mainly because when organizations invest in people, in their training, what they get in return is higher skill and greater competence that helps improve morale and productivity. As people's growth is linked with the organization's growth, in view of long-term profitability, organizations need to invest in their people. As quoted by Kuan Chongtzu, a great man of China: 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 lifetime; develop men. Jawaharlal Nehru once quoted: "It is good to have goodwill, it is good to have enthusiasm. But it is essential to have training" (Singh, V. and Saldanha, R. 2002). The 21st century will belong to those organizations, which are able to learn faster than their competitors. The organizational structure of the future is a learning organization focusing at creating and gaining knowledge for improved performance and building a competitive edge. The truly successful organizations of the future will discover how to tap people's commitment and capacity to learn at all levels.

Education and training are great levellers in a world where differentials and inequalities exist. Researchers have at numerous for a stressed the '*economic value of education and training*'. However, the need for an integrated programme, which visualises changes in the formal training system, also cannot be overlooked. In the words of Douglas McGregor, "the average human-being learns under proper conditions, not only to accept but to seek responsibility"(HT Careers, Hindustan Times, January 9, 2003 p.1)

Statement of Problems

In many countries, the growth of tourism, as an industry is severely limited by the lack of adequately trained personnel. Where the industry has developed in spite of this constraint, the quality of service provided to the visitor has frequently been the casualty. Inordinate delays at airports, horrendous experiences in rail and road transportation, unpleasant stays in hotels, are commonly attributed to inadequate systems and facilities where the central problem is actually one i.e., lack of proper approach to human resource planning and development. India represents an excellent example of a manpower environment where numbers are plentiful but where skills are in shortage. The nature of employment in the tourism industry and the absence of an established training culture do little to facilitate those already in work. The public sector training sectors are all too engaged with paper work and other ancillary preoccupations and hence their involvement in the cause for training is generally half-hearted and often negligible. Apart from this, the bureaucratic functional interference generally hinders the healthy progress of these centres in several respects vis-à-vis. arbitrary deputation of directors, ill-balanced fund allocation, re-investment policies, irrational and unstable priorities and the like.

Research Gap

The clarion call is therefore, for training in order to create a workforce which is both appropriately literate and in possession of the required service skills. Substantial investment in training facilities by large private sector companies to meet their national and international human resource needs is a growing trend in India. The Taj Group of Hotels, Oberoi Group of Hotels, Kuoni Travels are such examples. At the public sector level in India, the scene is quite contrary. And in a country like India where development in any field depends upon public sector involvement, developing human resource for tourism industry is a mammoth task. Training for the existing colossal workforce in public sector tourism organizations is a must to achieve success. Hence, Uttar Pradesh State Tourism Development Corporation has been chosen for the present study to examine the status with regard to training facilities in the Corporation, on-going efforts and future prospects.

Scope of the Study

This study is significant in terms of its scope that encompasses the evaluation of training programmes held in between the time span of 1996-1997 to 2008-2009 i.e., in the post liberalization period. It is an endeavour to make a holistic study of training of employees in UPSTDC, by applying statistical tools to calibrate as to how UPSTDC can incorporate the attributes of global competitiveness.

Objectives of the Study

The objectives of the study are to understand the organization and management of the Corporation and to perceive the role of training in the total system, to examine the training programmes that have been held in the light of viability, effectiveness, limitations and grey areas, to develop an understanding of the role of training in the context of organizational development, to critically assess the on-going training scenario and efforts, to develop acquaintance with new methods of training, to review Corporation's performance in terms of employee productivity, determining training needs and suggesting strategies for improving

training activities in the Corporation and to analyse the benefits and burdens of employee training.

Hypotheses of the Study

Hypotheses of the study are as follows:

1. H_{01} – The null hypothesis assumes that training and development programme at UPSTDC is not focussed in providing need based training to the different categories of its employees. Failing to accept the null hypothesis will lead to acceptance of the alternative hypothesis.
2. H_{02} – UPSTDC is not following any structured training programme for its employees. The specific regulations, rules, guidelines are not in place leading to lack of stimulation and motivation among the different categories of employees for undergoing training programmes. Failing to accept the null hypothesis it is presumed that UPSTDC is having a structured training programme for its employees in different categories.

Methodology of the Study

An endeavour has been made in the present study to cull up relevant data and statistics from primary and secondary sources both. The objectives have been set to analyse the benefits of effective and relevant training programmes of UPSTDC. The researcher has made an analytical study through the use of significant statistical tools. The data have been collected through personal observation, discussion and interviews with different categories of employees of UPSTDC. The study is further based on the structured questionnaire served to the different categories of employees of UPSTDC to know the varied dimensions of development programmes that have been conducted by the organization. Various statistical tools have been used according to the requirement and suitability. The statistical tools used are Mean, Standard Deviation, Co-efficient of Variation, Skewness and Chi-Square test. The secondary data have been mainly collected from various books on the relevant subject matter. Journals and periodicals have been thoroughly scanned to collect material especially on training and education of employees. Annual reports of the concerned ministries and directorate have been consulted. Some unpublished theses and dissertations have also been studied. The articles, write-ups and abstracts of the prominent reports on tourism industry appearing in leading business dailies have been consulted. The various informative websites, brochures of various organizations, some career directories and souvenirs of conferences organized on related topics gave new dimensions to the present study.

Uttar Pradesh State Tourism Development Corporation: An Overview

Uttar Pradesh State Tourism Development Corporation was established in 1974. After its establishment, eight units that were being managed by the Directorate of Tourism were transferred to the Corporation. Since 1981, there has been a continuous increase in the number of units under UPSTDC and at present, the Corporation is successfully managing fifty-three units. The main objectives of the Corporation are to give a boost to tourism, and establishment, development and publicity of guesthouses, restaurants, highway and entertainment facilities.

Training Efforts at UPSTDC

In 1996, the Directorate of U.P. Tourism passed a fund of ten lakh rupees to the Corporation. Till 2005, only Rs. 2,55,650 could be utilized for training purposes. Since January 2002, no training programmes have been held. On examining the organizational structure of UPSTDC, it is evident that there is no separate training cell/division or training manager. Manager (Grade II) has been entrusted with the responsibility of training programmes. Training is not his sole but one of the many responsibilities like package tours, liaisoning etc. This is definitely a sorry picture but since several proposals are in the

pipeline, the future hopefully may not be such a dismal affair. The importance of training has not yet been widely recognized in tourism industry. Training Programmes in government sector organizations are mostly uncommon. Similar is the case in UPSTDC. For the purpose of analysis as regards Effectiveness of training and development programmes, a structured questionnaire was rendered to the employees of the Corporation who have been divided into four categories which are as follows:

Class I: Managing Director and Joint Managing Director. Class II: Company Secretary, Chief Accounts Officer, Accounts Officers, Assistant Accounts Officers, Managers (grade I and II) and Executive Engineers. Class III: Executive Assistants, Executive Accountants, Chief Assistants, Chief Accountants, Assistants, Front Office Assistants, Food and Beverages Assistants, Purchase Assistants, Communications Assistants, Storekeepers, Telephone Operators, Barmen, Chefs, Timekeepers and Security Supervisors. Class IV: Drivers, electricians, plumbers, waiter, helpers, security guards, gardeners, cleaners, peons, sweepers, lift-operators, commis, carpenters, room attendants, porters, and orderlies.

Table 1.1 presents responses of the various categories of employees of UPSTDC regarding Service Career Training Programme. Total employees of UPSTDC have been classified into four categories namely Class I, Class II, Class III and Class IV. It is discernible from the table that none of Class I employees have attended any Training Programme during their Service Career. In case of Class II employees however; it appears that almost all the employees selected for the study have undergone at least one Training Programme. Out of 130 Class III employees, a sample of 39 employees has been taken for the study. It is indicated from the table that 30 employees have been put under one Training Programme and remaining employees have not attended any Training Programme. The employees who have attended purported programme constitute about 77 percent of the total respondents.

Table further gives an account of Class IV employees regarding participation in the Service Career Training Programme. Out of the total 330 Class IV employees of UPSTDC, a sample of 99 employees has been selected for the study. It is found that 30 employees have attended one Service Career Training Programme while remaining 69 employees have not attended any Training Programme. It is discernible that major chunk of the employees under Class IV have been either non-chalant to the Training Programme or the Corporation itself did not send them for the training.

From the above, it clearly peters out that UPSTDC's training scheme is more directed upon Class III and Class IV employees.

Table 1 : Service Career Training Programme

Categories of employees	Total No. of respondents served with questionnaire	Number of respondents undergone 'one Training Programme'	Number of respondents undergone 'two Training Programmes'	Number of respondents undergone 'three Training Programmes'	Number of respondents undergone 'four Training Programmes'	Number of respondents who have 'not attended any Training Programme'
Class I	2 (100%)	0	0	0	0	2 (100%)
Class II	11 (30%)	11 (100%)	0	0	0	0
Class III	39 (30%)	30 (76.92%)	0	0	0	9 (23.07%)
Class IV	99 (30%)	30 (30.30%)	0	0	0	69 (69.70%)

Source: Compiled and computed from the questionnaires.

Training and Development Programme of UPSTDC: An Analysis.

The hypotheses have been tested with the use of relevant statistical tools to arrive at the findings of the study. Skewness has been made good use of to test the formulated hypotheses that whether the responses in question are symmetrical or asymmetrical in nature. This will help in determining the opinion of the purported employees on different aspects of the Training and Development Programmes of UPSTDC. The Chi-square test has been used to test the statistical significance of responses.

Statistical analysis of responses with regard to Relevance of Training Programme and Job Profile has been presented in Table 1.2. It is discernible from the table that only a number of employees have affirmative opinion that the Training Programme and Job Profile is in congruence. 16.11% respondents have opined that Training Programme and Job Profile is fairly relevant. About 3% employees have an opinion that there is no symmetry in Job Profile and Content of Training Programmes. Remaining 46.31 percent employees are indifferent about the Relevance of the Training Programme, which perhaps indicates that information and Relevance of Training Programme has not been rightly explained to the employees. Statistical measures in term of Standard Deviation (1.55248); Co-variation (61.3579) and Skewness (1.9055) are also indicating that Training Programme of UPSTDC is not of much use for the employee to enhance their competence. The calculated value of chi-square is less than the table value at 1% and 5% level of significance, which indicates that null hypothesis should be accepted.

Hence, in order to elevate the performance of UPSTDC in terms of higher growth and to make it more competitive, sound, comprehensive and logically designed Training Programmes are needed.

Table 2 : Summary of the Employees' Responses Regarding Relevance Of Training Programme and Job Profile Of UPSTDC

Responses	Scaling	Relevance of Training Programme and Job Profile	
		Frequency	Percentage
Very relevant	5	20	13.42
Relevant	4	32	21.48
Fairly relevant	3	24	16.11
Irrelevant	2	4	2.68
Can't say	1	69	46.31
Total		149	100
Mean		2.55248	
S.D.		1.55248	
CV (%)		61.3579	
Skewness		1.905508	
χ^2		6.81	

Source: Compiled and computed from the questionnaires.

Analysis of Effectiveness of Training Programme is being given in Table 1.3. It is observed that only 8.72% respondents of Class II, III and IV category have expressed their satisfaction and responded that Training Programme is very effective, whereas 25.50% employees responded that Training Programme is effective, 14.09% respondents indicated that training is fairly effective and 2.68% employees given their negative responses. 48.99% employees are indifferent about the Effectiveness of Training Programme. It is found that Mean Score of the responses is higher than the Standard Score; Co-Variation is indicative that there is considerable variation in the responses of the respondents. Skewness shows that responses are skewed towards the lower grade. Effectiveness of Training Programme is being measured with the help of enlisting the responses of employees in Table-1.3. Chi-square is

used to test the hypothesis. It is observed from the chi-square value that the null hypothesis should be accepted at 1% level of significance and 5% level of significance. The calculated value (5.01) of chi-square is less than the table value (@5% 9.49 @1% 13.3).

From the above, it may be inferred that Training Programme of UPSTDC is not suitably designed and tailor-made according to the Job Profile of the employees.

Table 3 : Summary of The Employees' Responses Regarding Effectiveness of Training Programme of UPSTDC

Responses	Scaling	Effectiveness of Training Programme	
		Frequency	Percentage
Very Effective	5	13	25.50336
Effective	4	38	14.09396
Fairly effective	3	21	8.724832
Not effective	2	4	2.684564
Can't say	1	73	48.99329
Total		149	100
Mean		2.4228	
S.D.		1.5024	
CV (%)		62.0104	
Skewness		2.019677	
χ^2		5.01	

Source: Compiled and computed from the questionnaires.

It can be further concluded that the pre-training counselling and motivation of employees is not part and parcel of the Training Programme. As a result employees are not enthusiastic about the Training Programme. It is important that employees should get proper training but it is preponderant that they should be well aware about the Relevance and Effectiveness of Training Programme which will consequently enhance employees' efficiency and productivity; then only employees will be suitably motivated. Knowledge imparting process is a dynamic process and the person who is imparting knowledge should be tactful, so that he may be able to generate required amount of interest among the employees besides he should possess the art of training employees in a systematic and logical manner. It can be deduced that Job Profile and Training Programme is also not in place. Hence the Training Programmes of UPSTDC served no purpose. It failed to deliver the goods. The UPSTDC in future should make an endeavour to frame suitable policy guidelines, conducive and congenial training environment within the organization so that employees can derive more benefits from the Training Programme. Reliance must be put on the Effectiveness of the Training Programme. Training Programme should be more focused upon the need based learning and it should be cogently matched with the Job Profile of the employees. Statistical analysis has provided enough evidence that there is an urgent need to enrich and mould Training Programmes according to the job specification of the employees.

From the above, the following results are observed:

The hypothesis H_{0-1} that training and development programme at UPSTDC is not focused in providing need based training to the different categories of its employees is accepted.

The hypothesis H_{0-2} that UPSTDC is not following any structured training programme for its different categories of employees is also accepted as has been proved through the responses of the purported employees and their analysis. The UPSTDC does not set any structured training programmes, as has been the consensus among all categories of employees under reference. It is clear that there are few statistical evidences, which support

the alternative hypotheses. Most noticeable fact, which is apparent from the over all discussion is that there is no set structure of Training Programme available within the UPSTDC. Moreover, employees from all categories have had the consensus that Training Programme is not of much use and Relevance to their Job Profile.

Findings of the Study

The study makes it evident that the training programmes are very rare in the Corporation. Those that have been organized by the Corporation are not well conceived and there is absence of any uniform training policy, which is a major deterrent in the development of human resources in the Corporation. The Corporation should view training as a process, which will add value to the business by ensuring that best opportunities are provided to maximize the talent of employees to optimise their contribution towards achievement of corporate goals. As the economic progress of an organization is directly proportional to the quantum of technically trained manpower, to put the organisation on the fast track to development, UPSTDC's abysmally low ratio of technical manpower has to rise significantly to fulfil the aspirations of the Corporation. It is evident that the training programmes organized by the Corporation were not well conceived and objectives were also unclear in the absence of a uniform training policy and training cell/division. Training programmes organized by UPSTDC failed to create an impact due to many reasons, which are as follows:

- (i) Lack of incentive and initiative by management.
- (ii) Absence of training cell/division.
- (iii) Absence of training policy/rules/guidelines.
- (iv) Defective design of training programmes.
- (v) Irrelevant and outdated training plans and methods.
- (vi) Insufficiency of planning budgets for training/programmes.
- (vii) Incompetence of trainers.
- (viii) Lack of trainees' interest.
- (ix) Minimum use of communication aids.
- (x) Inadequate feedback.

The above-mentioned reasons made training performance in UPSTDC fruitless and unsuccessful to quite an extent. However, to bring the situation under control, certain suggestions are being given, which, if implemented will make training programmes effective and fruitful.

Suggestions

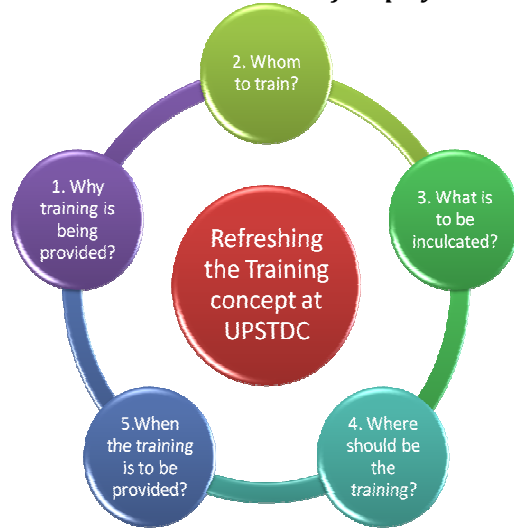
The Corporation needs to grow both in its field of activities and magnitude of efforts to develop human resources. Greater attention should be given on training in UPSTDC. The importance of quality service to product success, the need for career paths for the tourism's labour force should be better recognized. Greater investment in skills development and staff training are required. Following ideas should be given due attention:

- Real emphasis should be given to developing training programmes for the employees.
- Pursuing credentially for the Corporation's workforce.
- Regular staff training programmes.

Management still too often see training as an expense rather than as an investment. Training programmes that have been conducted, have been conducted in a rushed, crisis manner. The result is poorly and inadequately trained employees. Management often uses this as a rationale that training does not work. But actually, the practice of *enlightened* training is lacking. Good training can occur when managers establish an overall climate within which trainees want to learn and are reinforced for learning. It must be on-going, goal-oriented and supported by top management. Towards this, a *training cell* or division should be introduced that will help the Corporation in maintaining high calibre professionals. For effective functioning of training cell/division, a *competent training*

manager is a must. But the problem here stems from the fact that initial recruitment to officer cadre in the Corporation is made through the State Public Service Commission. As the Commission deals with every type of job requirement in Government Departments, the aspirants are not screened for any aptitude in any particular area of tourism industry. The process takes a lot of time. It is thus imperative that *selection* in this department (Directorate of Tourism) *should be made independently* with the help of technical experts.

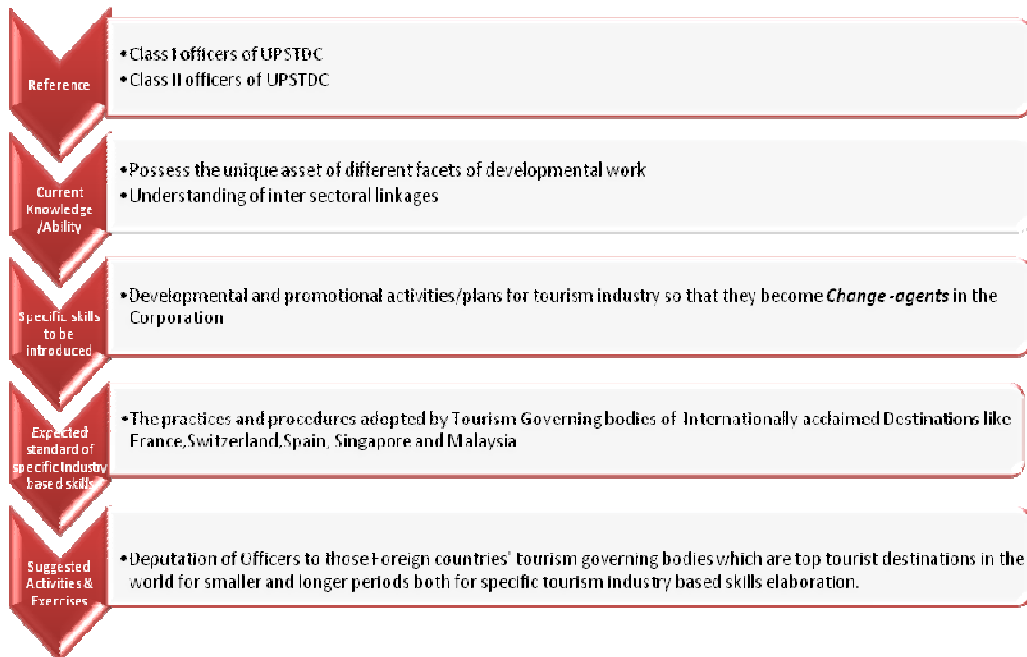
A. Sensitisation and Motivation of Employees At UPSTDC



B. Proposed model for reviving training activity at UPSTDC



C. Suggested Development Template for Officer Cadre of UPSTDC



Therefore, it is most advisable that *specially tailored, high class training programmes* need to be introduced for them which are going to be a sure short recipe for success because they have the advantage of understanding inter-sectoral linkages. Their training and experience in different facets of development work is a unique asset. States like Rajasthan and Kerala in India have *rotated officers* in various capacities within the tourism sector, which has yielded excellent results. They can be sent on deputation to those foreign countries' tourism governing bodies which are top tourist destination in the world like France, Switzerland, Spain, Singapore and Malaysia. They can be sent for smaller and longer periods both for specific tourism industry based skill elaboration. Such schemes are most advisable to utilize the maximum potential of these cream of officers who can work wonders with their knowledge base and skill level and can become *change-agents* for the Corporation.

Conclusion

The Corporation must follow a step-by-step approach towards improving professionalism. They need to evaluate existing skill base to identify gaps, formulate training programmes and plans, and develop performance assessment criteria based on job descriptions. The Corporation is advised to '*cosmopolitimize*' their human resource for the national and international tourism industry. They should adopt a *methodology of total quality control in services* by creating a captive pool of trained human resource that understand UPSTDC's brand philosophy and service style. To achieve this, the author has developed a *wholesome* model for UPSTDC which can be prescribed as a *balanced diet* of knowledge, skill and attitudinal changes for different categories of employees in the Corporation.

The model as suggested is a three step approach where step A enlivens the significance of training in the mindset of the organization's workforce because training is a rare activity in the Corporation. This step can be termed as a *starter* item in the balanced diet. Step B gives a detailed process which should be adopted while designing an execution of training programmes. This step is the *main-course* of the diet. The last step C is the *dessert* which will complete the diet as bringing about change in the attitude of officer cadre who are the

change-agents themselves, the desired changes will thus become a constant and continuous activity. This step will lead to *cosmopolitinisatio*n of the top management. The change which will be brought at the top level by adopting the proposed model will start bringing quality in the services provided by the Corporation. It is known that change which occurs at the top takes little time to percolate till the bottom. This will be the most desirable thing to happen to the Corporation and will eventually lead to *total quality control* in the services of UPSTDC. The model that is proposed as *balanced diet* for the Corporation will certainly go a long way in improving organisational health by making training a continuous activity. This will ultimately upgrade not only the performance graph of the employees but also of the organization as it has been rightly said, *employee development is the key to sustainable organizational development*.

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