



HRD FOR TOURISM AND HOSPITALITY - A STUDY OF HUMAN PSYCHE

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ABSTRACT

Tourism has emerged in recent decades as one of the important segments of the service sector all over the world. Tourism not only promotes cultural understanding among nations, but also contributes to economic growth. It is a source for generating foreign exchange as well as employment both direct and indirect. The concept of tourism has broadened over the last few years and it includes leisure and recreation and also business, religious pilgrimages, travel for health etc. Its uniqueness is in the fact that it is not a single industry but is a composite of various activities such as transportation, hospitality services event management and so on.

India has recognized tourism as an important industry and initiated new tourism policy in May, 2002. Even though India is witnessing a substantial growth in tourists' arrival as well as its contribution to GDP, the country's share in the global tourism market is low. The factors responsible for this phenomenon are numerous both on the demand side and on the supply side. This paper analyses two factors one each from this two sub groups i.e. the tourists psyche from the demand side and skills in providing tourism and hospitality services from the supply side. The paper focuses upon the human psyche in the context of tourism and states the purposes of tourism in the light of Maslow's need hierarchy and role of hospitality services in satisfying the tourists' needs. It postulates that appropriate hospitality skills, technical as well as soft skills can boost the tourism in the country. Paper discusses the various researches conducted in the area showing the importance of skills in hospitality and tourism.

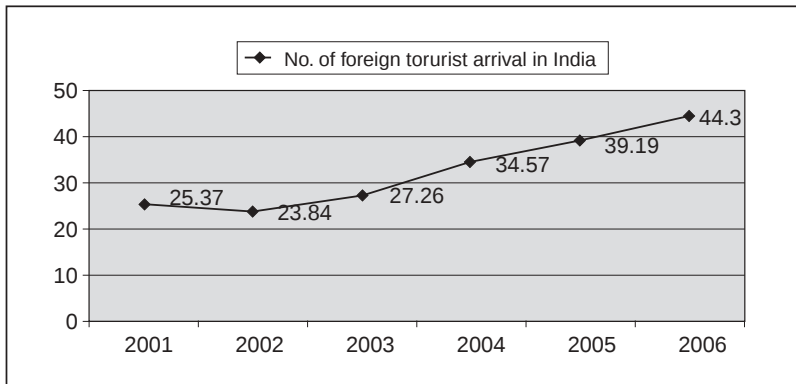
Author initiated skills demand surveys in some of the districts of the country. Paper illustrates one such survey conducted in the district of Lahaul and Spiti in Himachal Pradesh. The survey brings out the emerging skill needs in the tourism sector in this district. The survey also indicates that skill development should not be supply based but demand based. The paper suggests a model for tourism development in the country in the context of human psyche.

I INTRODUCTION

- 1.1 In its original connotation, tourism meant travel to spend leisure and holidays, and this narrow perception is commonly held even today. However, internationally evolved standard definition of tourism is much broader. According to United Nations and World Tourism Organization, a tourist is ‘any person travelling to a place other than that of his/her usual environment for less than 12 months and whose main purpose of the trip is other than exercise of an activity remunerated from within the place visited’. Thus, visits of less than a year’s duration for purposes other than leisure, recreation and holidays, such as business and professional travel, social visits to friends and relatives, religious pilgrimages, travel for health treatment, and for purposes of sports, etc. all come under the umbrella term of tourism today. Tourism may be international as well as domestic. Further, tourism may involve overnight stay of one or more nights or a tourist may simply be a day-visitor, returning to his usual place on the same day. An important aspect of tourism is that it is not a single industry in accordance with the standard international or national classification of all economic activities. It is a composite of various related activities such as transportation, tour operation and travel related services, hospitality services including hotels and restaurants, etc. The range of tourism-related services is expanding constantly covering resort management, event management, etc.
- 1.2 All over the world, tourism has emerged as one of the important segments of the services sector. The recent trends towards globalization and the consequent shrinking of distances between peoples have given a fresh impetus to tourism. Over the past two decades, this industry has been growing worldwide at an annual rate of 5 per cent and is expected to grow at more or less the same rate, 4.5 per cent per annum, till 2020 (Tourism 20:20 Vision, WTO). Tourism not only promotes cultural understanding between nations and between regions within the countries, but contributes to economic growth. In fact, certain economies such as Thailand are flourishing primarily on account of the tourism industry. The World Tourism Organisation has reported that tourism is the second primary source of foreign exchange earnings in most of the less developed countries after petroleum Industry exports. The economic impact of tourism on the national

economies is, however, not confined merely to generation of foreign exchange earnings. It is a major area where wage employment as well as self-employment is generated not only in urban centers but also in rural areas. Further, tourism impacts a number of other sectors with which it has backward and forward linkages. Agriculture, transport, hotels, handicrafts, infrastructure development, site developments, etc are all linked with tourism in some or the other manner. As a consequence, every bit of expenditure on tourism gives rise to employment and incomes not only directly in the tourism industry but also indirectly in various linked sectors of the economy. It has been observed that tourism creates highest employment per unit of investment for all types of people including skilled, semi-skilled and unskilled. Some estimates indicated that travel and tourism would create about 231 million jobs in 2007, which would amount to 8.3 per cent of total employment worldwide. Thus, one job in every 12 jobs would be directly or indirectly related to tourism industry. It has been estimated that by 2017 there will be 262.6 million jobs in this industry. Over the next 10 years the industry would account for about 10 per cent of global GDP.

- 1.3 With its rich cultural and ecological diversity and a long historical heritage, India has always attracted tourists from all over the globe, though not in numbers as large as some other countries. With the opening up of Indian economy to the rest of the world in the early 1990s stimulating overseas interest in India as an investment destination, tourism has emerged as a prominent industrial sector. Barring the impact of natural calamities, which led to a weakening of the tourism growth during 2001 and 2002, there has been a double-digit growth in the number of foreign tourists arriving in India during the first decade of the 21st century. The four year period 2003 to 2006 had witnessed an average annual growth of about 15 per cent. The foreign exchange earnings also registered a growth of about 20% during this period. Figure 1 shows the recent trends in the arrivals of foreign tourists indicating the growth of the industry.
- 1.4 From the point of the scale of its impact on the local economy, domestic tourism is also extremely important. There is substantial increase in this segment of tourism also. Growing awareness, rapid increases in disposable income levels, the need to get away from the stressful daily

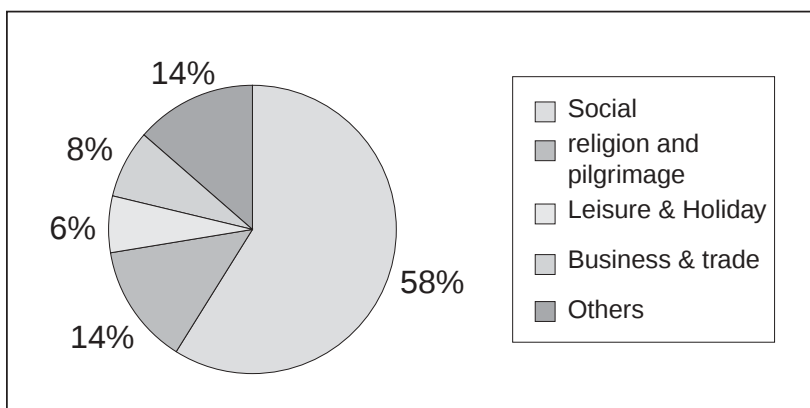


Source: Annual Report, Ministry of Tourism 2006-07

Figure 1: Growth in foreign tourist arrivals in India

rut and the newly emerging attractions have been catalyzing the increase in domestic tourism. A Domestic Tourism Survey (commissioned by the Ministry of Tourism) conducted by the National Council of Applied Economic Research estimated that in 2002 there were a total of 549 million domestic tourists of all types (using the broad international definition) - 157 million in the urban areas and 392 million in the rural areas- generating 229 million tourist trips. About 47 per cent of the tourists were from the middle-income group and 48 per cent from low-income levels. About 58.9 per cent of the domestic tourism was for social purposes of visiting friends and relatives and 13.8 percent for religious purposes.

Domestic tourism in India by Purpose



While a time series database on domestic tourism is yet to be developed, estimates show that there had been growth of domestic tourists by 6.6 percent in the year 2005 as compared to the year 2004.

- 1.5 According to the Tourism Satellite Account (TSA), 2007, the contribution of tourism (both direct and indirect) to GDP in India is to the extent of 5.9 percent and the travel & tourism economy employed about 25.6 million persons i.e. 5.5 percent of total employment. It has been estimated that by 2017 this would be 28.3 million jobs which would be 5.2 percent of total employment. World Travel & Tourism Council (WTTC) forecasts India as one of the growth centers in the world in the tourism sector. In the world ranking of 176 countries, according to TSA, India stands at the third position in relation to growth forecast for tourism. Statistics shows that personal tourism had high growth in Malaysia and Russia followed by India and China. In business tourism, India is at the second place. In providing direct employment through tourism India and China are much ahead of the other countries.
- 1.6 Tourism has been recognized by the government of India as an important industry that requires special attention to derive the economic gains inherent in it. It has also been declared as a priority sector for foreign investment. The New Tourism Policy announced in May 2002 envisages making tourism a catalyst in employment generation, wealth creation, development of remote and rural areas, environment preservation and social integration. The policy also aims to spruce up economic growth and promote India's strengths as a tourism destination that is both safe and at the same time exciting. The policy proposes the inclusion of tourism in the concurrent list of the Constitution so as to enable both the central and state governments to participate in the development of the sector. It proposes liberalization of regulations governing foreign participation in investments in the sector and a slew of tax concessions and investment incentives.
- 1.7 An important point to remember is that even though India is currently witnessing a substantial growth in tourist arrivals as well as in the sector's contribution to GDP and foreign exchange earnings, the country's share in the global tourism market is low. The country receives less than one per cent of world tourists. Given India's rich cultural heritage, enormous ecological diversity, wide-ranging recreational activities on sea beaches, in wild life parks and high

mountains, immense business opportunities opened up by globalization, scope for health and treatment related tourism, etc. thus suiting different tourist interests, it must be said that India's current performance, though better than in the past, is still abysmally low. Factors responsible for this phenomenon are numerous, both on the demand side (what determines the choice or otherwise of India as a tourist destination on the part of the tourist) and on the supply side (what India has to offer to attract tourists), and both short term and long term. Relative attractiveness of destinations in other countries, expectations of the tourists, facilities available in the destinations, quality of tourism services and the perception of the tourists about that quality are some of the factors that could affect the long term tourism trends, while natural disasters like Tsunami or outbreak of epidemics, economic factors like the currently rising rupee strength in relation to the tourist's own currencies, are all contributing factors in the short run.

- 1.8 This paper is an attempt to analyze just two of the important factors impacting on the volume of tourism - the tourists' psyche (from the demand side) and skills in providing tourism and hospitality services in the country (from the supply side). The tourist psyche has been discussed in Section II based on existing theories and empirical research on the issue as well as personal experience. In Section III, the skills needed by the hospitality and tourism sector and the process of their development are discussed. The Section IV refers to a survey conducted by the author in one of the districts of India to identify the demand for skills in the tourism sector and gaps therein. In Section V, the paper examines the importance of developing skills that take into account the tourist's psyche and suggests a model for development of tourism sector based on these two factors.

II TOURISM AND HUMAN PSYCHE

- 2.1 What is tourism and how does it attract human psyche? St. Augustine said, "The world is a book, he who stays home reads only one page". As mentioned at the beginning of this paper, tourism has a traditional narrow connotation and a modern broader meaning. The dictionary (Oxford English dictionary) meaning of tourism is "the theory and practice of touring and traveling for pleasure". McIntosh (1977) defined tourism as "the science, art and business of attracting and transporting visitors, accommodating them and graciously catering to their needs

and wants". This definition, though it looks at the concept only from the tourism service providers' point of view and does not suggest why a tourist at all travels in the first place, implies a relationship between tourist's needs and services offered.

- 2.2 The urge to explore something new is inherent in all human beings. In the words of Hudman (1980) "Curiosity leads the traveler to search for all kinds of experiences in all parts of the world. To see other people, other places, other cultures and other political systems is a prime motivational force for travel". Ritchie & Zins (1970) elaborated twelve areas, which attract people to a particular place: handicrafts; language; traditions; gastronomy; art and music including concerts, paintings and sculpture; history of the region, including its visual reminders; type of work engaged in by residents and the technology which is used; architecture giving the area a distinctive appearance; religion including its visible manifestations; educational system; dress; and leisure activities. This classification is a broad one, but indicative. Every tourist is different and distinct; his objective in visiting a particular destination is different, which can vary from time to time. It is difficult to list all the purposes of tourism or what one likes or dislikes. The basic criterion that guides the individual's decision is whether a destination or a visit to a place / person can stimulate the tourist or not, and the process of such stimulation is not uniform to all individuals. A rough terrain in the mountains can stimulate one person while another enjoys a luxurious stay in the urban environs. Development of tourism is, therefore, possible through peeping into the mind of a tourist and meeting his needs. As Urry (1990) stated "Tourism results from a basic binary division between the ordinary/everyday and the extraordinary. Tourist experiences involve ... pleasurable experiences, which are, by comparison with the everyday, out of the ordinary". He argues that people's routine life is dull and unpleasurable and therefore tourism compensates for it. Even if all may not agree with Urry's postulation, there is no doubt that tourism is a stimulus and it is a psycho-social phenomenon.
- 2.3 The question as to why people tour has been researched by a number of scholars and the motives behind tourism have been classified into two broad categories - Interactive tourist typologies that focus upon the interactions among tourists, destination and environment; and cognitive normative typologies that involve psychological aspects of

tourism. Tourists have been classified in several ways from relaxation seeker to sacred journey continuum (Graburn 1977). Poon (1993) compared the motives of earlier tourists and of the present day tourists, the later being harder to please. Poon's classification of new tourists' motives changed from search for the sunshine to experience something different; from precaution to adventure; from homogeneous group to hybrid and so on.



- 2.4 It is not always the urge to satisfy his or her artistic, historical, recreational and other exploratory interests that motivates a modern tourist to embark on a tour. Today, a person often travels to other places, at times very far off, simply to fulfill business obligations, to escape from the stressful atmosphere of daily work routine, for cheaper health treatment elsewhere, on a short-term visit to relatives and friends, or simply because their neighbours or friends have visited a particular place and they must 'keep up with the Jones'.
- 2.5 Taking all types of purposes of tourism into account, the individual's psyche in context of tourism can be analyzed in the light of Maslow's Need Hierarchy:
- 2.6 Every tourist's purpose in undertaking a trip can be related to a need that falls at some or the other place in this need hierarchy and many tourists desire to meet more than one of their needs through tourism. In other words, tourism should satisfy all the three aspects of a tourist's psyche which are a) cognitive relating to mental curiosity and knowledge or search for something new, b) affective, which relates to feelings and emotional satisfaction of a person, and c) behavioral, which implies that tourism should bring a desired behavioral change.
- 2.7 However this needs hierarchy excludes some of the new emerging aspects of tourist's psyche. A large number of persons visit various places for medical treatment or for business. Another phenomenon, which has been observed, is that the needs keep on fluctuating. Even when a tourist has gone in search of self-fulfillment, a slightest discomfort brings him down to lower levels of needs i.e. physiological needs. Ego satisfaction also needs to be added to the needs hierarchy above as some people are visiting places just because others are doing it.

III HOSPITALITY SERVICES AND TOURISM SKILLS

- 3.1 How a tourist's needs are to be fulfilled and what role hospitality services can play in this process of need fulfillment is considered now. The foregoing discussion on why a tourist travels is a pointer to what he expects when he initiates the process of travel to the destination and when he gets there. Some tourists are exceedingly fastidious and attach more importance to the quality of services for which they have paid, while others care little for luxury while on travel. Quite a few tourists, particularly when their motivation is not discovering something new

in the place visited but only ego-satisfaction or relaxation, expect, at times unreasonably so, a level of comfort, convenience and courteous service from all the tourism and hospitality service providers - from tour operators, from the transport workers and, from the catering staff. It is, therefore, not merely the attractiveness of the destination and the physical infrastructure available there that satisfies the tourist, but also the hospitality and tourist services available. Hospitality may be considered as the bridge between a tourism destination and satisfying tourist needs. An otherwise ordinary destination can be made relatively attractive by providing high levels of hospitality services. Hospitality is exemplified not merely by the presence of physical infrastructure and other facilities, but more by the manner in which the services are delivered. The latter takes us to the domain of appropriate hospitality skills, technical as well as soft skills. It is essential to analyze the hospitality services available in the country and their quality and whether the work force in the industry possesses the right levels of skills to deal with tourists' psyche.

3.2 Over the years, India has developed a number of tourist destinations serving the interests of various types of tourists and improved the physical infrastructure supporting tourism activities at these places. The sound and light shows at historical places, special package tours circuits catering to specific interests, comprehensive travel arrangements like Palace on Wheels, development of village tourism, creation of facilities for adventure and recreational tourism etc are all instances of the tourism promotional effort. Hotels rooms and transport and communication arrangements constitute the basic infrastructure for hospitality services and steps have been taken from time to time for enhancing the hotel accommodation suiting various types of tourists both in the public and private sectors. Similarly air, railway and road transport networks have been constantly augmented. Arrangements for marketing Indian handicrafts too have expanded considerably. However, it is not the physical infrastructure but the skills in attracting and satisfying the tourist that are the focus of this paper.

3.3 Like in the area of physical facilities, there have been significant efforts at generating hospitality-related skills in India. In the field of hotel management, Institutes of Hotel and Catering Management were set up in as early as 1962 and there are now 11 such Institutes. Food Craft Centres have also been established in various parts of the country for

providing training in hospitality related disciplines. The National Council for Hotel Management and Catering Technology, created in 1984, oversees the technical education in hospitality services and ensures standards. A number of courses have been introduced including post-graduate programmes in hospitality, administration, diploma courses and certificate courses in food production, courses are available in housekeeping, front office operations, bakery and confectionery, etc. Government and the non- Government sectors have taken initiatives to establish long and short-term training programmes in diverse fields of hotel management and travel and tourism related skills such as tour operators and tourist guides.

- 3.4 In spite of these efforts towards raising the involvement of skilled persons in the hospitality and tourism industry, the situation is far from satisfactory. The survey on Manpower Requirement in Hotel Industry, Tour Operators and Travel Sector conducted in 2004 by Market Pulse organization at the behest of Ministry of Tourism, notes that, in all, there were about 175 training institutions (in 2002) engaged in hotel management and food craft, of which about 50 are government sponsored and the remaining in the private sector. Around 18,000 persons graduate from these institutions annually with a degree/diploma in hotel management or food craft. However, about 35 to 40 per cent of these graduates do not eventually join hotel industry and shift to more lucrative jobs in other areas. The study also found that while most employees in management/supervisory cadre in the Front Office, F&B, kitchen and housekeeping of the Four and Five Star hotels had formal qualifications in hotel management and almost half of the managers and supervisors in One, Two and Three Star hotels also had a degree/diploma in hotel management or certificate from Food Craft Centres, hotels in the unorganized sector employed mostly untrained staff, only one in eight being a trained hand. In the restaurants, only 20 percent of those employed in F&B of regular restaurants have formal qualifications in the relevant subject. Travel and tour operation is another important area for the tourism industry. Nearly 175 training institutions in travel and tour management (including those sponsored by government, those affiliated to universities, and others in private sector) bring out about 17,500 diploma and certificate holders annually. According to the Market Pulse survey mentioned above, only 17.5 per cent of the employees

in the 6000 odd offices in this field possessed formal qualifications in travel and tour management.

3.5 It is thus seen that, by and large, the large unorganized hotel and restaurant segment catering to the needs of the bulk of the tourists is managed by persons without formal training. A number of researches have been conducted in ascertaining the role of skills in boosting tourism. The earlier contention that work in personal services such as hospitality and tourism relates to 'low skills' (Shaw and Williams, 1994, Wood, 1997) does not hold good any longer, as indicated by the researches of scholars such as Baum, 1996, Nickson et al, 2002 etc . Brown et al (2001) bring out that countries are waking up to the need for the development of specific skills in the hospitality and tourism sector. The labour market is constantly evolving in response to changing technologies and environments, demanding newer occupational and behavioral skills and hospitality sector, like all other sectors, has to match its skill requirements with skill demands. A number of researches cover this aspect relating to changing skills environment and the process of developing the skills. Jenson (1989), Coombs (1985), More (1982), Warhurst et al (2000) and Morris (2003) discuss about emotional labour and aesthetic labour related to the skills in the hospitality sector. The arguments about the issue of skills in relation to the hospitality sector bring out generic consideration about skills in the context of changing employment, technology and vocational education all around the world. Pawson (2006), on the basis of his research in South Africa, states that South Africa is not a competitive destination for tourism because of the skill shortage in the industry. The study brings out that skill development programmes should respond to market needs. The same holds true in case of India too where only 5 per cent of the workforce (in all sectors) is technically trained.

3.6 In the changing global scenario and the growing awareness about tourism and the potential growth of the industry over the next two decades, India needs not only to expand the training capacity in tourism and hospitality related trades, but also, more importantly, to tune the skills of its workforce engaged in the industry to the qualitative demands in this sector. There is, therefore, a need to identify the demand for various skills in both quantitative as well as qualitative terms. The training needs would be different in different parts of India, because

of its enormous diversity, and uniform training across the country would not meet the needs as, for example, the skills required in a hilly terrain would vary from skills needed in plains. An important point to remember in this regard is that establishments and institutions in the unorganised sector meet the needs of the vast majority of the tourists. It is essential to sensitize these establishments and institutions about the need to render quality tourism and hospitality services, with particular emphasis on hygiene, honesty and helpfulness.

IV A STUDY ON SKILL DEMANDS

4.1 The identification of skills in demand in any sector requires market surveys. The Institute of Applied Manpower Research had, in the recent past, taken an initiative in conducting district level surveys to identify demand for skills in various sectors of the economy. One such skill identification survey has been conducted in the district of Lahaul & Spiti in the State of Himachal Pradesh, which has great potential for tourism. The survey had been conducted with the following objectives:

1. To identify the skill requirements in the district in terms of both wage as well as self-employment, tourism being one of the sectors
2. To identify unemployed youth who could be trained in various skills

The methodology for conducting the survey included collection of data both from primary and secondary sources. Structured questionnaires were designed to collect the information from the primary sources, which included households, key informants in the area, industrial establishments, non-governmental organizations and training institutions. Secondary sources included the official reports and statistics. In addition, group discussions were also held with experts in the local area and other informants. The following five types of structured questionnaires were used to collect the data.

- i) Questionnaire for Key Informants
- ii) Questionnaire for Training Institutions
- iii) Questionnaire for Banks and other Financial Institutions
- iv) Questionnaire for Establishments
- v) Questionnaire for Unemployed Youth in the rural areas

Lahaul and Spiti district had two development blocks, namely Lahaul

and Spiti. Both the blocks were covered in the survey. The number of primary informants covered in the district was as follows:

Coverage of Study

S.No.	Type of primary source	Number covered
1.	Unemployment Youth	1302
2.	Key Informants	20
3.	Financial Institutions	12
4.	Training Institutions	2
5.	Establishments	164

It may be mentioned here that this survey did not restrict itself to identification of skills in tourism sector only, but covered the entire gamut of skills in all sectors. However, since Lahaul & Spiti district had great potential for tourism, the survey helped in identifying tourism-specific demand. In any case, the purpose of citing this survey is only to highlight the importance of assessing market demand for skills in any field.

4.2 The results of the survey in Lahual and Spiti district, with specific reference to tourism sector, are as follows:

- The district provides lot of opportunities for tourism. The district is known for its religious places and is home to famous monasteries and temples, therefore, attracting a substantial number of tourists from within the country as well as from other parts of the world. Many areas where monasteries and temples are located are, however, not developed. Development of these areas and training of people in dealing with the tourists can create employment. The district's natural beauty itself can attract a large number of tourists.
- The district is rich in high altitude mountains, steep hills, rivers, areas for skiing, which provide scope for various types of sports and adventure tourism. Heli-skiing, river-rafting, para-gliding, trekking, rock climbing etc. can be started. For this purpose surveys can be conducted to identify the slopes and areas suitable for such activities. Accordingly skills required for making these activities attractive to the tourists should be developed among the locals.

- At present the district is disconnected in winters due to snowfall and land slides for about five months in a year. There is a plan to have a tunnel dug from Manali to Gramphoo connecting the district with the district of Kulu. With the help of the tunnel, economic activities will flourish. Tourists will also be attracted to visit the area the whole year round.
- It was also brought to the notice of the Survey Team that tourists pass Lahaul area, as it is a place for transit to Ladakh. Since tourist places are not developed in Lahaul and nearby areas, tourists stay for a night and further proceed to Ladakh. In case these areas are developed and people are provided training to deal with the tourists and operate services for various places of interest, sports and games, a lot of employment can be generated.
- Short-term/Long-term courses should be organized for rock climbing, river crossing and other small mountaineering activities.
- People have rich heritage and are good in local folk arts. The dances, the dramas and other folk activities need a revival. Centres can be opened for revival of rich cultural heritage. Youth can be motivated to train others and perform across the country.
- The tribals are excellent in making tribal local pottery and local handicraft like carpets, durries and jewellery. At the moment they are making it for their own use, which have no commercial purpose. These activities can be done for commercial purposes by formation of self-help groups. Some self-help groups are functioning but economic activities are yet to be started.
- Lahaul Spiti district attracts quite a number of foreign tourists. There is a need to provide training to the youth in various languages such as French, German and English. The courses can be of short duration, say of two to three months, so that the educated unemployed youth of the district could quickly acquire functional language skills and deal with the foreign tourists coming from various countries.
- In many tourist areas there are no facilities for dhabas (wayside cheap restaurants) and hotels for boarding & lodging. Tourists find it difficult to get proper food or place for stay if they want to spend sometime in Lahaul Spiti. That is one of the reasons that they want to proceed further to Leh side instead of stopping in Lahaul spiti.

Hotel industry and dhabas should be given a priority in the development of the area. The training required would be not only in managing dhabas and hotels but also in cooking, maintaining hygiene and cleanliness, presentation of things and communication skills.

- There is total lack of transportation facilities for tourism purposes. Better transport facilities would, on the one hand, will provide connectivity, and, on the other, would generate jobs. At present people come to the district in taxis hired from Chandigarh or Kullu-Manali. Taxis are not available for local tourism in the district. Development of high altitude driving skills along with training in languages and knowledge of local tourism attractions and good manners can create employment among educated youth.

4.3 Emerging Skills : The information collected on structured questionnaires show needs of the following skills. Based on the emerging development scenario, the survey pointed to the likely demand for the following specific skills that should be developed among the youth, which would generate employment for them as well as attract tourists to the area. The table below depicts details about these skill requirements.

Table - Emerging Skill Needs

Activities/Occupation	Areas for Skill Development
a) Tourist Guide	● Language skills ● Knowledge of traditions & culture of the District ● Details of tourist places ● Communication skills ● Pleasant manners and behaviours ● Personality development
b) Adventure Tourism	● Training in specific sports and games such as skiing, paragliding, river-rafting, rock climbing, mountaineering and trekking, camping and related sports, etc. ● Training in communication skills ● Personality development for dealing with tourists ● Training in maintenance of equipments ● Safety and security measures

c) Hotel related occupations	● Management ● Communication ● Procurement of raw material ● Cooking, hospitality ● Keeping financial records and dealing with people ● Sanitation and hygiene
d) Processing Units	● Training in processing of various agriculture produce - process and maintenance ● Packaging ● Management of processing units ● Training in marketing/E marketing ● Financial management dealing with people

Data collected from unemployed youth shows that about 30 percent of the local youth is interested in getting training in travel and tourism related occupations. Another 12 percent, especially females, are interested in handicrafts, which is also an allied field of tourism. About 16 percent are interested in computer courses, which could also be related to tourism as they could be trained in E-ticketing, booking, etc.

V TOURIST PSYCHE AND SUGGESTED MODEL FOR DEVELOPMENT OF HOSPITALITY SKILLS

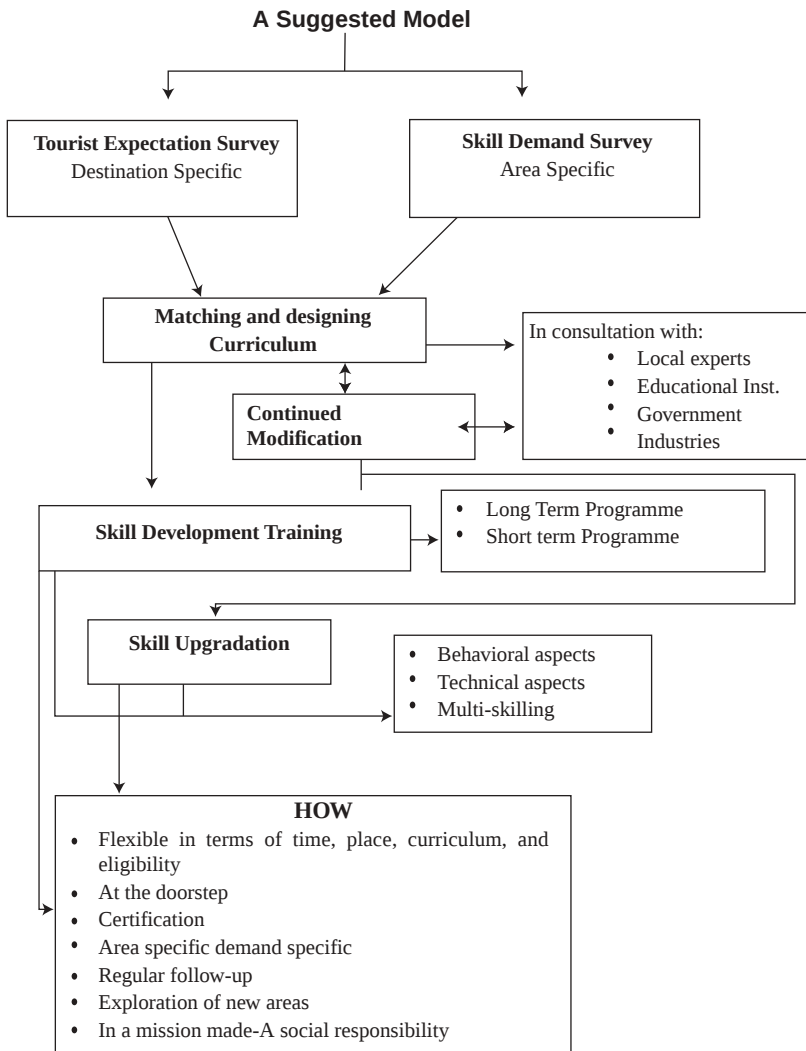
5.1 It is essential that the range and quality of hospitality skills should match the expectations of the tourist, which in turn are determined by his/her psyche. On one hand, the skill demand survey discussed above demonstrates the need for and usefulness of conducting area specific surveys in identifying demand for skills to be developed and better equip the hospitality industry to receive the guests. On the other hand, tourist satisfaction surveys should also be conducted to identify the tourists' expectations and needs and their satisfaction levels. This must also be area or destination specific.

5.2 J. Stern once said 'First the cows leave, then the guests; who should we milk now'. In the process of boosting tourism, the basic requisites of tourism development should not be forgotten. The tourist is at the base of tourism development. Skills in understanding the tourist's behavior are must. If the gap between expectations of tourists and perceived reality is too vast, the resulting experience would be frustrating,

both for the tourists as well as for the service providers. Isolated dissatisfaction among the tourists is often dismissed as unimportant, but even one tourist's dissatisfaction has long-term implications. Word of mouth travels very fast. In times gone by when India had a really tough customs regime operating at the airports, a tourist was heard to remark, "we have heard a lot about customs in India".

5.3 Keeping the results from both types of surveys in focus, training modules should be prepared. Some guidelines/steps for skill development are given below:

- Training has to be organized in a mission-mode at the doorstep of the people. People have skills, which they have developed informally. They need honing, updating and adding on new areas. Basic educational qualifications for specialized training are to be done away with and short term training courses should be organized.
- The modules of training should be prepared in consultation with the local people, industries, educational institutions and tourists and on the basis of tourists' surveys and skill needs survey.
- Training should be flexible in terms of curriculum, place and time.
- Apart from training institutions, NGOs, industries, local experts should join hands in imparting training considering it their social responsibility.
- Target group for training should include persons involved with tourism and allied industries - be it small dhabas, sports persons, guides, transporters and so on.
- Demand surveys should be conducted in the districts/States that have potential for tourism. There are States where tourists are attracted due to their religious importance; at other places they come for adventure tourism, some visit for Ayurveda treatment etc. Local people require need-based training. Uniform training would not help.
- While technical skills and knowledge relevant to a trade are important, soft skills in communicating, displaying courtesy and patience are of greater importance.
- Local people need to develop Multi-skilling. In organizing packaged tours, the operator has to set up networking with other persons to make the packaged tour successful or the operator may have to arrange a number of facilities and activities for the tourists by himself. Thus, multi- skilling and networking training programmes are needed.



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