RIPPLES

Department of Hotel Management, Garden City College, Bengaluru.

contents

EDITOR SPEAK

"Incredible India", the marketing campaign started on an international level in 2002 by the Ministry of Tourism and extended to the domestic market in 2009, has this year won the award for the category 'Asia's Leading Tourism Board' at the World Tourism Awards (WTA) – the Oscars for the travel industry.

India's ITC Group of hotels was the finalists at the WTTC – Tourism for Tomorrow Awards. At the WTA, The Oberoi Gurgaon, The Orange County Resorts and The Trident Gurgaon, won in the categories Asia's Leading Luxury Hotel, Asia's Leading Experiential Holiday Resort and Asia's Leading Hotel. The Orange County Resorts also won in the category Asia's Responsible Tourism Resort.

Another high for tourism and hospitality industry in India is the announcement of one of the biggest and best spas in the world, Vana, Malsi Estate, currently being built on the side of a mountain in the Himalayas in a 21 acre area.

And of course, the buzz in Bangalore is the opening of the first Ritz Carlton property in India here on October 31st, 2013.

Surely, with a new tourism policy (NTP) in place, Indian tourism will reach greater heights. The NTP promotes sustainable tourism as a means of economic growth and social integration and projects the image of India as a country with a glorious past, vibrant present and a bright future. The Ministry of Tourism will achieve this by evolving policies around six broad areas – Welcome (Swagat), Information (Suchana), Facilitation (Suvidha), Safety (Suraksha), Cooperation (Sahyog) and Infrastructure development (Samrachana). Tourism Economic Zones (TEZs) are being planned too.

Team Ripples appreciates the efforts of all individuals in the tourism and hospitality planning boards, industry and academics who contribute to enhance the status and standard of tourism and hospitality.

RIPPLES journal is an amalgamation of thoughts of industry professionals and academicians from hospitality and tourism field. We present the third issue of RIPPLES and hope it is as well received as the previous ones.

Regards,
Smritee Raghubalan
Chief Editor – RIPPLES Journal

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THE INFLUENCE OF SERVICE QUALITY ON CUSTOMER SATISFACTION: AN EMPIRICAL STUDY AMONG STUDENTS ON RESTAURANT SERVICES

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Abstract

Bangalore has a good mix of students' diasporas who crave for good food. Though there is no dearth of restaurants in Bangalore catering to different segments of people in addition to a plethora of student hangouts based on different budgets that fit them, quality always has remained a matter of concern. The primary objective of this study was to assess the impact of service quality on customer satisfaction levels in restaurants with regard to students. Literature on service quality was reviewed and primary data was gathered through structured interview schedule. The study intends to empirically demonstrate the influence of service quality and price on satisfaction. Restaurant Image, Price fairness, Service Quality, Customer Loyalty etc. were studied among the respondents. An assessment of in-campus restaurants also has been carried out. Based on the findings, suitable recommendations were made to address critical areas so as to improve the customer satisfaction levels and improve restaurants performance.

Keywords: Service Quality, Customer Satisfaction, Loyalty

1.0 Introduction

Services have come to dominate the Indian economy which was for long dominated by agriculture. The service sector is going through almost a sea-change, which affects the way we work and live. Creation of niche services and launching of new services to satisfy our existing needs and to meet needs that we did not even know we had have been the order of the day. In order to emerge as leaders, organizations in service industry need to understand how customers perceive services and how they assess service quality, whether they are satisfied are not. *Service quality is defined as the delivery of excellent or superior service relative to customer expectations* (Zeithaml and Bitner, 1996). In India with more and more people migrating to metros like Chennai, Kolkata, Bangalore etc. in search of job, education and career, single person households and nuclear families are increasing. Long working hours and tasks allow little time for cooking and therefore dining out has become common these days. It has become more of a necessity than luxury in Karnataka. According to the Directorate of Census Operation about 3.5 Lakh people in the state eat out every day. It is an arduous task for the customer to identify a suitable restaurant that will suit his tastes and budget as well. On the other hand it is also a challenging task for the restaurants to meet the ever-changing dynamic tastes and preferences of the customers and retain them. This study is an attempt to understand the customer expectation and satisfaction level with regard to restaurants with specific reference to students in East Bangalore.

2.0 Objectives of the Study

The primary objective of this study was to assess the impact of service quality on customer satisfaction levels in restaurants with regard to students. The study also was aimed at understanding the service gap in the restaurants. The following dimensions were addressed: Image of the restaurant, service quality fairness, price fairness, customer loyalty, satisfaction with regard to staff and satisfaction with regard to ambience.

3.0 Literature Review

Customers do not perceive quality as a uni-dimensional concept. Customers' assessments of quality include perceptions of multiple factors (Zeithaml, Parasuraman, & Berry, 1993). Researchers have found that consumers consider five dimensions in their assessments of service quality (Zeithaml, Parasuraman, & Berry, 1988) as shown below:

- **Reliability:** Ability to perform the promised service dependable and accurately

- **Responsiveness:** Willingness to help customers and provide prompt service

- **Assurance:** Employees' knowledge and courtesy and their ability to inspire trust and confidence

- **Empathy:** Caring, individualized attention given to customers

- **Tangibles:** Appearance of physical facilities, equipment, personnel and written material

Quality is one of the main drivers of customer satisfaction. Customers will always look for quality. Therefore quality is a natural pursuit for any organization seeking a source of competitive advantage. However, when you think about it a bit more, you start to realize that this oversimplifies what is a very complex issue. For example, what is quality? Can every customer see it? Customer research literature agrees that service quality is a measure of how the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a continual and stable basis.

Nordic service quality models are based on the formula that customer satisfaction equals customer perception minus their expectation, and this is common in all the models in this school of thought. Grönroos is one of the founding members of this school of thought. Grönroos supported the view that services are not homogeneous and made a distinction between whether or not individuals or organizations are receiving service. He stated that services are complicated phenomena and suggested that the service should be 'tangiblized', to remove as much risk as possible from potential customers' mind when selecting a service provider. The tourism and leisure industry engages in these strategies by the selection of uniforms, decor of facilities, etc to create the image of reliability. According to the Nordic model total quality of a service is a function of three different components: corporate image, technical quality, and functional quality. However, the total perceived quality model was revised and developed to a new model which takes a holistic method where the expected quality is affected by external factors like customer needs and word of mouth.

Technical quality refers to a dimension which describes what the customer gets as the outcome of their interaction with the organization. Services are designed to produce an outcome, and therefore we can think of quality services varying according to the outcome received. In many services this outcome or technical quality can be measured to a degree by the customer. Functional quality (how) on the other hand refers to a dimension which describes the process by which the technical quality is delivered to the customer. This includes the demeanour of the service providers, the environment in which it is delivered, and the behaviour of other customers, etc. Lastly, the corporate image of the service provider influence the customers' expectations i.e., guest visiting the restaurants expect to get an exceptional service.
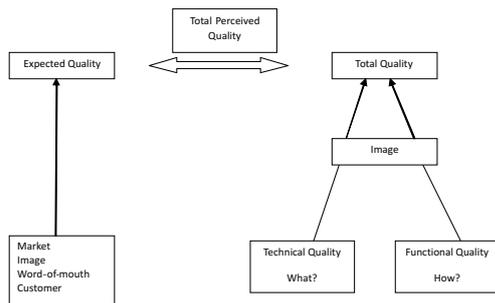

Figure.1. The Total Perceived Quality Model

The Gap Model: The Gap Model identifies seven types of gaps that can occur at various points during the design and delivery of a service performance (Lovelock & Wirtz, 2005). These are as follows:

1. ***The knowledge gap*** is the difference between what service providers believe customers expect and customers' actual needs and expectation.

2. *The standards gap* is the difference between management's perceptions of customer expectations and the quality standards established for service delivery.

3. *The delivery gap* is the difference between specified delivery standards and the service provider's actual performance on these standards.

4. *The internal communications gap* is the difference between what the company's advertising and sales personnel think are the product's features, performance, and service quality level and what the company is actually able to deliver.

5. *The perception gap* is the difference between what is, in fact, delivered and what customers perceive they have received.

6. *The interpretation gap* is the difference between what a service provider's communication efforts (in advance of service delivery) promise and what a customer thinks was promised by these communications.

7. *The service gap* is the difference between what customers expect to receive and their perceptions of the service that is delivered.

Gaps 1,5,6 and 7 are external gaps between the customer and the organization. Gaps 2,3, and 4 are internal gaps occurring between different functions and departments within the organization.

4.0 Methodology of the Study

Survey research method was used for the purpose of this study. A structured interview schedule was developed, tested and administered among 100 students who were selected based on convenience sampling. 97 completed schedules were considered for the purpose of the study. The

schedule comprised of 28 questions with dichotomous, multiple choice and 5 point Likert scale questions.

5.0 Discussion

5.1 Profile of the respondents: Gender
Table 5.1

Gender	Number of Respondents	%
Male	52	54
Female	45	46

54 percent of the students were male and 46 per cent were female.

5.2 Gender Vs Age of the Respondents
Table 5.2

Gender	17-20 years	21 – 24 years	More than 24 years
Male	37	15	0
Female	37	7	1
Total	74	22	1
%	76	23	1

76 per cent of the respondents belonged to the 17-20 years age group and 23 per cent of the students belonged to the 21-24 years age group. The representation from both male and female categories is almost the same.

5.3 Perceived Service Time
Table 5.3

Variable Service Time	Gender	Minimum	Maximum	N for Mode	Mode
	Male	1.000	5.000	3	16
	Female	2.000	5.000	3	16

(Variable Code: 1: Less than 5 min; 2: 5 min; 3: 6 to10 min; 4: 11 to14min; 5: more than `15 minutes)
With regard to perceived service time among both female and male students their perceived serving time based on mode is 6 to 10 minutes.

5.4 Expected Service Time
Table 5.4

Variable Service Time	Gender	Minimum	Maximum	Mode	N for Mode
	Male	1.0000	4.0000	2	25
	Female	1.000	5.000	3	21

(Variable Code: 1: Less than 5 min; 2: 5 min; 3: 6 to10 min; 4: 11 to14min; 5: more than `15 minutes)
With regard to expected service time among the male students it is 5 minutes and among female students it is 6 to 10 minutes based on mode.

5.5 Service Gap with reference to Service Time
Table 5.5

Variable Service Expec	Minimum	Maximum	Mode	N for Mode
	1.0000	5.0000	2	43

(Variable Code: 1: Less than 5 min; 2: 5 min; 3: 6 to10 min; 4: 11 to14min; 5: more than `15 minutes)

Table 5.5.1

Variable Service Expec	Minimum	Maximum	Mode	N for Mode
	1.0000	5.0000	3	12

(Variable Code: 1: Less than 5 min; 2: 5 min; 3: 6 to10 min; 4: 11 to14min; 5: more than `15 minutes)

Overall service gap:
When we consider overall the perceived service time is 6 to 10 minutes based on mode and the expectation among students is 5 minutes. Thus the overall service gap in terms of service time is about 5 minutes.

5.6 Gender Vs Restaurant Category
Table 5.6

Rows: Gender   Columns: Res Cat

	1	2	3	4	5	6	7	All
1	18	10	8	3	11	1	1	52
%	34.62	19.23	15.38	5.77	21.15	1.92	1.92	100.00
2	18	4	4	3	12	4	0	45
%	40.00	8.89	8.89	6.67	26.67	8.89	0.00	100.00
All	36	14	12	6	23	5	1	97

Gender Types: 1 – Male; 2 - Female

Restaurant Codes:

1. In-Campus Restaurants
2. Fast Food Eateries
3. Casual Dining Restaurants like Bhagini etc.
4. Fine Dine Restaurants
5. Quick Service Restaurants
6. Cafes like CCD
7. Bars and Lounges

About 37% of the students prefer in-campus restaurants and 63% of the respondents prefer other restaurants. Among those who prefer other category restaurants maximum prefer quick services restaurants like KFC, McDonalds etc. (24%) followed by Fast Food Eateries/Darshinis (14%)

5.7 Image of the Restaurant
Table 5.7.1

First Choice	Count	Percent	CumPct
2	6	6.19	6.19
3	18	18.56	24.74
4	59	60.82	85.57
5	1	14.43	100.00
N=	97		

Table 5.7.2

First Choice	Count	Percent	CumPct
1	1	1.03	1.03
2	5	5.15	6.19
3	24	24.74	30.93
4	52	53.61	84.54
5	15	15.46	100.00
N=	97		

Table 5.7.3

First Choice	Count	Percent	CumPct
1	8	8.25	8.25
2	34	35.05	43.30
3	32	32.99	76.29
4	17	17.53	93.81
5	6	6.19	100.00
N=	97		

(Options: 5 - Strongly Agree;4 - Agree; 3 - No Comments; 2 - Disagree; 1 - Strongly Disagree)

75% of the students opted for their most frequented restaurant as their first choice. 69% of them would like to recommend their most frequented restaurant to others and 23 percent of them said they would not go anywhere other than this restaurant. This clearly shows that about 77 percent of students prefer to try out other restaurants.

5.8 Product and Service Quality Fairness
Table 5.8.1

Accuracy	Count	Percent	CumPct
2	15	15.46	15.46
3	11	11.34	26.80
4	49	50.52	77.32
5	22	22.68	100.00
N=	97		

Table 5.8.2

Qly of Accuracy	Count	Percent	CumPct
1	5	5.15	5.15
2	9	9.28	14.43
3	18	18.56	32.99
4	55	56.70	89.69
5	10	10.31	100.00
N=	**97**		

Table 5.8.3

Adequate Portion	Count	Percent	CumPct
1	2	2.06	2.06
2	14	14.43	16.49
3	18	18.53	35.05
4	48	49.48	84.54
5	15	15.46	100.00
N=	**97**		

(Options: 5 - Strongly Agree;4 - Agree; 3 - No Comments; 2 - Disagree; 1 - Strongly Disagree)

73% of the students felt that ordered food was served accurately. 67% of students agreed that speed and quality of service is commendable. 64% of the respondents felt the portion of food served was adequate. This shows that there needs to be an improvement in terms of speed and quality of service and in terms of portion of food served. It is to be noted that 16% of the students were not happy with the quantity of food served and 19% did not want to comment on this.

5.9 Price Fairness

Table 5.9.1

Cheap	Count	Percent	CumPct
1	2	2.06	2.06
2	27	27.84	29.90
3	18	15.56	48.45
4	35	36.08	84.54
5	15	15.46	100.00
N=	**97**		

Table 5.9.1

Value for Money	Count	Percent	CumPct
1	1	1.03	1.03
2	22	22.68	23.71
3	31	31.96	55.67
4	35	36.08	91.75
5	8	8.25	100.00
N=	**97**		

Table 5.9.3

Taste	Count	Percent	CumPct
1	3	3.09	3.09
2	12	12.37	15.46
3	13	13.40	28.87
4	51	52.58	81.44
5	18	18.56	100.00
N=	**97**		

(Options: 5 – Strongly Agree;4 – Agree; 3 – No Comments; 2 – Disagree; 1 – Strongly Disagree)

51% of respondents felt that price is fair, but 29 % of students felt the price is high. Only 44% felt that restaurants gave value for money. With regard to taste justifying the price 68% of students felt that it does justify the price. Therefore restaurants need to work on this area to give value for money.

5.10 Satisfaction on Staff's Service

Table 5.10.1

Service on Time	Count	Percent	CumPct
1	4	4.12	4.12
2	22	22.68	26.80
3	14	14.43	41.24
4	41	42.27	83.51
5	16	16.49	100.00
N=	**97**		

Table 5.10.2

Groomed Staff	Count	Percent	CumPct
1	5	5.15	5.15
2	7	7.22	12.37
3	17	17.53	29.90
4	52	53.61	83.51
5	16	16.49	100.00
N=	**97**		

Table 5.10.3

knowledgeable staff	Count	Percent	CumPct
1	1	1.03	1.03
2	6	6.19	7.22
3	16	16.49	23.71
4	53	54.64	78.35
5	21	21.65	100.00
N=	**97**		

Table 5.10.4

Friendly Staff	Count	Percent	CumPct
1	1	1.0	1.03
2	4	4.12	5.15
3	13	13.40	18.56
4	54	55.67	74.23
5	25	25.77	100.00
N=	**97**		

(Options: 5 - Strongly Agree;4 - Agree; 3 - No Comments; 2 - Disagree; 1 - Strongly Disagree)

With regard to Staff quality 58% of the students feel that the staff serve food on time. 68% of the students agree that the staff are well groomed. Again about 74% of the students feel that staff are knowledgeable about the menu and 78% of the students feel that the staff are friendly. Given these facts, it is imperative for the restaurants to focus on serving time and grooming of staff.

5.11 Satisfaction on Environment

Table 5.11.1

Ambience	Count	Percent	CumPct
1	2	2.06	2.06
2	6	6.19	8.25
3	21	21.65	29.90
4	52	53.61	83.51
5	16	16.49	100.00
N=	**97**		

Table 5.11.2

Pleasant	Count	Percent	CumPct
1	2	2.06	2.06
2	14	14.43	17.53
3	25	25.77	43.30
4	38	39.18	82.47
5	17	17.53	100.00
N=	**97**		

Table 5.11.3

well lit	Count	Percent	CumPct
1	1	1.03	1.03
2	7	7.22	8.25
3	16	16.49	24.74
4	52	53.61	78.35
5	21	21.65	100.00
N=	**97**		

(Options: 5 - Strongly Agree;4 - Agree; 3 - No Comments; 2 - Disagree; 1 - Strongly Disagree)

It is seen that about 70 percent of the students are satisfied with the ambience of the restaurants where they frequent. About 56% of the students say that the environments are pleasant. About75% of the student say that the restaurants are well lit.

5.12 Hypothesis Testing

5.12.1 Chi-Square Test: Overall Satisfaction Vs Restaurant Category

The hypothesis test on overall satisfaction level of the respondents with regard to restaurant categories was carried out to find out whether there was any difference in the satisfaction levels with regard to in-campus vis-à-vis other restaurants.

H0: Overall Satisfaction Level is independent of Restaurant Category

H1: Overall Satisfaction Level is not independent of Restaurant Category

Table 5.12.1

Expected counts are printed below observed counts

Chi-Square contributions are printed below expected counts

	Favourable	Impartial	Unfavourable	Total
1	22	6	8	36
	24.12	5.57	6.31	
	0.187	0.034	0.453	
2	43	9	9	61
	40.88	9.43	10.69	
	0.110	0.020	0.267	
Total	65	15	17	97

Chi-Sq = 1.071, DF = 2, P-Value = 0.585

(Options: 1 - In-Campus Restaurants; 2 - Other Restaurants)

At 95% confidence level, the critical value obtained from Chi-Square table is 5.9915. Calculated Chi-Sq is 1.071, which is less than the tabular value and falls in the acceptance region. Hence, the null hypothesis is accepted and the alternative hypothesis is rejected. Therefore there is enough evidence to indicate that overall satisfaction is independent of the choice of restaurant.

5.12.2 Chi-Square Test: Value for money Vs Restaurant Category

H0: Satisfaction Level with regard to value for money is independent of Restaurant Category

H1: Satisfaction Level with regard to value for money is not independent of Restaurant Category

Table 5.12.2

Expected counts are printed below observed counts

Chi-Square contributions are printed below expected counts

	Favourable	Impartial	Unfavourable	Total
1	3	15	8	36
	15.96	11.51	8.54	
	0.549	1.062	0.034	
2	30	16	15	61
	27.04	19.49	14.46	
	0.324	0.627	0.020	
Total	43	31	23	97

(Options: 1 - In-Campus Restaurants; 2 - Other Restaurants)

Chi-Sq = 2.614, DF = 2, P-Value = 0.271

At 95% confidence level, the critical value obtained from Chi-Square table is 5.9915. Calculated Chi-Sq is 2.614, which is less than the tabular value and falls in the acceptance region. Hence, the null hypothesis is accepted and the alternative hypothesis is rejected. Therefore there is enough evidence to indicate that overall satisfaction with regard to value for money is independent of the choice of restaurant.

5.12.3 Chi-Square Test: Complaints/Grievances Vs Restaurant Category

H0: Grievances are independent of Restaurant Category

H1: Grievances are not independent of Restaurant Category

Table 5.12.3

Expected counts are printed below observed counts

Chi-Square contributions are printed below expected counts

	Favourable	Impartial	Unfavourable	Total
1	17	10	9	36
	18.19	9.65	8.16	
	0.077	0.013	0.085	
2	32	16	13	61
	30.81	16.35	13.84	
	0.046	0.008	0.050	
Total	49	26	22	97

Chi-Sq = 0.279, DF = 2, P-Value = 0.870

(Options: 1 – In-Campus Restaurants; 2 – Other Restaurants)

At 95% confidence level, the critical value obtained from Chi-Square table is 5.9915. Calculated Chi-Sq is 0.279, which is less than the tabular value and falls in the acceptance region. Hence, the null hypothesis is accepted and the alternative hypothesis is rejected. Therefore there is enough evidence to indicate that grievances are common for all restaurant categories and is independent of the choice of restaurant.

6. Conclusion and Recommendations

6.1 Service Time Gap

With regard to service time gap the current perceived service time is from 6 to 10 minutes and the expectation among students is 5 minutes. Therefore restaurants should make efforts to reduce their service turnaround time.

6.2 Image of the Restaurant

With regard to image of the restaurants which comprises of first choice, recommendation to others and loyalty aspects 75% of the students opted for their most frequented restaurant as their first choice. 69% of them would like to recommend their most frequented restaurant to others and 23 percent of them said they would not go anywhere other than this restaurant. This clearly shows that about 77 percent of students prefer to try out other restaurants. Restaurants should concentrate on retention by introducing new menus and loyalty programs.

6.3 Product and Service Quality

With regard to product and service quality fairness the restaurants lack on portion of food served which was not adequate. 64% of the respondents felt that the portion of food served was not adequate. This area needs improvement.

6.4 Price Fairness

With regard to price, 51% felt that price is fair, but 29% of respondents felt the price is high. Only 44% of students opined that restaurants gave value

for money. Therefore restaurants need to improve on these areas by giving better value for money.

6.5 Staff Service Quality

With regard to Staff quality 58% of the students feel that the staff served food on time. 68% of the students agree that the staff were well groomed. Again about 74% of the students feel that staff had knowledge about the menu and 78% of the students feel that the staff were friendly. Given these facts, it is imperative for the restaurants to focus on serving time and grooming of staff.

6.6 Overall Satisfaction with the Restaurant

All the above findings on areas like image of the restaurant, product and service quality fairness, price fairness etc. do have a bearing on the overall satisfaction with regard to the restaurants. Only 67% of the students are satisfied overall and 18% of them are not satisfied overall while 15% declined to comment being impartial. This shows that there is scope for the restaurants to improve on their services to achieve 100% customer satisfaction.

The above study has revealed areas of improvement with regard to restaurants from the point of view of students who form a major category of customers. The findings reveal that there are gaps that should be closed if restaurants aim at 100 per cent customer satisfaction and customer delight. The following actions are suggested to ensure the same.

1. Staff training and capacity enhancement programmes may be conceived to make staff more responsive and reliable.

2. Staff should be empowered and involved in decision making.

3. Product and Service value analysis may be carried out to offer better value for money.

4. Innovative loyalty programmes should be designed.

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A STUDY ON THE PREVALENCE OF WORK RELATED PAIN IN HOUSEKEEPING STAFF IN HOTELS IN BANGALORE

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Abstract

The Housekeeping Department is considered the 'backbone' of a hotel and in recent times managers also consider it as the 'heart' of the hotel. On the other hand housekeepers themselves have long considered it as a thankless job. Only the housekeepers realise the amount of hard work, both physical and cognitive that the housekeeping team puts in, to create a clean, comfortable, safe and aesthetically appealing, luxurious environment. In reality, housekeeping is a 24 x 7 x 365, physically demanding job – a job which evidently is having repercussions on the housekeepers' health. Numerous studies done in the USA, Canada and Australia that have provided statistical data and evidence that housekeeping is a back breaking job with a pattern of persistent pain and injury. The main objective of this study was to assess the scenario of work related pain and injury (RMI) in Bangalore hotels. The data was collected through a structured questionnaire. Based on the findings, recommendations have been put forth to address the prevalence of pain and injury.

Keywords: housekeepers, RMI, workload

Introduction

A layman may easily assume that housekeeping is just an extension of the work all homemakers do. Only the housekeepers realise the amount of hard work, both physical and cognitive, that the housekeeping team puts in, to create a clean, comfortable, safe and aesthetically appealing luxurious environment. Housekeeping is a 24 x 7 x 365, physically demanding job – a job which evidently is having repercussions on the housekeepers' health.

Increased workload that the hotel companies expect housekeepers to perform is evidently taking a toll on their health. Researches on hotel front line housekeepers in USA, Canada and Australia have provided statistical data and evidence that indeed hotel housekeeping is a back-breaking job. The main reasons for the scenario of pain and injuries have emerged from these studies as chronic understaffing, addition of time consuming amenities, luxury items such as extra thick mattresses and lack of rest breaks due to heavy room quotas.

Objectives of the study

a) To study the prevalence of pain and injury in hotel housekeepers in Bangalore.

b) To establish a co-relation between workload and the prevalence of pain and injury.

c) To identify the housekeeping jobs that are causes of pain and injury over a period of time.

Review of literature

Hotel workers have a 40% higher injury rate (5.8%) than workers in the other service sectors (4.2%). A seven year (1999 – 2005) survey of 60 hotel properties has shown that hotel housekeepers face an injury rate of 10.4%, almost double the injury rate for non-housekeepers (5.6%).

A 1999 survey of over 200 room attendants reported that 75% experienced work related pain. Of these, for 73% the pain was severe enough to visit a doctor and for 53% to take time off from work to recover. The report suggested that the physical workload of the housekeepers had increased during the last five years.

91% of 622 hotel housekeepers surveyed in 2005 in hotels across USA and Canada, suffered work-related pain. 86 % responded that their pain started after they began working as hotel housekeepers. Two out of every three workers visited their doctor to deal with workplace pain. 66% took pain medication just to get through their daily quota. 77% said that their workplace pain interfered with their routine activities. Between the 2002 – 2005 period, housekeepers had a 71% higher risk of injury than other workers as compared to 47% in the 1999 – 2001 period.

Hotel rooms have become more hazardous places to work in recent years. Sprains and strains are the most common housekeeper injuries (44% of all injuries), often resulting from physically demanding tasks such as bed making (lifting mattresses, adding extra sheets, stuffing duvets, multiple pillows), straining to clean bathrooms and pushing heavy carts full of linen and amenities. In a 2002 survey of about 1000 room attendants, 95% of room attendants reported physical pain out of which 47% suffered severe or very severe physical pain, most often in the lower back (63%), followed by upper back (59%) and neck (43%). Among these 84 % reported taking pain medication during the previous four weeks.

A 1999 survey sponsored by the Australian government showed that the physical stress on room attendants' back from hotel bed making tasks is equivalent to 'ultimate compressive strength' for lower back movements. The 'ultimate compressive strength' is equivalent to 'the limits of human tolerance'.

An ergonomics expert in 2006 used a patented tool called the Lumbar Motion Monitor to analyse the hotel housekeepers' job. He found that the risk of injury from housekeeping is greater than any of the 20 manufacturing jobs, including auto and truck assembly. He reported that the housekeepers' risk of injury also exceeded that of nurses handling patients.

A 1998 study of hotel workers in Canada found that housekeepers accounted for 39% of over-exertion cases – more than any other job title.

Methodology

The questionnaire method was used for the study. A close ended questionnaire was developed and used to collect data from lower rung housekeeping staff of five and four-star hotels. The questionnaire consisted of 22 questions with multiple choice options. Completed questionnaires of 38 respondents were considered for the study.

Results and Discussion

Age
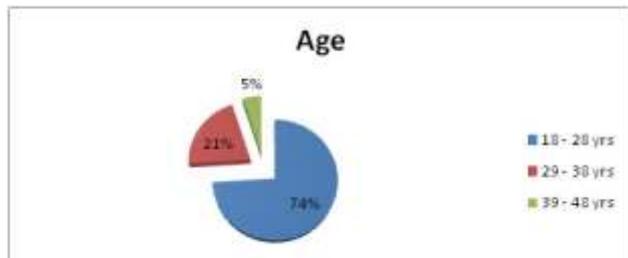
It was found that most of the room attendants were in the age group of 18 – 28 years (74%). 21 % were in the age group of 29 – 38 years and a few (5%) were in the age group of 39 – 40 years. Hotels prefer younger room attendants and the more experienced ones take on the role of supervisors.

Gender
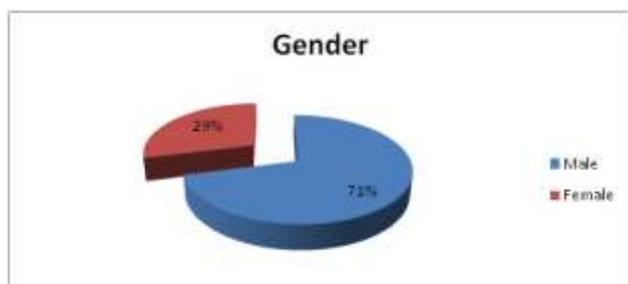
Majority (71%) of the room attendants were male and 29% were female. The scenario is a lot different from even a decade ago when women formed a larger part of the housekeeping workforce.

Educational Background
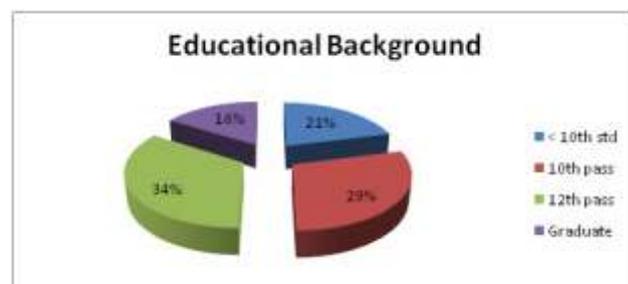
About (16%) room attendants were found to have completed graduation. Many room attendants had passed higher secondary (34%) or 10th standard (29%).

Work experience

Many (58%) room attendants had a work experience of 1-5 years. About 29% had 6 – 10 years of work experience. Very few (5%) were found to be in the field for 11 – 15 years. Some (8%) had a work experience of less than a year.

Average room quota

Majority (65%) of the room attendants worked on a room quota of 14 – 16 rooms per day. 16 % even had room quota of less than 14. About 18% were doing room quota of more than 16 rooms which is more than the international norms. More rooms allotted to room attendants means work done under intense time pressures which increases the risk of injury.

Time taken to clean each room
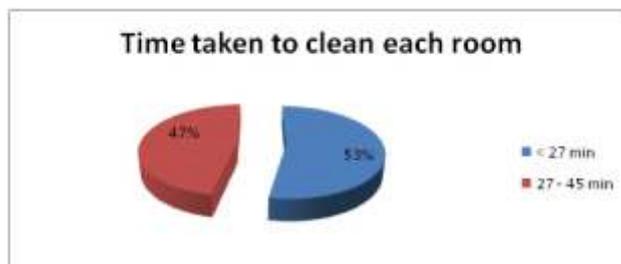
47 % of the room attendants got 27 – 45 minutes to clean each room. About 53% of the room attendants got less than 27 min to clean each room, which implies build up of work pressure and risk of injury due to tasks being done in a hurry.
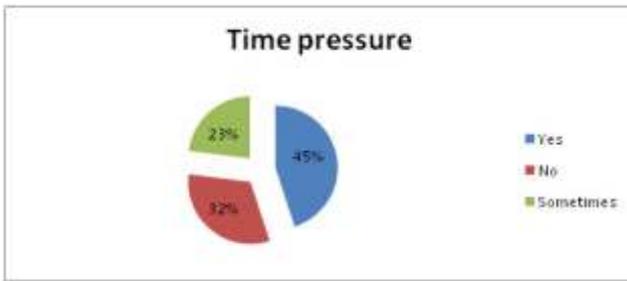
Time pressure

Majority (45%) of the respondent room attendants felt that they were working in intense time pressures, where as 23% felt the time pressure sometimes. 23% said that they did not feel any time pressure in their work.

Shortage of supplies & equipment
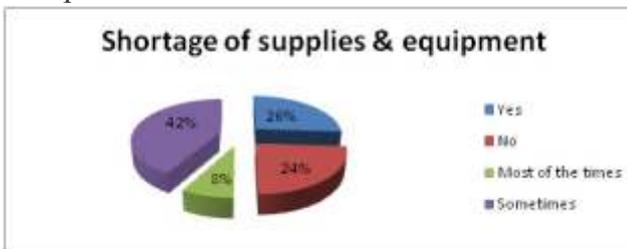
26 % respondents reported that they always faced a shortage of supplies and equipment while completing their room quotas, whereas 42 % said that they faced this sometimes. 8 % room attendants faced a shortage most of the times. 24% room attendants said that they did not face any shortage of supplies and equipment.
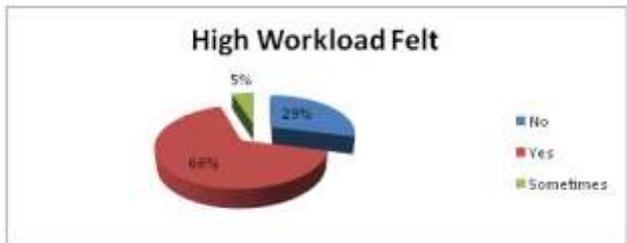
High Workload Felt

Majority (66%) of the room attendants felt that they had high work load whereas 29% felt that their workload was satisfactory. 5% felt that their workload went high sometimes.

Skip breaks to complete room quota
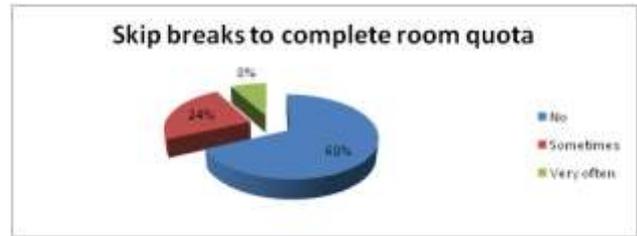
Majority of the room attendants said that they did not need to skip any breaks to complete their room quotas whereas 24 % reported that they sometimes had to forego their break. 8 % of the respondents reported that they had to forego their breaks very often to finish their task.
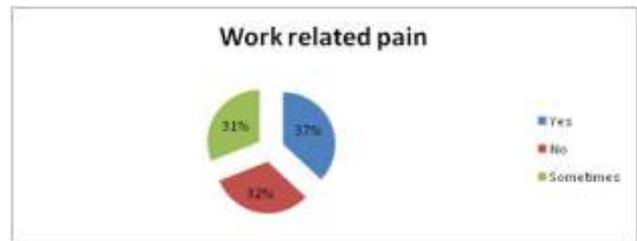
Work related pain

37 % of the respondents reported work-related pain and 31 % said that they had issues of work-related pain sometimes. 32 % did not experience work related pain.

Starting of pain

95% of the respondents who experienced work-related pain reported that the pain started after starting the housekeeping job. About 5% said that they had pain even before they had joined as room attendants.

Intensity of pain

65% of the respondents who experienced pain said that the intensity of pain was low but 26% said that the intensity of pain was severe. 9 % reported that the pain was very severe.

Location of pain

Many (32%) room attendants reported that they experienced pain in the lower back whereas 26 % felt the pain in the upper back. 26% of them reported pain in the shoulders. 10% reported a general body ache whereas 5% each reported pain in the neck and joints of hands.

Taking time off to recover from pain
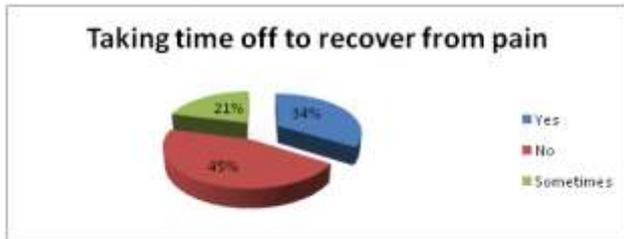
45% of the respondents who experienced pain reported that they did not take time off to recover from the pain where as 34% did so. 21% said that they sometimes took time off to recover from pain.

Visit to doctor due to severity of pain
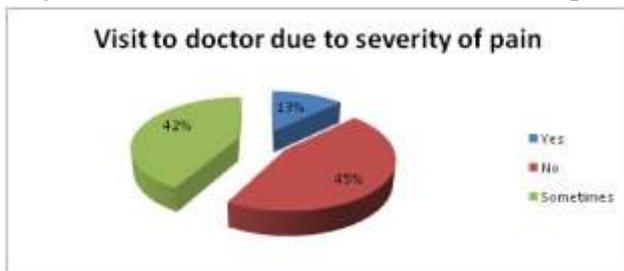
Many (45%) room attendants reported that they did not visit the doctor to treat the pain. 42% reported that they had to visit the doctor sometimes due to the pain. 13 % said that they always visited a doctor to treat the pain.

Tasks leading to most pain
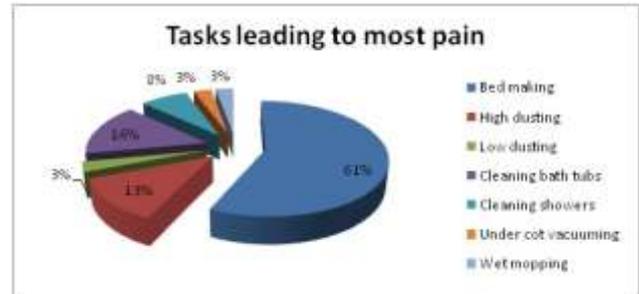
Bed making was the task that lead to pain in many (61%) room attendants. 16% reported that they found the cleaning of bathtubs painful. 13% said that high dusting resulted in most pain and 8% considered cleaning showers as painful. 3% each found low dusting, under cot vacuuming and wet mopping as painful.

Correlation

Correlation was analysed and established between high work load and work related pain. The analysis was done using the Karl Pearson Correlation Coefficient ®. A high degree of positive correlation (0.9) was found between high work load and work related pain.

Conclusion and recommendations

Housekeepers work in intense time pressures that characterises hotel work. The amount of work per hotel room, the number of room to be done and the pace at which this work is carried out adds to work pressure and leads to workplace injuries and pain. The organisation of housekeeping work into room quotas has a lot of bearing on time pressure in housekeeping work. The greater the room quota,

the faster the housekeeper must work. Compounding the work demands, the mattresses in guestrooms are becoming heavier and heavier owing to the luxury factor and many more, time consuming extra amenities have been added.

Apart from the work in rooms, the room attendants work also entails loading cleaning supplies, fresh linen and guest supplies onto heavy carts that can weigh up to 140 kg and pushing them across carpeted corridors.

Other contributing factors are the awkward body positions coupled with forceful movements as during lifting mattresses, cleaning tiles and such works every shift take a toll on the housekeepers' body. The repetitive motions that housekeepers perform under constant time pressure leads to repetitive motion injuries (RMI). Scientific studies report that workers who perform physically demanding jobs need regular rest breaks to recover from physiological stress and biomechanical loading. Without such breaks, the risk of workplace strain and related injuries such as back strain increases.

Physiological stress can increase the risk of developing musculoskeletal disorders and repeated loading of the spine increases the potential for incurring chronic back pain.

It is imperative that housekeeping managers take steps to make work easier and bring down the time pressure in which room attendants work. It is recommended that they take the following measures:

✓ working with optimum staffing

✓ slowing down the pace of work

✓ sufficient rest periods between work

✓ using ergonomically designed equipment

✓ using ergonomically designed beds

✓ using ergonomic methods

✓ choosing amenities with practical considerations and not just luxury as criteria

The housekeeping department is considered the backbone of the hotel. It is about time that the management of hotels take steps to make the backbreaking housekeeping tasks easier.

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A CASE-STUDY ON THE JOB SATISFACTION OF WOMEN WORKING IN MICE TOURISM SECTOR IN BANGALORE

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Abstract

Tourism is an important catalyst in the socio-economic development in the modern times, contributing in multiple ways and strengthening the inter-connected processes. Today, with the global economic integration, there are more and more business activities such as meetings, exhibitions and business trips. Many business firms believe that MICE not only can effectively motivate their employees, but also is a new way of enhancing public awareness of their own firms. MICE Tourism provides better opportunities for women's participation in the workforce, women's entrepreneurship, and women's leadership than other sectors of the economy. It should strengthen legal protection for women in MICE tourism employment; such protections include minimum wage regulations and equal pay laws, flexible hours, work-from-home options, and arrangements for childcare in order to improve the job satisfaction of women in MICE Tourism sector in Bangalore. The elimination of all these problems would not only improve the lives of women workers in the MICE Tourism Sector, but would also ensure a wider pool of more competent staff available to employers in the sector as well as help create more job opportunities. The objective of this case study is to find out the job satisfaction of women working in MICE Tourism Sector in Bangalore. It is basically done to find out the challenges and problems that women are facing in their workplace and how satisfied they are with their work. As we know that lack of job satisfaction would lead to many problems like resignation, low performance of the individual etc., therefore it is important to understand the employees in order to manage the organisation and gain effective workforce.

Key Words: MICE industry, Conference and Conventions, MICE Tourism Employment, Job Satisfaction of Women, Effective Women Workforce

INTRODUCTION

Tourism is an important catalyst in the socio-economic development in the modern times, contributing in multiple ways and strengthening the inter-connected processes. While often portrayed as panacea for many evils such as underdevelopment, unemployment, poverty eradication, social discrimination and so on; its contribution in creating a global and regional socio-political environment for peaceful co-existence of the cultures and societies has been equally established at various levels. Perhaps, this realisation took many advocators to position tourism as one of the biggest 'peace industries', a means to strike equilibrium of global peace process through development. Because, tourism

practiced in responsible and sustainable manner brings about peace and prosperity of the people and its stakeholders share benefits in fair manner, which is a necessary condition for the equilibrium of sharing to sustain.

Tourism is travel for recreational, leisure or business purposes. The World Tourism Organization defines tourists as people "travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes". Tourism has become a popular global leisure activity. In 2011, there were over 983 million international tourist arrivals worldwide; representing a growth of 4.6% when compared to 940 million in 2010. International tourism receipts (the travel item of the balance of payments) grew to US$1.03 trillion in 2011, corresponding to an increase in real terms of 3.8% from 2010. In 2011, international travel demand continued to recover from the losses resulting from the late-2000s recession, where tourism suffered a strong slowdown from the second half of 2008 through the end of 2009. After a 5% increase in the first half of 2008, growth in international tourist arrivals moved into negative territory in the second half of 2008, and ended up only 2% for the year, compared to a 7% increase in 2007. The negative trend intensified during 2009, exacerbated in some countries due to the outbreak of the H1N1 influenza virus, resulting in a worldwide decline of 4.2% in 2009 to 880 million international tourist arrivals, and a 5.7% decline in international tourism receipts.

MICE tourism Concept

MICE is an abbreviation for Meeting, Incentive, Convention, Exhibition (or Event). This type of tourism has developed in many countries because the value of this service is bigger than others. Today with the global economic integration, there are more and more business activities such as meetings, exhibitions and business trips. MICE and MICE economy emerge, as an increasing number of professional convention organizers are engaged in an integrated service of offering information about destinations, itinerary arrangements and planning and organizing of business events. Many business firms believe that MICE not only can effectively motivate their employees, but also is a new way of enhancing public awareness of their own firms. So many companies hold their own product launches while organizing incentive tours so as to maximize the effect of market publicity.

Different from regular tours, the incentive tours aim to help the tourists "feel relaxed" during their trips, with a slow-paced itinerary and comfortable accommodation and transportation as well as delicious food. The incentive tourists usually stay at one place for several days. In the meantime, some theme events related to their company will be organized, incorporating corporate culture into the tour. As we know MICE is not a new tourism product, it has developed through several periods, under different perceptions.

MICE Tourism in India

MICE is the new but rapidly growing form of business tourism. MICE constitute one of the fastest growing sectors of the tourism and hospitality industry worldwide, which caters primarily to business travellers. MICE caters to various forms of business events including conferences, conventions, exhibitions and product launches. As far as the organization of such events

is concerned, MICE provide facilities which match the needs of both delegates and professional conference organizers. It mainly addresses corporate clients and includes companies which send their employees on overseas holidays as a performance incentive, as travel is one of the popular ways of providing incentives to employees globally. Banks and financial service companies, consumer goods companies, consultancy firms and IT companies are the highest spenders for such unique incentives. Actually, MICE is important because it converts the usual business meeting or conference into a glamorous and enjoyable event for the delegates and participants.

It has been estimated that the totality of world market for MICE tourism is in excess of $280 billion. It is growing at 26-30% per year and is likely to maintain this pace over the coming years. The share of the Asia Pacific region alone stands approximately at $60 billion. India accounts for $4.8 billion, which is less than 2% of the world market. India occupies the 27th place in the global MICE tourism market. After the hot spots like Hong Kong, Malaysia and Dubai, India is also growing at a rapid pace in the competition to become a notable MICE destination. Being a popular tourist destination, India is also very much into this business. There are multiple factors, like up-to-date facilities, unmatched hospitality, natural beauty and rich cultural heritage, which make India a potential MICE destination. Though the Indian market is still nascent, there are various measures, if taken diligently, can make India a hub for MICE tourism.

India is moving ahead on the path of MICE tourism and this continual process of upgrading MICE tourism will definitely help in economic development as a whole. There are many projects in both the public and private sectors which would help in projecting India as an ideal MICE destination. In fact, public-private partnership can do miracles in this case. Also, the government is making serious efforts in this direction.

Nowadays MICE is a known integrated tourist product of the invidual tourism products, the organization and infrastructure. In recent years, MICE tourism has had a strong development in Bangalore because the city is considered as attractive, safe, and friendly.

Challenges of MICE Tourism in Bangalore

• Infrastructural constraints

• An inadequate inventory of hotel rooms

• Transportation facilities, sightseeing, leisure spots, shopping, etc

• The lack of activities post the convention - Delegates attending a typically large convention/conference tend to spend a large part of their time doing leisure activities in and around the region

• Lack of cost-effective accommodation

• Sanitation and cleanliness

Women Workforce in MICE Tourism sector

Women constitute approximately 60 to 70 per cent of the labour force in the tourism industry. Most of the jobs for women are in unskilled or semi-skilled work and they are often employed in the informal sector with poor wages and working conditions. Women at work are often stressed and face sexual harassment. Women workers earn up to 25 per cent less than male colleagues performing equal work. Tourism has the potential to be a vehicle for the empowerment of women in developing region like Bangalore.

MICE Tourism provides better opportunities for women's participation in the workforce, women's entrepreneurship, and women's leadership than other sectors of the economy. However, the MICE Tourism sector must increase awareness of the important economic role that women play in the MICE Tourism sector. It should strengthen legal protection for women in MICE tourism employment; such protections include minimum wage regulations and equal pay laws. Improve maternity leave requirements, flexible hours, work-from-home options, and arrangements for childcare in order to improve the job satisfaction of women in MICE Tourism sector in Bangalore. The elimination of all these problems would not only improve the lives of women workers in the MICE Tourism Sector, but would also ensure a wider pool of more competent staff available to employers in the sector as well as help create more job opportunities.

The Job Satisfaction of Women Working in MICE Tourism Sector in Bangalore - A Case-Study

Job satisfaction is basically a condition where individuals are contented or discontented with their jobs. The study of job satisfaction is very crucial to enhance the productivity and fulfilment of the individuals in an organisation. This case study is basically done to find out the challenges and problems that women are facing in their workplace and how satisfied they are with their work. As we know that lack of job satisfaction would lead to many problems like resignation, low performance of the individual etc., therefore it is important to understand the employees in order to manage the organisation and gain effective workforce.

The study of job satisfaction and dissatisfaction is

very crucial not only for the enhancement of productivity but also for the fulfilment of the needs of the individuals in an organization. This is obvious when it is realised that one spends a reasonable part of one's working life at the work place. Research into job satisfaction among women would provide information and knowledge in the area of the job satisfaction of women. It would highlight what constitutes the determinants of job satisfaction in women. To understand workers job satisfaction is an important aspect of learning to manage an organization. Information from this study would help and guide employers of women in paid employment to discover and reinforce what would satisfy women workers and check factors that would lead to dissatisfaction and frustration in their jobs.

Tourism has the potential to be a vehicle for the empowerment of women in developing region like Bangalore. Women make up between 60 and 70 per cent of the labour force in the tourism industry. Job Satisfaction is the favourableness or un-favourableness with which the employee views his work. It expresses the amount of agreement between ones expectation of the job and the rewards that the job provides. Job Satisfaction is a part of life satisfaction. Increased awareness of the important economic role that women play in this sector is very crucial. Through this survey it has been noticed that there has been an unequal distribution of income among the women employees working in the same company. Minimum wage regulations and equal pay laws should be strengthened. Youth employment is significant in this sector.

It is noticed that 5% of the women employees still face the challenges of gender discrimination. Women are also discriminated due to their race

and age in their place of work which means that women are still not free from the predominant society of female discrimination.

Challenges due to gender	No. of respondents	Percentage
Always	14	5%
Often	6	15%
Sometimes	4	10%
Never	16	40%
TOTAL	**40**	**100**
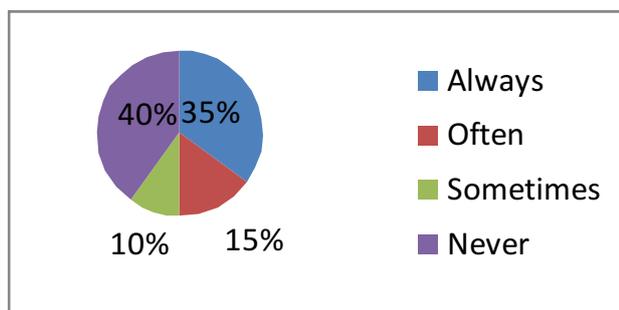
| Job affecting personal/ family affair	No. of respondents	Percentage
Always	2	5%
Often	4	10%
Sometimes	26	65%
Never	8	20%
TOTAL	**40**	**100**
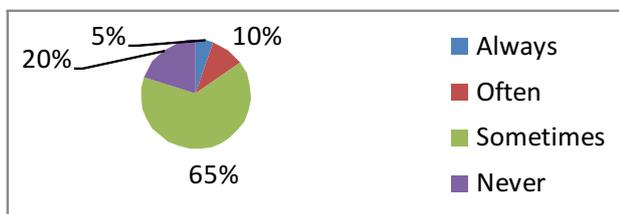
Though 2001 was considered as the women empowerment year men still did dominate and they will continue to be dominating. There are no preferences and freedom given to women as told by most of the respondents during the survey conducted. This kind of society and indifferences should be removed and this should start at least from the place of work where people are highly educated unlike the community as a whole where there are heterogeneous group of people.
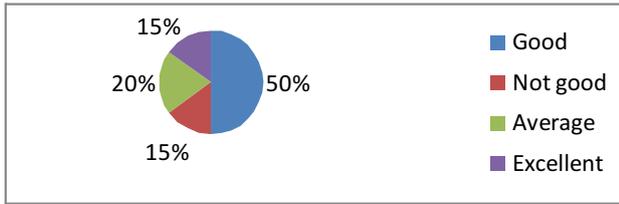
Women workers earn up to 25 per cent less than male colleagues performing equal work. Tourism has the potential to be a vehicle for the empowerment of women in developing region like Bangalore.

Equal working environment	No. of respondents	Percentage
Always	12	0%
Often	10	25%
Sometimes	14	5%
Never	4	10%
TOTAL	**40**	**100**
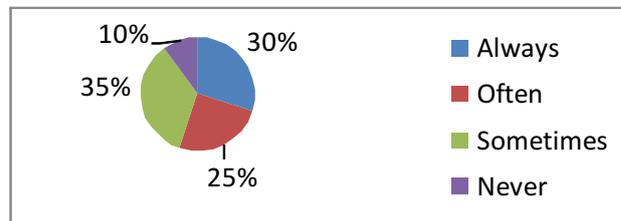
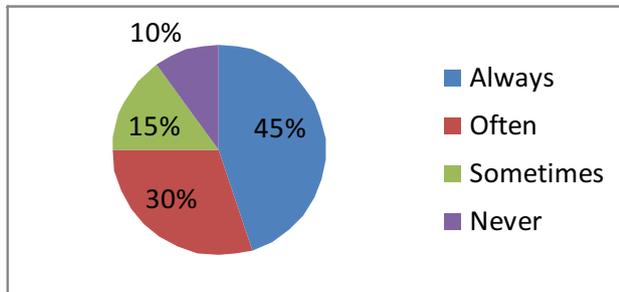Through this survey it is noticed that improvement is needed regarding the job satisfaction of women in this sector. Increase awareness of the important economic role that women play in this sector is very crucial.
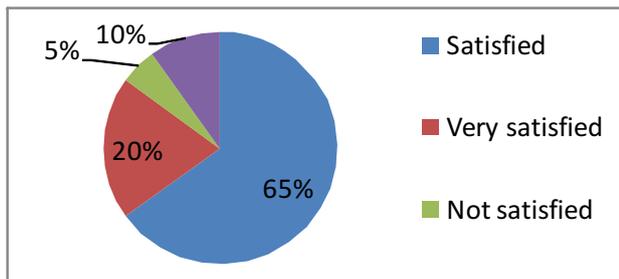
Working Environment	No. of respondents	Percentage
Good	20	50%
Not good	6	15%
Average	8	20%
Excellent	6	15%
TOTAL	**40**	**100%**

Safety and Security	No. of respondents	Percentage
Always	16	40%
Often	4	10%
Sometimes	18	45%
Never	2	5%
TOTAL	40	100%

Job security	No. of respondents	Percentage
Always	18	45%
Often	12	0%
Sometimes	6	15%
Never	4	10%
TOTAL	40	100%

Through this survey it has been noticed that there has been an unequal distribution of income among the women employees working in the same company. Minimum wage regulations and equal pay laws should be strengthened.

Satisfaction of Job Position	No. of respondents	Percentage
Satisfied	26	65%
Very satisfied	8	20%
Not satisfied	2	5%
Somewhat satisfied	4	10%
TOTAL	40	100%

Reward for Performing Task	No. of respondents	Percentage
Always	4	10%
Often	6	15%
Sometimes	28	70%
Never	2	5%
TOTAL	40	100
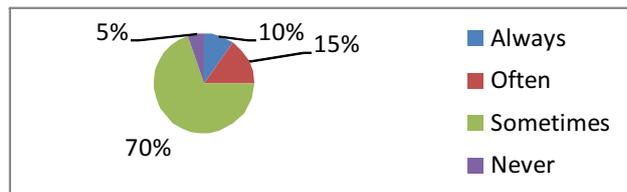
Opportunity of Job Promotion	No. of respondents	Percentage
Always	16	40%
Often	4	10%
Sometimes	6	15%
Never	14	5%
TOTAL	40	100
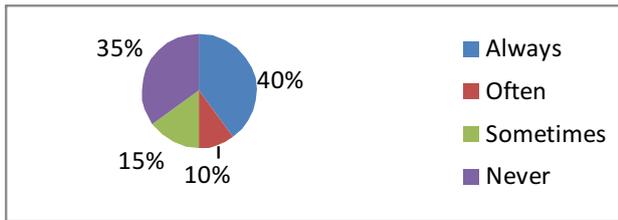
It is also noticed that 5% of the women employees does not have the opportunity for job promotion in this sector and only 45% have the authority and freedom in working method of their choice. Rewards and incentives must be added to the salary of women employees in MICE Tourism sector.

It is noticed through this survey that only 45% of the women employees received healthcare services, 40% are not satisfied with the working scheduled. Flexible hours and arrangements for healthcare should be improved.

| Provision of Healthcare Services	No. of respondents	Percentage
Always	14	5%
Often	8	20%
Sometimes	18	45%
Never	0	0%
TOTAL	40	100
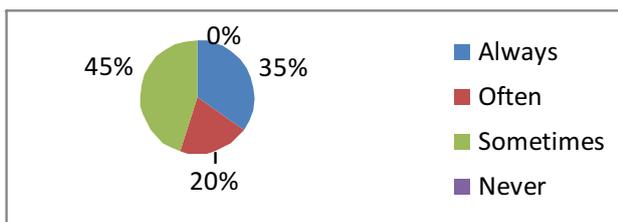
Appropriate training and resources must be given to support women and to make their job at ease. Work from home options should be implemented during time of emergencies.

Work from Home Options	No. of respondents	Percentage
Always	4	10%
Often	2	5%
Sometimes	6	15%
Never	28	70%
TOTAL	40	100
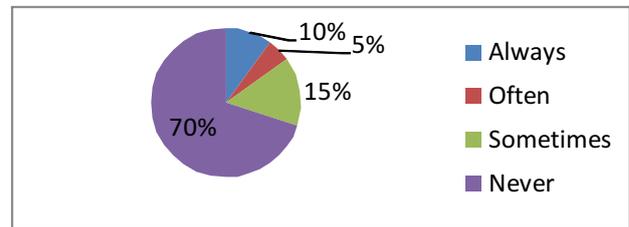
Suggestions

Based on the findings of this study, the following recommendations are made:

• Emancipation of Women should be encouraged in their work places.

• Deserving women should be given opportunities to hold responsible positions because these meet their self-esteem and self-actualization needs.

• Pleasant working atmosphere should be provided because women cherish cordial relationship with their employers.

• To increase the job satisfaction level of the women employees the company should concentrate on providing adequate incentives and rewards.

• Provide valuable mentoring and support women.

• Work schedules should be flexible by allowing women workers to their convenient.

- Provision of Legal entities in the private sector to safeguard women.
- The MICE Sector should encourage its women employees to participate in programs that would sharpen personality development of women.

Conclusion

MICE Tourism provides better opportunities for women's participation in the workforce, women's entrepreneurship, and women's leadership than other sectors of the economy. However, the MICE Tourism sector must increase awareness of the important economic role that women play in the MICE Tourism sector. It should strengthen legal protection for women in MICE tourism employment; such protections include minimum wage regulations and equal pay laws. Improve maternity leave requirements, flexible hours, work-from-home options, and arrangements for childcare in order to improve the job satisfaction of women in MICE Tourism sector in Bangalore. The role of women in their place of work has improved enormously in the past years. Worldwide, women are not only enjoying satisfying careers, some of them are out earning men. Despite these tremendous advances, women still face a variety of professional challenges.

The MICE Tourism sector must increase awareness of the important economic role that women play in the MICE Tourism sector. It should strengthen legal protection for women in MICE tourism employment; such protections include minimum wage regulations and equal pay laws. Improve maternity leave requirements, flexible hours, work-from-home options, and arrangements for childcare in order to improve the job satisfaction of women in MICE Tourism sector

in Bangalore. The elimination of all these problems would not only improve the lives of women workers in the MICE Tourism Sector, but would also ensure a wider pool of more competent staff available to employers in the sector as well as help create more job opportunities.

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TEAM WORK AND LEADERSHIP — FIVE LEVELS OF GROUP BEHAVIOUR

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Introduction

As we mulled over the various topics that formed the crux of this conference, we were stuck between two worlds, the industry and the academic. We looked for commonality in the work and teach arenas and found that both dealt with people and both had large groups of people employed in them. And the success of any organisation dwelt in how they handled these large groups of people.

In order to study this synergy between the organisation and groups of people, we found the study by Bruce Tuckman, done way ago in 1965 to be an eye opener in the way the group behaviour was analysed and explained.

We have tried to understand this concept in the realms of the industry that we are currently in and are trying to see how far these Levels fit into the Indian scheme of things and behaviour with respect to the organisation and groups that we are dealing with on a daily basis, namely students of hospitality.

Five Levels of Group Behaviour

Level 1 -- Orientation (Forming):

This is usually the case of the first year students soon after they take admission. The orientation introduces them to different groups whether ethnically or linguistically. Group members are learning what to do, how the group will operate, what's expected, and what's acceptable. Students watch the faculty and each other for cues and clues, and seek guidelines. They want to feel safe and comfortable, and many will do only limited sharing until that comfort zone is established.

Some students will be comfortable sharing openly even on the first day, either because they enjoy this type of interaction, or because they already feel comfortable with the faculty and/or the other students in the group. As a teacher, we can call on these students to give examples, be the first to answer questions, and model positive interactions for the other group members.

As the group leader, we can also help our students move through orientation successfully by providing clear guidelines, information, and structure, by listening with compassion and keeping communication open and respectful. We may want to begin our group with some low risk warm-up activities that help them get to know each other or get more comfortable in the group setting.

Stage 2 – Power Centres (Storming):

As things progress, it is normal for some power struggles to emerge. As students become more

comfortable, typically between the second semesters and fourth, they may challenge each other or the faculty, attempt to form cliques and exclude or ignore certain students, and push limits. This can be frustrating for everyone involved, but it helps to know it's just a stage, and things tend to get much better once it's past.

As faculty, one of our main challenges is to maintain boundaries, be an active but compassionate leader, let everyone be heard and express thoughts and feelings, while teaching, reminding, and requiring them to stay respectful and productive. We can acknowledge differences, and still model creative problem solving, helping students to focus on what they have in common, and building a more unified group.

Level 3 – Unification (Norming):

This is where being in group becomes fun and enjoyable most of the time. This kind of behaviour is noticeable in the fourth and fifth semester students. Group interaction becomes easier, more cooperative, and productive, with balanced give and take, open communication, bonding, and mutual respect. If there is a conflict or disruption, it's relatively easily resolved and the group gets back on track. Group leadership is still important, but the faculty can step back a little and let group members initiate more and move forward together.

As faculty, we can stay aware and help the group get back on track as needed, encourage participation and creativity, and enjoy the flow of the activities. Continue to give support and encouragement, reinforce the positive feel of the group, and fine tune as needed. Care must be taken not to let the group stray away too far as it may lead to a disconnect.

Level 4 – Action (Performing):

Not every group reaches this level, and if you spend most of the college time in Level 3, it will still be a productive and enjoyable group. You tend to notice this behaviour in the final semester when the performers who are focussed in pursuing a career in hospitality rise above the rest of the group. Synergy emerges when this group shifts or evolves into another level, often without realizing what's happening. Here, there's a sense of group unity, group members looking out for each other even outside of the group setting, deepening friendships or bonds, and a dynamic energy no matter what the task. This is the epitome of "The whole is greater than the sum of its parts."

We worked with a group of students over a four-year period, starting when they were in third semester. Five of the students were ready to talk openly on the first day, most didn't talk much for the first two months, and the rest fell somewhere in between. The power struggle Level lasted quite awhile with these students, because they all knew each other and had their own sets of histories and struggles.

We'd say we got to Level 3 in the third semester in the second year. But in the third and fourth years, we spent most of the time in this synergy mode, and it was one of the most productive, enjoyable, funny, connected group of students we have ever worked with. Many of them stayed in touch even after they left our college – some are still connected now.

Level 5 – Closure (Adjourning):

The closure Level of a group can be confusing and disconcerting if you don't know it is coming. After weeks or months of a smoothly running group, as the end of group or the school year approaches, things may start to fall apart for no apparent reason. Students may bicker with and criticize each other, and anger may surface in unexpected ways.

This is a normal part of group process. Many students (and adults, for that matter) have no idea how to deal with endings, goodbyes, or losses, and they don't know how to find closure. Being angry with each other, or in conflict, is easier for many students than feeling or addressing the sadness of saying goodbye. It's easier for most to be angry than to be vulnerable. Students who have abandonment issues may become especially argumentative or unruly.

As faculty, one of the best things we can do is explain to the students what's happening, validate their feelings, set clear boundaries, and treat the whole situation as another opportunity to learn and practice a vital skill – how to say goodbye. We can facilitate a group closure activity, a party, or a ceremony, and find ways for students to thank and celebrate each other, and honour what they've achieved as a group. This is achieved usually during the final days after the farewell ceremony and the few days they spent after their exams. We usually have a send off dinner at home for the group in order to ease the pangs of separation.

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VEGETARIANISM V/S NON-VEGETARIANISM

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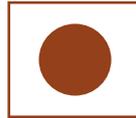
Definitions

"Vegetarianism is the practice of abstaining from the consumption of meat – red meat, poultry, seafood and the flesh of any other animal; it may also include abstention from by-products of animal slaughter, such as animal-derived rennet and gelatin". – Wikipedia.

"Non-vegetarian foods contain meat or other parts of animals" - Macmillan dictionary.

Introduction

Vegetarianism vs Non-vegetarianism, the debate is an unending one, where preferences take priority over the facts. Vegetarian diet has its benefits and so does the Non-vegetarian diet. This article is written not to take sides but to give the factual perspective on the two.

Historical data has pointed out that in certain parts of the world during excavation of caves and other habitations; there is no direct evidence to point out that man was a meat eater. It was only during the Stone Age that man developed the need to eat non-vegetarian food due to the scarcity of vegetables, fruits, nuts and seeds. It can be pointed out that as opposed to the other carnivores (here, meat eating mammals) such as lions who eat meat raw, and other omnivores (here, vegetarian & non vegetarian mammals) such as Bears and Wild Hogs who also eat meat raw; human beings on the other hand consume meat after cooking it.

Looking at the physical features of mammals we can see the differences:

- The dentition of carnivores is small front teeth but strong and big "caninus" teeth required for catching their prey. On both sides are "molars" like sharp knives to cut the meat into chewable pieces. There are also gaps between the teeth so that no meat fibres can stick between them. This is why a lion doesn't need a toothpick after a meat meal.

- The dentition of omnivores are medium-size front teeth and strong and big "caninus" teeth for catching prey, with molars on both sides that also enable them to consume plants and seeds. A typical example is the wild boar. It eats seeds, roots and leaves as well as rodents and other small animals. Bears would be in this category too.

- Herbivores (grass and leaf-eaters) have a

front tooth construction that enables them to cut off grass and leaves, but they have very small caninus teeth because they are not needed. On both sides, long rows of molars are like rasps to grind grass fibres. Interestingly, rodents' front teeth keep on growing. A rabbit's teeth, for instance, grow about 10 millimeters per month! The rabbit has very small caninus teeth, and on both sides are rows of molars, like rasps, to grind their food.

- Frugivores' (fruit-eaters) front teeth are called incisors. They're like knives. They cut off pieces from roots and fruits to consume them, and their caninus teeth are no bigger than their front teeth. Premolars and molars grind the roots and fruits as well as soft leaves, nutmeats and seeds.

Keeping the above facts in mind, we can conclude that human beings were Frugivores (fruit eaters). Necessity may have lead to the evolution of the human diet which was essential for the survival and development of the species.

Consumption patterns across the world

We can now study the diets of various countries of the world. The map below points out the Vegetarian countries of the world based on the Majority populations consumption patterns.

Courtesy http://www.targetmap.com

The map above makes it very clear where non-vegetarian population of the world resides.

Vegetarianism vs Non-vegetarianism

Many scientific studies have revealed that food from an animal source is essential for the development of the human body. Studies have revealed that children following a purely vegan diet without milk have had a stunted body growth and an under developed mind. While there has been no direct study to reveal that consumption of meat has a direct benefit for an adult human being, a vegetarian diet in the long run can lead to iron deficiency anemia, zinc deficiency and vitamin B12 deficiency. But this can be overcome by adding food sources rich in calcium, zinc, and vitamin B12 to counter a potential deficiency and achieve optimal health.

As compared to a vegetarian diet, a non vegetarian diet can fulfill all dietary requirements but at a cost. Many dietary habits have been introduced into society where the consumption of Pork, Chicken, Lamb, Fish and Beef are on the rise from the last century. But, many point out that this trend is followed mostly in the USA. If we look at the globe, most parts of the world tend to emulate the USA, especially their bad food habits.

The biggest increase in consumption has been for poultry. Chicken and fish in itself have not been shown to cause chronic diseases, but when the chicken and fish are deep fried in partially hydrogenated oil, they become one of the most potent causes of heart disease as they then contain trans fatty acids.

Studies have also found the following with non-vegetarians:

- have shorter lifespan and are more prone to chronic diseases as compared to vegetarians

- on an average have more heart disease, hypertension, and diabetes

- predominantly eat lesser amounts of fruits and vegetables than recommended

Let us see the major risks directly related to dietary requirements. The details are listed below.

Arthritis
Most at risk: meat eaters

Rheumatoid arthritis occurs as a result of the immune system attacking the lining of the joints, causing pain and stiffness. It affects around half a million Britons. Eating a large amount of red meat (five or more portions a week) is a recognized risk factor. A study funded by the Arthritis Research Campaign found that people who ate meat every day had double the risk of getting the disease compared with those who ate meat less, perhaps twice a week. The researchers, who'd studied the dietary habits of 25,000 people, suggested that it is collagen in meat triggers that immune response. Vegetarians are less likely to develop cancer - but what about other health problems? Another possible factor is the high iron content of meat. Iron has been shown to accumulate in the joints, causing tissue damage.

Infertility
Most at risk: vegetarians

About one in six couples experience problems trying to conceive and there is some evidence showing that the problem is compounded by a vegetarian diet. Studies have suggested that eating large amounts of soya, popular with vegetarians because it provides protein, can affect a woman's fertility. Researchers at King's College London showed that a compound in soya called genistein sabotages sperm as it swims towards the egg. Genistein is present in all soya products. The researchers recommended that women avoid soya around the most fertile times of the month to aid conception.

Gallstones
Most at risk: meat eaters

Gallstones occur when bile from the gallbladder, which is normally fluid, forms into stones. These can be painful - untreated, the patient will need to have their gallbladder removed. One possible cause is too much saturated fat (found in meat) in the diet. A study of more than 45,000 men found that those who ate meat were 18 per cent more likely to get gallstones than those who ate more vegetables and unsaturated fat. It's thought that a diet higher in unsaturated fat increases sensitivity to insulin, which prevents gallstones forming.

Dental erosion
Most at risk: vegetarians

Veggies like courgettes, peppers, onions and aubergines can cause acid erosion. Dental erosion is caused when acid comes into contact with the teeth. Fruit and vegetables are generally acidic and studies have suggested vegetarians are more at risk. Dentists at the University of Dundee found that different cooking methods could increase the acidity of vegetarian dishes, such as roasted vegetables. Exposure to high temperatures produced chemical changes that made the acid

more concentrated, and more damaging to teeth. In particular, the acidity level of courgettes, peppers, onions and aubergines increased when roasted.

Alzheimer's
Most at risk: meat eaters

Alzheimer's is linked to the formation of clumps of protein (beta-amyloid) in the brain. A high intake of antioxidant vitamins and beneficial plant compounds called polyphenols in fruit and vegetables is thought to possibly protect against these clumps. A study at Columbia University found that people with mild memory problems were 48 per cent less likely to slip into dementia if they ate a Mediterranean-style diet with very little meat compared with those who ate it regularly. The risk of developing mild memory problems was reduced by a third by cutting down on meat and eating more fruit, vegetables and cereals.

Osteoporosis
Most at risk: meat eaters

The bone-thinning disease osteoporosis will affect one in three women and one in 12 men at some point. According to the National Osteoporosis Society, too high an intake of animal protein from red meat can have a bad effect on bone health. As meat is digested, it produces acid residues. These need to be neutralised with alkalising minerals, such as calcium, which may be leeched from bones if you don't get enough. Leafy green vegetables such as cabbage and kale are rich in calcium, whereas meat has a relatively low content.

Depression
Most at risk: vegetarians

A lack of vitamin B12 can cause mild neurological problems, including mood swings and depression. One of the major vitamin deficiencies vegetarians risk is a lack of vitamin B12.

Found only in meat and dairy foods or foods such as cereal that have been artificially fortified, it is vital for cell growth and nerve function. You don't need to eat much animal protein to get enough - an adult needs just 1.5mcg a day, and a couple of slices of meat will provide that. But if you don't get even this small amount of B12 you are at risk of mild neurological problems, including mood swings and depression. 'A vitamin B12 deficiency can manifest itself in extreme fatigue and brain or mood problems,' says Bridget Benelam, from the British Nutrition Foundation. 'Eating yeast products such as Marmite can help because they contain B12, although meat is the best source.'

Muscle atrophy
Most at risk: vegetarians

Muscle atrophy, or wasting, is a potential side-effect linked to any diet that cuts out protein, which is essential for building and maintaining muscle health. 'Anyone switching from a meat-eating to a vegetarian diet who doesn't replace the protein supplied by meat could be at risk of unhealthy muscle loss,' says Louise Sutton, a dietician at Leeds Metropolitan University. Good sources of vegetarian protein include beans, rice and broccoli, peanut butter, soybeans, tofu or quinoa.

Food poisoning
Most at risk: meat eaters

Although many cases of food poisoning are linked to dairy, shellfish or unwashed salad, poultry and red meat are a major cause. Raw red meat can harbour a range of dangerous organisms - including E. coli, salmonella and campylobacter - which can cause poisoning. Studies by the Food Standards Agency show 89 per cent of people don't store meat properly - it should be kept in a sealed container on the bottom shelf of a fridge so residues cannot drop on to foods and contaminate them - and 63 per cent don't wash their hands after handling raw meat, which can lead to bacteria being transferred.

Conclusion

The fact is both diets can help us achieve optimum health, prevent nutrient deficiencies & other chronic diseases "if" the focus is towards maintaining a healthy & an adequate diet by choosing the right quantity & quality of food.

Both vegetarians and Non-vegetarians need to start consuming a balanced diet & exercise adequately but more importantly change their attitude from "Fast and fried tastes best" to a "Fresh is better" approach.

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Map, courtesy: http://www.targetmap.com , accessed 27 July 2013

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INITIAL SCREENING OF THE TOURISM CIRCUITS IN KARNATAKA

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Introduction

The state of Karnataka was established in the year 1956, under the States Reorganization Act. The state was originally called the state of Mysore and later renamed Karnataka in 1973. Karnataka is one of the four major southern states of India and shares boundaries with Andhra Pradesh, Goa, Kerala, Maharashtra and Tamil Nadu.

Karnataka is the eighth largest state in the Indian union and hosts five percent of the national population. The state is the largest base for the IT / ITES sector and is also a major investment destination for other sectors such as biotechnology, aerospace, automobile, engineering, sericulture and floriculture, mining and renewable energy. Karnataka is also the primary gold producing centre and the third largest producer of steel in India.

The state enjoys one of the highest growth rates in terms of GSDP, per capita income, and contributes around eight percent of the Indian GDP. It can be seen that the period 2004-05 to 2011-12 was a period of high growth. Subsequent growth trends were affected by the global recession that started in 2007, especially due to the slowdown in IT / ITES exports.

The state is also one of the major recipients for Foreign Direct Investment (FDI) over the last decade. A key reason for this has been the evolution of the state capital of Bangalore as one of the most important global technology hubs. This is reflected in the fact that Karnataka contributes around one third of the total IT / ITES exports from India while Bangalore contributes more than 90% of the state's exports.

Karnataka Tourism Policy Analysis (2009-2014)

The current Karnataka tourism policy has been prepared for the period 2009-14. The vision articulated by the policy envisages making tourism Karnataka's principal and largest economic activity, by becoming one of top two tourism destinations in India by 2016-17. The tourism policy envisages private investment of Rs. 25,000 crore over the period of the policy. The policy also envisages the creation of additional employment varying from 29 -41 lakhs in the tourism industry.

Karnataka Tourism Master plan

The Government of Karnataka has developed a Tourism Master Plan incorporating elements from the Vision 2020 document for Karnataka and the Karnataka Tourism Policy (2009-14). The major focus of the Tourism Master Plan are:

- Create two lakh new jobs in 3-5 years through tourism initiatives

- Initiatives to attract private capital ranging from Rs. 10,000 to 20,000 crore in 3-5 years in mostly integrated theme parks and themed cities that will be self contained

- Culture, Heritage and Citizen involvement to preserve and showcase the rich culture and heritage of Karnataka

- Ensuring Safety and Security of the Traveler and Citizen

- Real time governance & institutions for coordinated action through a real time MIS for governance.

New Schemes and incentives in Karnataka tourism Sector

The tourism policy classifies the state into four zones for investment purposes as summarized in Table 1

Zoning as per Karnataka Tourism Policy

Sl.No.	Zones	Description
1	Zone I	Within Local Planning Area limits (eg. BDA). This zone will be a low priority zone with few tax benefits.
2	Zone II	BMRDA limits. This zone will be a priority zone for attracting destination projects and act as a national hub for global events and activities. Extensive Government support, including large project-specific clearances and tax breaks, etc. will be available.
3	Zone II	Mysore, Coorg, Hampi, Pattadakal, Badami, Aihole, Bijapur, Bidar, other heritage centres and the coast from Ullal to Karwar. This zone will be notified for priority development in an integrated manner with Integrated Tourism Development Master plans (ITDM). Comprehensive tax breaks and benefits, including comprehensive clearances for large projects will be made available.
4	Zone IV	All other tourist destinations in Karnataka and wayside facilities in approved locations on National and State Highways. This zone will enjoy benefits and tax incentives as specified

*source: Karnataka Tourism Policy 2009-14

The major incentives and subsidies for tourism projects are summarized in Table-2

Sl. No.	Category	Brief Descriptions
1	Incentives & concessions	*Stamp duty charges* ◆ 50% exemption on stamp duty for investment below Rs. 50 Crores. ◆ 75% exemption on stamp duty for projects of Rs. 50 Crores and above. ◆ 75% exemption on stamp duty for projects of over Rs. 10 Crores in Zone 3 and Zone 4. **Registration charges** ◆ Registration charges shall be allowed as provided in the Industrial Policy 2009 -14 ◆ Zone 1: 100% ◆ Zone 2: 100% ◆ Zone 3: 75% ◆ Zone 4: Nil **Conversion fee** ◆ Concession under Conversion Fee as applicable under the Industrial Policy 209-14 **Entertainment tax** ◆ 100% exemption for all cinema theatres newly constructed, including any new I-Max or Multiplex theatres situated within the limits of the local authority other than the Corporation of the City of Bangalore, for a period of three years is allowed as provided under Notification No. FD: 48: CEX: 96 dated 30-10-1996 and subject to the conditions stipulated therein. **Entry tax** ◆ Entry Tax as exempted in the Industrial Policy 2009-14. **Investment subsidy** ◆ Category A: 10% of the fixed assets subject to a maximum of Rs.10 lakhs ◆ Category B: 15% of the value of fixed assets subject to a maximum of Rs.15 lakhs ◆ Category C: 25% of the value of

Sl. No.	Category	Brief Descriptions
		fixed assets subject to a maximum of Rs.25 lakhs ◆ Category D: 35% of the value of fixed assets subject to a maximum of Rs.35 lakhs ◆ Category E: 30% of the value of fixed assets subject to a maximum of Rs.30 lakh. ◆ Industry will be allowed to purchase 5 acres of agricultural land at 100 selected tourist centres for construction of hotels. Concessional loans at 10% will be made available through Karnataka State Finance Corporation along with VAT exemption for 3 years.
2	Other areas covered in the policy	Guidelines for home stay units ◆ Wilderness tourism policy -2004 ◆ Guidelines for wellness centers ◆ Classification of taluks in Karnataka into zones for administering incentives & concessions under the Industrial Policy 2009-14 and the tourism policy ◆ Reconstitution of the district level tourism committee

*source: Karnataka Tourism Policy 2009-14 & State Industrial Policy 2009-14

New Initiatives in Karnataka tourism Circuits

Some of the important tourism related initiatives being proposed by the government of Karnataka are:

Development of Heli-tourism for improving connectivity to major tourism destinations. Prospective destinations identified include

Heritage tourism- base near Hampi, Pattadakal, Aihole and Bijapur

Coastal & religious tourism- base near Mangalore, Udupi, Kollur, Homadu, Sringeri, Karkala, Kundapur, Gokarna, Karwar Dharmasthala and Kukke Subramanya

Malnad- base near Shimoga or Mysore, Chickmagalur and Hassan

Development of World Heritage Centers at Hampi and Pattadakal for a total estimated investment of Rs. 225 crore and development of a theme park at Hampi for an estimated project cost of Rs. 50 crore

Development of roads and infrastructure at Sringeri for Rs. 5 crore

Integrated development of Alamatti Dam for Rs. 16 crore

Development of an integrated 18 hole golf course in Mangalore on PPP basis

Development of an Aquamarine park at Mangalore on PPP basis

Development of an International Convention Centre at Devanahalli for an estimated project cost of Rs. 1500 crore

Development of wayside amenities along the National Highways every 50 kilometres

Night safari at Bannerghata National Park for an estimated cost of Rs. 178 crore

Development of tourism projects on PPP basis across 18 destinations

Erection of tourism signage across important tourism locations

Food craft institutes at Hassan and Mangalore

Promote development of rural tourism in locations such as Kokre Bellur, Anegundi, Attiveri Bird Sanctuary and Kodagu. Identification of an

additional four destinations is currently under way.

Planned development of hill stations such as Kemmanangundi and Nandi hills

Integrated development, in and around Shimoga district at a cost of Rs. 106 crore (including Jog falls, Agumbe, Kollur, Banavasi etc)

Integrated development of Chickaballapur region

Proposed development of heli tourism across four tourism circuits in the state on PPP basis

Proposed development of cruise tourism along the coastline of Karnataka

Development of wellness / medical tourism with Bangalore as a hub

Development of adventure tourism

Development of caravan tourism

Development of tourism roads through RIDF funding availed from NABARD

Compilation of a land bank for tourism projects across the districts of Karnataka. The land bank covers both private land and land with the Department of tourism.

Initial screening of the Tourism Circuits

The Karnataka state tourism department and stakeholder interactions with the travel and tour industry, the following tourism themes were identified.

Heritage and culture - Hampi, Badami, Pattadakal, Aihole, Mysore palace, Srirangapatana etc

Wild life and forests - National parks at Bandipur, BR Hills, Rajiv Gandhi National Park,

Kudremukh National Park etc

Beaches – Mangalore, Karwar, Gokarna, Malpe etc

Adventure sports- white water rafting (Dandeli, Kemphole, Sitanadi, Netravati), rock climbing (Ramnagar near Bangalore, Badami), trekking (Shimoga, Chikmagalur, Hassan, Kodagu), angling(Cauvery fishing camp), aero sports (Hebbal in Bangalore) etc .Hill stations and scenic spots- Coorg, Chickmagalur, Agumbe BR Hills, Nandi Hills, Jog falls etc

City tourism & MICE tourism- Bangalore and Mysore

Based on further discussions with the Department of tourism, Karnataka, the following tourism circuits were identified for development.

Circuit 1: Coastal Karnataka tourism circuit comprising tourism destinations in and around Mangalore, Udupi, rest of Dakshina and Uttara Kannada along the coastline extending up to Goa.

Circuit 2: South Karnataka tourism circuit comprising tourism destinations in and around Bangalore- Mysore –Hassan-Kodagu districts.

Circuit 3: North Karnataka comprising tourism destinations in and around Hubli, Hampi, Badami, Pattadakal, Aihole, Bijapur, Bidar and Gulbarga

Circuit 4: Religious tourism circuit comprising Buddhist, Hindu and Jain religious tourism destinations in and around Mysore, Mangalore, Udupi, Karwar etc.

The Department of Tourism (DOT) is currently in possession of around 80 acres of land at Vijayanagara, near Hampi (one of the most

important heritage destinations in Karnataka and a UNESCO World Heritage Site). The site area is more than the minimum required area of 50 acres as prescribed by the Ministry of Tourism. Hence the Department of Tourism, Karnataka is proposing for the development of a Tourism Park in the identified site.

The Department of Tourism has currently identified for development two rural tourism clusters comprising the following villages, namely:

➤ Rural Tourism Cluster 1: This includes Nagamangala (silk manufacture & processing, traditional bronze casting & figures), Channapatana (manufacture of traditional wooden toys with Geographical Indicator registration) and Ramanagara (sericulture, pottery, terracotta & stone carving).

➤ Rural Tourism Cluster 2: The cluster includes the Sandur (traditional handicrafts, stone carving, Lambani embroidery with Geographical Indicator registration), Kinhal (traditional wood carving & toys with Geographical Indicator registration, murals & wall hangings), Ilkal (handlooms & saris with Geographical Indicator registration, red stone carving) and Torvi (cultivation of grapes, wine making, cashew processing).

Conclusion:-

The Karnataka is one of the major tourism promoting state in India. Compared to all Indian states, Karnataka is the first State to introduce the state tourism policy in India, and since last three years, continuously central ministry of tourism awarded the Best Tourism Promotion State in India. The Department of tourism has given importance to promoting tourism circuits in government and private joint ventures. The state government has plans to enlarge the scope of tourism in our state. The government has already constituted a committee to submit its report on development of tourism in the coastal belt of Karnataka. The government has a plan to have a Mono-rail system in Bangalore and to connect Mysore to Bangalore by bullet train in collaboration with Japanese government. All these efforts are focused to give a booster dose to tourism sector in Karnataka as a whole.

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CHOOSING YOUR ATTITUDE !

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"What is the difference between an obstacle and an opportunity? Our attitude towards it. Every opportunity has a difficulty, and every difficulty has an opportunity."

*— **J. Sidlow Baxter***

Life is all about choices. Our choices are often influenced by our upbringing. Our upbringing has plenty of ups and downs that shape our perspective and outlook on people, relationships and situations .Hence we react to different people and situations accordingly. This is attitude. It can be defined as the psychological response to people, society, objects, events, occurrences and circumstances; to life itself. Our mental scripts are responsible for our attitudes. It plays a vital role in every aspect of our life.

For Example, what annoys me most are people honking in the traffic jam even at a red signal. I have a choice to be irritated or to be calm. I can choose to ignore vehicles honking at me OR listen to soothing music and meditate. The first reaction increases my Blood Pressure and spoils my day but the second choice will enable me to start my day well in spite of this uncontrollable situation. What will be our attitude towards it? Our attitude is infectious. We cannot force people to feel a particular way or another. We can instead lead the way.

"The pessimist sees difficulty in every opportunity. The optimist sees the opportunity in every difficulty."- Winston Churchill

All organizations in the world spend billions of dollars on training workforce to choose and achieve the right attitude. Organizations hire people with the right attitude and train for aptitude.

Plenty of renowned attitude speakers, coaches, Gurus and trained professionals are basking in the light than never before instilling positive attitude towards life. We as the Hospitality Fraternity often emphasize students to imbibe the right attitude and use it as a success mantra to get their dream job. As employees we are often expected to be calm even when there is a storm. This is considered to be a sign of maturity. It is not our aptitude but our positive attitude that will determine our success during our career.

For example, we cannot get along with our Superiors/Peers in certain circumstances. We blow our top because we cannot accept the situation thrown to us. Yet we have a choice. We either learn to accept others opinions by discussion and achieve what is expected of us or have a conflict due to our personal/professional Egos. What is our attitude? Agree to disagree or disagree to agree! Agree to agree is the best choice.

"The venerable teachers, philosophers & spiritual practitioners throughout history have

concluded that the greatest happiness we can experience comes from the development of an open, loving heart." - Allan Lokos

Having a positive attitude is not an inborn virtue. It develops gradually when we value life and peoples' lives. It evolves with time and experience. An attitude of gratitude always makes others smile. A person with a positive attitude readily gives time, talent, money, encouragement and above all unconditional love. It is a very difficult attribute to be followed consistently. We are only human and bound to have our moods. Most often emotions control the mind but when consciously practiced, having a positive attitude can become a way of life. It shows its true colours in the most challenging of situations.

For Example, the recent Uttarakand Manmade Disaster is a testimony to peoples' attitude towards the victims. There were people who looted their belongings but thankfully there were also people who rescued them to safety and comfort. Very often the best in us emerges in the most helpless of situations. Is our attitude to exploit or help in any given situation? Life produces extraordinary rewards for those who give in to extraordinary ways.

"Cultivate an optimistic mind, use your imagination, always consider alternatives, and dare to believe that you can make possible what others think is impossible."

- Rodolfo Costa

Are there ways to adopt the right attitude at work? Yes is the answer! There are certain factors that can definitely help.

1.   Choose a job that you are passionate about.

When we have been educated or trained in a particular area of our choice, we can also choose a job that is close to our heart. It indeed helps us to be confident and learn more in that area with an open and optimistic mind.

2.   Be solution minded and not problem focused.
We need to address the problem or difficult solution rather than the person behind it and resolve it amicably. This can be done by clarifications and deliberations but not through imaginary assumptions.

3.   Put in your best.
When we are focused and ready to contribute our time, experience, skill and expertise wholeheartedly, our sincerity will pay off. We need to be innovative, competitive and updated at work. God will certainly bless our efforts.

4.   Never be overbearing.
We need to recognize others contributions and opinions. We also require giving fellow-workers a second chance. We must listen patiently to others in order to introspect and learn.

5.   Do not take others for granted.
Most often colleagues take the meeker for granted. Work is dumped on those who work hard. It is an attitude of exploitation which creates disharmony in the long run.

6.   Let the workplace be free from grapevine.
Gossip creates negative energy and thus an unhealthy work environment. We ought to refrain from it even though it gives a temporary sense of accomplishment.

7.   Do not complain without any legitimate reason.
Some employees make it a point to grumble about

anything and everything. This affects work efficiency and well-being. Genuine reasons need to be sorted out with mutual understanding.

8. Learn to be diplomatic.
This comes only with experience and exposure to varied people and work situations. We need to put across a point of view without hurting or harming others' sentiments.

9. Be a positive news engager.
We all love to communicate on everyday happenings at work. The more we encourage and motivate others with positive information, the more we would be sought after.

10. Respect others more than yourself.
We all love to be noticed, admired and recognised. When we do that to others, due-respect will follow us. This requires an attitude of humility.

"When you are joyful, when you say yes to life and have fun and project positivity all around you, you become a sun in the center of every constellation, and people want to be near you."

- Shannon L. Alder

The attitude of being a winner in every losing situation can be true inspiration for others. There are many Heroes, Icons and Celebrities of life that have proved this time and again in various fields of life. People like Mahatma Gandhi, Martin Luther King, Mother Teresa, Michael Angelo, Einstein, Dalai Lama, Oprah Winfrey, Lata Mangeshkar , Abdul Kalam and the like have rewritten History in their respective fields because of their attitude of being **winners against all odds.** Great people have made the best of their circumstances and never given up

even in the worst of the worst situations. They have the **'Never Give up attitude'.**

How to develop a positive attitude in life?

1. Count your blessings and name them one by one- Life has tribulations but also happy moments to cherish. Recollect the wonderful moments of the past and narrate them to near and dear ones. It will give us constant hope for many more to come and motivate others going through rough times. Cultivate the attitude of gratitude!

2. Move with Positive people who see the optimistic side of life to everything - People, who sing, have a sense of humor, engage themselves in constructive hobbies that relieve their stress, smile, say a kind word or two, have a helpful nature are like rainbows in a gloomy sky. Make friends with them and stay rooted to life. Cultivate the attitude of optimism!

3. Engage in what pleases you - Read books that inspire, watch movies that rekindle the child in you. Reconnect with long lost friendships. Chase a bird or a butterfly. Whistle a tune or talk to your pets. Cultivate the attitude of accomplishment!

4. Engage in what makes others happy- Visit the old and the less-privileged. Support the needy with your time and talents. Bring a smile or wipe a tear. Cultivate the attitude of charity!

5. Engage in self-development- Attend workshops, seminars and conferences from time to time. Share your expertise and evaluate yourself. Empower others with your skills and talents. Cultivate the attitude of self-enhancement!

"Our attitude toward life determines life's attitude towards us."

Lets…

- ➢ Turn our problems into opportunities.

- ➢ Tackle our opportunities & succeed.

- ➢ Dream great dreams & make them come true.

- ➢ Switch from jealousy & self pity to really caring about others in a worse situation than ourselves.

- ➢ Pick up the broken hopes & start over again.

- ➢ See great possibilities in people we consider unattractive.

- ➢ Become truly beautiful as a person & be a blessing to others.

Get off Your Attitude

In conclusion, it is apt to quote a few lines of the song written by John Turner and Geoffrey Parsons:

Smile though your heart is aching,
Smile even though it's breaking,
When there are clouds in the sky, you'll get by.

If you smile through your pain & sorrow,
Smile & may be tomorrow,
You'll see the sun come shining through for you.

Light up your face with gladness,
Hide every trace of sadness,
Although a tear may be ever so near,

That's the time you must keep on trying,
Smile, what's the use of crying?
You'll find that life is still worthwhile,
If you just Smile.

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MAXIMIZING REVENUE THROUGH FINGERTIPS BUSINESS STRATEGY BY HOTELS

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Smart phones have changed the way we do business. Doing business on the go has become the norm these days. Mobile Applications, commonly know as Apps is transforming the way business is carried out now and will have a huge impact on the future of many companies. One of the large hotel chains in the world in its recent report says that by the end of 2014, 35% of the travelers would prefer to use mobile apps to do their travel and hospitality bookings. The impact of mobile technology on businesses in the last few years has been compelling due to rapid growth in telecommunication technology. Mobile applications for the business verticals like travel, hospitality and entertainment, are fast becoming high performance business instruments to connect and interact with target audience. Mobile apps are making it easier for last-minute travelers to book hotel rooms and rental cars cheaper—and later—than ever.

First considerations that will likely come to mind while planning to establish a mobile presence for your business or organization is whether you want to create a mobile application for users to download (app) or a mobile website, or perhaps both. Mobile websites and apps can look very similar at first-glance, and determining which is most suited to your needs will depend upon a number of factors, including target audiences, available budget, intended purpose and required features.

That brings us to the question, what is the difference between these two? Both apps and mobile websites are accessed on a handheld device such as smartphones. The obvious characteristic that distinguishes a mobile website from a standard website is the fact that it is designed for the smaller handheld display and touch-screen interface.

Apps are actual applications that are downloaded and installed on your mobile device, rather than being rendered within a browser. Users visit device-specific portals such as Apple's App Store, Android Market, or Blackberry App World in order to find and download apps for a given operating system. The app may pull content and data from the Internet, in similar fashion to a website, or it may download the content so that it can be accessed without an Internet connection.

So then, which is better - A mobile internet or a mobile Apps?

Your end goal dictates the necessity to have either an apps or a mobile website. If you are developing an interactive game an app is probably going to be your best option. But if your goal is to offer mobile-friendly content to the widest possible audience then a mobile website is probably the

way to go. In some cases you may decide you need both a mobile website and a mobile app, but it's pretty safe to say that it rarely makes sense to build an app without already having a mobile website in place.

Generally speaking, a mobile website should be considered your first step in developing a mobile web presence, whereas an app is useful for developing an application for a very specific purpose that cannot be effectively accomplished via a web browser.

Developing go-to apps that travelers will use as digital guidebooks or concierges has been the goal of Travel companies and hotels. Apps, with their basic designs and pared down functions, are simpler and faster to use than websites. The companies recognize that while mobile-app users may be looking for deals, they also tend to focus more on proximity than value when making last-minute decisions—meaning they might splurge on a nicer hotel if it's nearby. Mobile bookings represent only about 15% of overall travel bookings, but travel analysts and executives estimate the percentage could reach 20% by the end of 2013 and 35% by end of 2014. A major International hotel chain received about 100,000 reservations via its mobile application in the year 2010 alone. It clearly establishes the need and potential for revenue generation through technology in marketing. On an average about 80% travelers have smart phones and more than 40% uses various apps and it is essential to have an app which is user friendly and helps generate business for the hotel and its products. The travelers should find it easy to gather the required information to finalize the decision.

If your goals are primarily related to marketing or public communications, a mobile website is almost always going to make sense as a practical first step in your mobile outreach strategy. This is because a mobile website has a number of inherent advantages over apps, including broader accessibility, compatibility, upgradability and cost-effectiveness.

A mobile web application can be a practical alternative to app development. A mobile website development is considerably more time and cost-effective than development of an app, especially if you need to have a presence on different platforms (requiring development of multiple apps).

When does an application make sense?

Despite the many inherent benefits of the mobile web, apps are still very popular, and there are a number of specific use scenarios where an app will be your best choice. Generally speaking, if you need interactivity, personalization, calculation or reporting and no connection required then an app makes sense.

As with any project, when developing an app you want to ensure that you are getting an optimal return on your investment. What you want to avoid at all costs is the needless and expensive exercise of building an app to do something basic that can be achieved with a mobile website.

Before the launching of an app, it's wise to check the user friendly nature. This objective can be achieved by Cloud Testing. Cloud testing is a form of software testing in which web applications use cloud computing environments to simulate real world user traffic.

Tracking the number of downloads of an app will give a rough idea of the potential of business through such technology. The visibility of the hotels and the apps created should be tracked too. Google analytics provides 'The Mobile Devices report' that lets you see visitor statistics by mobile device, brand, service provider, input selector (e.g., touch-screen, joystick, stylus), operating system, and other dimensions like screen resolution and by the locations from which visits originate. Google analytics also provides in-depth report and analysis of how your mobile apps are performing from discovery and download to in apps purchases.

In a survey conducted, Marriot Hotels are the most visible brand in the net where its presence is much more in Twitter. iPhone and Android have many Apps and it is believed that about 8.5 lakhs android devices are being activated daily and they have about 5 lakhs apps. Prohotel.com is a custom android apps to build the hotel's identity on Android OS. Hotels.com, a hotel booking website, recently launched two new smart phone applications for iPhone and Android phones. The two new applications, available in over 30 languages, allow travellers to search and book more than 20,000 accommodation deals from over 135,000 hotels around the world.

These apps act as an extension of the Hotels.com website, allowing travellers to log in as either a guest or they can create a Hotels.com account from inside the app to begin researching accommodation options, browsing two million user reviews, accessing hotel deals and booking and managing their accommodation choices.

The 'sign in once' feature, which applies to both Android and iPhone apps, automatically remembers users' log in details so that travellers needn't worry about logging in each time.

Even without a data connection, all past and future bookings can be accessed, which displays hotel address, phone number and map, with just one touch.

Viewing statistics by location lets you understand the current origins of mobile traffic, as well as make predictions about where traffic will increase. For example, when you view a single date range, you might see that the greatest number of visitors come from an expected region like the United States or United Kingdom, but when you use a comparative date range, you see an unexpected jump in new visits from Brazil or India. If you're reaching saturation in one market but seeing signs of rapid growth in another, you can shift emphasis to those new markets (e.g., deploy new mobile servers in those regions, reallocate creative services to create ads and marketing materials for those areas, create new mobile applications aimed at those markets).

Hotels are targeting people who are active users of such apps. Reaching such customers and helping get these apps downloaded on the smart phones is the primary objective of most of these marketing heads of hotels and apps developers.

Conclusion

Encouraging and attracting customers to download and use a particular app is going to be the next huge challenge a hotel is going to face if technology through fingertips is the way to do

business. If your mobile goals are primarily marketing-driven, or if your aim is to deliver content and establish a broad mobile presence that can be easily shared between users and found on search engines, then a mobile website is the logical choice. On the other hand, if your goal is interactive engagement with users, or to provide an application that needs to work more like a computer program than a website, then an app is probably going to be required.

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REPOSITIONING OF TOURISM ADMINISTRATION CURRICULUM IN INDIAN UNIVERSITIES

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Introduction

Today tourism industry is the second largest (by turnover) industry in the world, after oil. Tourism generates Forex. Tourism is the largest revenue earner in states such as Kerala and contributes about 80% of the state's GDP. All the countries, therefore, have given more importance to tourism. Realizing the contribution of tourism to a country's economic growth, Curriculum and training of Tourism courses are considered very important at different levels. As a result, we see today, institutions and universities offering diploma, undergraduate, and postgraduate programs on tourism. In the European continent, tourism related courses have long been developed because of the growth recorded by the tourism industry. The annual tourist arrival was 59% of the total in-bound travel to Europe during 2012 and contributed significantly in terms of foreign exchange earnings. However, in the Asian region tourism is a still a developing industry. During 2012, only 38% of the total in-bound arrivals to Asian region were tourist arrivals. Recognizing this growing trend in tourism industry, the Indian universities have given importance to the tourism courses in the last two decades. The University Grant Commission (UGC) has also been approving tourism management/administration courses started in Indian universities. But the curriculum of tourism management /administration courses taught in Indian universities is modeled after what is taught in the universities of Europe and United States of America. Tourism course structure and its objectives are well designed in European and American universities and, therefore, are highly relevant and popular. The Indian universities are still in the process of customizing the tourism courses to meet the requirements of the emerging tourism industry. It is in this context that the present paper argues for repositioning of tourism curriculum by incorporating tourism industry perspective. Further, the paper emphasizes different components that should form the core of tourism courses.

Objectives:

The paper specifically discusses the following as vital components of the tourism course to be taught in Indian universities.

- Development of Management Skills and organization of Study circles for students.

- Organizing Travel and tourism

- Conduct of Travel and tourism festivals.

- Industry-Academic interface for internship

training or practical training.

• Job placements

♦ **Development of Management Skills and organization of Study circles for students**

It is required to develop management skills including personality development of each student, leadership quality to lead in the organization and to develop positive. It is also necessary to form organization of knowledge circles and tourism related study circles.

♦ **Organizing Travel and tourism workshops**

There is a need to organize travel and tourism workshops in collaboration / jointly with players in the tourism industry so that the students are updated about the requirements of the travel and tourism industry.

♦ **Conduct of Travel and tourism festivals**

Travel and tourism festival are to be organized by students so that the various events are brought in one place and spread the message of tourism themes every year. This is also an opportunity to gain exposure, developing practical management skills, creating employment / business opportunities and networking with various partners and customers.

♦ **Industry-Academic interface for internship training or practical training**

There is huge requirement of students getting in-house training in travel industry and to know more about the ways of functioning of the industry, current practices. Similarly there is a requirement of industry people visiting various academic institutions to update the student community as well as identifying source of trained manpower for their growing needs.

♦ **Job placements**

Finally the course needs to be designed to create job opportunities matching the industry requirements. Is there now a disconnect between what is taught and what is needed by the industry, If so this is to be corrected which should result in job opportunities. If institutions are able to meet the industries' trained manpower needs, this can be a potential revenue source for institutions rather than seeing this as fulfilling a burden to place the trained students.

Tourism Course design:

Basically Course design is a very important aspect of the tourism administration course delivery. The students are imparted knowledge through comprehensive and intensive set of courses spread over four semesters. The knowledge acquired from class room learning and from industry training will better equip the students to adapt to the demands of the profession.

Academicians have limitations in understanding and responding to the evolving industry needs through design of relevant course content. There is a need for participation of people from the industry (including airline, hotel operations, financial management, and public relations professionals) and even experts from foreign universities who have designed such courses to meet demands of the present and emerging industry professionals. There is a need to conduct workshops and seminars involving teaching faculty, industry representatives and students to identify the requirements of the course. The core

and optional courses are so designed in order that the each semester's subject builds upon the courses taught in the previous semesters as well as on the field experience.

Summer internship training:

The two months summer internship training in a reputed organization / or through an independent project is to be under taken under the supervision of the teaching faculty after completion of the second semester. By this time, students would have acquired more knowledge at two levels:

- The travel related services handled by travel agency, tour operator, airline industry, travel documentation (passport, VISA) procedures, Cruise lines, etc.

- Central and state governments' tourism policies, incentives, supports and regulations

This is expected to provide the students an opportunity to gain real professional experience, chance to apply classroom learning in an actual business environment, appreciate real Organizational problems and also to be aware of the career opportunities after completion of the tourism administration programme.

Project:

The project work is an important element of the tourism administration course because students would be able to foresee the future problems of the tourism industry and how to solve the problems of the related tourism development tasks like destination development and planning, hotel operations, public relations, airline industry travel insurance etc. The projects will provide an opportunity to apply research methods and design

mainly focusing on travel and tourism industry problems and solutions.

Conclusion

The paper discusses the tourism administration course curriculum and how it can be repositioned based on the present and emerging needs of the industry. The theoretical concepts and practical current knowledge about the tourism industry is to be imparted to the student. The importance of the tourism study circles is to be highlighted to take students to greater heights. The seminars and workshops would also build confidence among the student community. The practicing industry requirements should be matched with the tourism course content. The tourism festivals would lead to global tourism development in the current situation.

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SIGNIFICANCE OF HEALTHY HUMAN RESOURCE PRACTICES IN INCREASING EMPLOYEE PRODUCTIVITY AND SUSTAINED ORGANIZATIONAL GROWTH OF TRAVEL, TOURISM & HOSPITALITY INDUSTRY

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Introduction

Travel, tourism and hospitality is a service industry. As it is a labor intensive industry, people skills play an important role here. Thus managing human resource is a challenging task.

Human Resource Management encompasses a wide range of practices intended to attract, develop, reward, motivate, integrate and retain employees. However, practices that are effective in one organization / context may not evoke same or similar result in other organization / situation because of a number of factors.

The following are certain set of HRM practices that I am sure will deliver effective results for most of the travel, tourism and hospitality industries.

➢ Monetary incentives for excellent performance

➢ Rigorous selection and selectivity in recruiting

➢ Higher than average wages based on performance

➢ Employee - share ownership plans

➢ Extensive information sharing

➢ Decentralization of decision making and empowerment/ WPM

➢ Work organization based on self-managing teams

➢ Higher investment in training and skill development

➢ Having people do multiple jobs and job rotation

➢ Elimination of status symbols

➢ Standardized employee promotion

➢ Long-term perspective or strategies for manpower

➢ Work organization practices that motivate employee effort and capture the benefits of know- how and skill

➢ Compressed distribution of salaries across and within levels

➢ Measurement of HRM practices and policy implementation

➢ Coherent view of employment relations

These policies were identified as effective based on their positive contribution to bottom-line organizations in terms of turnover, sales, market capitalization and profits.

1. Monetary incentives for excellent performance & higher than average wages based on performance

Through research, it has been proved that money is the major motivational tool in increasing the employee productivity. The hospitality industry

has historically been a poor compensator of its employees. Pressure to increase wages comes from the projected labor shortage. While employee benefits have increased, hospitality companies are still far behind other industries.

In addition to basic pay, hotel and catering workers have access, in varying degrees, to a variety of other rewards system as comprising basic pay and informal rewards such as subsidized food plus tips or service charge plus 'fiddles' (pilferage that goes on in hotels) and 'knock-offs' (form of fiddle involving the purloining of small items such as soap, linen and towels, though more usually it involves stealing food). There are plans such as cafeteria benefit plan, where by company sets aside a certain amount for the benefit for each employee. Within that sum of money employees are free to choose which benefit they want based on their particular needs. Generally most of the hotels provide meals, uniform and paid vacations for their employees and medical or health plans. Some companies provide group life insurance coverage and some offer profit sharing saving plans & some others offer assistance to employees with related educational expenses to the dependents of employees. Some organizations provide pension plans and stock purchase plans.

Performance related pay, though an old technique in the form of variable pay has assumed renewed importance in the new economic organizations. Performance related pay can yield many benefits that include – i) rewarding people proportionate to their contribution and efforts ii) works as motivational tool iii) providing means to achieve equity in reward. In order to be effective performance related system, the scheme must be designed and installed scientifically. Performance related pay preferably should constitute 50% of the total compensation, rest being basic compensation.

2. Rigorous selection or selectivity in recruiting. and Higher investment in training and skill development

Organization success depends upon the type of manpower especially in case of travel, tourism and hospitality sector because it is people orientated. Thus, the need for scientific or selective recruitment. If employers did a perfect job of hiring employees, there would be no need for any other human resource functions.

Training actually begins in the orientation process. Most companies still do not take advantage of one of the most effective means for holding on to employees – a well – planned orientation program. Management often sees training as an expense rather conducted in a rushed, crisis atmospheres. The result is poorly trained workers. The seasonality of many hospitality businesses certainly makes training much more difficult. The cost is often difficult to rationalize. Training must be on –going, goal orientated and supported by top management. Good training can occur when managers establish an overall climate within which trainees want to learn and are reinforced for learning.

An increasing consideration of the social and service skills of hospitality and there is the need for total emphasis on the job skills. The steps to improving customer service are, define standards of quality service with measurable indicators, assess the current situation, develop effective service-improvement strategies, initiate the

solutions carefully, and provide feedback, recognition and rewards. The key is to define service in terms that employees can relate to and to institute procedures to train employees in the skills they lack.

3. Employee - share ownership plans

Employee stock ownership plan has become an essential ingredient in compensation design and has grown as a critical element of performance management system. ESOP is a right granted to an employee to purchase a specified number of shares of stock of the company at a predetermined price during a specific period.

Most of the software industries are practicing this and it can be applied to travel, tourism and hospitality sector also. It is viewed as the catalyst enabling socio-technical change process. As the company's stock value rises, employees participating in the plan can see their worth increasing. When the company gives share of stock or options to employees, the employees benefit from price appreciation without the company having to lay out cash individually.

4. Extensive information sharing

Information sharing is a central process through which team members of the organization collectively utilize their available resources. Information sharing is important for team performance, cohesion, decision satisfaction and knowledge integration. Information sharing positively predicted team performance across all levels of management. Extensive information sharing leads to uniqueness and transparency. Three factors affecting team information processing were found to enhance team information sharing task demonstrability, discussion structure and cooperation.

5. Decentralization of decision making and empowerment/ WPM

Employee involvement may be in different forms that include employee participation, co-determination, self-managing teams, quality circles, project teams etc. Employee involvement is beneficial when the solution presupposes multidisciplinary skills, to balance confrontations or conflicts, to build consensus and to provide opportunities for development of employees.

In high involvement work organizations one can create autonomous work groups. Most of the teams are self managed. Employees are provided with jobs that are challenging, motivating and satisfying. These organizations are publicly committed for no layoffs. These organizations are placed heavy emphasis on training, career development and personal growth of employees. Few hierarchical levels and elimination of intermediate levels and absence of supervisory level are common in these organizations. Decisions are arrived at with consultations and participation of all employees in the organization.

To empower employees, management must transfer some decision-making authority — this shows employees that management has faith in them. Participation may be encouraged through a variety of means; the result is greater employee involvement in certain aspects and greater organizational efficiency.

Employee empowerment generally involves management recognizing that employees are in a better position to oversee their own duties and work processes. Management plays a crucial role in empowerment, as employees cannot manage

themselves without being trained properly. Once employees are well-informed and educated regarding problem-solving strategies, management may then transfer some decision-making authority to them. The basic premise of employee empowerment involves the idea that employees are uniquely positioned to identify problems and to solve them.

Workers Participation in Management (WPM) involves management actively encouraging staff to assist in running and improving business processes and operations. Employee participation includes management recognizing individual employees' opinions and input, so that employees understand that management views them as unique and individually valuable to running the business.

Employee participation may be solicited in a variety of ways. For example, ask employees to drop suggestions regarding solutions to obstacles in a suggestion box. Suggestions should be reviewed and addressed at monthly meetings. Management should provide a reward to the employees whose suggestions are implemented. Employees should also be encouraged to speak freely about problems — and provide ideas about how to solve them – at meetings or when placed on problem-solving teams.

When decision-making authority is given to skilled employees, problems are resolved more quickly because employees can act fast and aren't required to seek permission for each decision they make. The end result is a more productive and efficient workplace.

Four managerial initiates and meanings which claim to be empowering:

a. Empowerment through participation Ex. delegation for decision making which in traditional organizations would be the domain of management.

b. Empowerment through involvement Ex. when management concern is to gain from employees experiences, ideas and suggestions.

c. Empowerment through commitment Ex. through greater commitment to the organizational goals and through improvement in employees' job satisfaction.

d. Empowerment through de-layering Ex. through reducing the number of tiers of management in organization structure.

The success of particular initiative will be judged ultimately by the extent to which the empowered employees feel personally effective, able to determine outcomes and have a degree of control over significant aspects of their working life.

6. Elimination of status symbols.

The marginal social status of many hotel & catering workers in terms of factors such as gender, race, and class is reinforced by a system of employment which is generally exploitative in respect of remuneration and conditions of work. The importance of status to an understanding of work in the hospitality industry does not end with consideration of the extent of labour market discrimination against certain categories of person. One can also find status differentiation within the industry. This has been seen at one level in terms of the distinction between 'core' and 'peripheral' workers.

Rigid organizational hierarchies have resulted in

highly differentiated and established status systems in the industry. This is based on perception of different positions and job titles. For example, receptionists see themselves as high-status group while other positions such as housekeeping staff carry a distinct stigma. The status system is established by tradition and myth and reinforced through group pressure. Perceived difference in status can also arise between different nationalities or between men and women like sex stereotyping and gender. There is the general perception that there is no career structure for the most room maids, waiters etc and that hotel & catering posts are perceived as 'dead end' thus making them less likely to attract long stay recruits. Chefs are given more importance than any other department staff. The feminization of labour is a process whereby the low status and rewards of jobs become associated with the performance of such jobs by women. For example, the clerical work once the domain of middle class males but through the introduction of clerical technologies now predominantly low paid typical female occupation. Thus, an attempt has to be made to eliminate the status symbols in the hospitality sector.

7. Work organization based on self-managing teams

Every manager and every organization wants to build self-managed work teams with a belief that they facilitate organizational effectiveness and some feel it is just the right thing to do since the successful organizations reported to have done the same. Managers must create a clear mental map with regard to what, why, and how of creating self – managed work teams in organizations.

Whenever self managed teams had failed they failed only because of lack of proper preparation on the part of managers and certainly not due to the teams themselves. It takes several months of sustained efforts to transform groups of employees into matured self-directed teams. The absolute commitment of management is a prerequisite element in this effort. Further, there will be stiff resistance from employees since the transformation to team working demands change in their working pattern and require new skills that include technical, administrative and interpersonal skills.

8. Having people do multiple jobs and job rotation

Most of the organizations experienced higher productivity and payment of higher than average wages as a result of the introduction by management of multi-skilling practices. Multi – skilling can help can help overcome common problems in the hospitality industry such as high labour turnover and the persistence of individual contracts. Multi-skilling places workers in a high-trust relationship with management which enhances the quality of their working lives when taken with the greater variety of work engendered by job rotation. In some cases, the viability of the hotel was perceived as depending on the provision high standards of service and the payment higher than average wages in order to ensure attraction and retention of staff in a competitive labor market. In order to overcome the cost implications of paying high wages, the management of hospitality industries must train the staff to perform multiple tasks and this policy is suitable on the belief that it would result in increased

productivity and job satisfaction and higher wages could be afforded by the company. At the same time, traditional hierarchical structures in hotels would be broken down with payment relating to skill grades rather than official occupational grades, and labor retention is increased by creating the possibility of internal promotion.

One can avoid the monotony and boredom by adopting the principle of job rotation and there by promoting multi-tasking. Some of the organizations during selection process itself, seek those candidates who can handle multiple jobs.

9. Long - term perspective or strategies for manpower

Quality of human resource in an organization, particularly in terms of talent availability, is largely depending upon HR planning and talent sourcing practices. When manpower planning is absent or carried out in an unscientific manner, the dominant consequence will be imbalanced manpower, i.e., either surplus or deficit manpower, both in quality and quantity terms. It is basic for all HR practitioners that contemporary and scientific approach is adopted in HR procurement.

The long term HR planning typically involves HR demand forecasting and HR supply forecasting .Demand forecasting has to be done based on various trends like changes in economy, technology, market trends, global trends, production schedules etc. For supply forecasting factors like employee turnover rate, absenteeism rate, current skill inventory, separations, productive levels etc. must be considered.

10. Coherent view of employment relations

A further manpower challenge that already faces tourism and hospitality and is likely to increase, relates to the overall national competition for skilled and educated labor, especially in the service sectors. Increasing attrition of skilled personnel to other personnel to other positions both within India and overseas seems a likely trend. There are various educational or training institutes both public and private which cater to the needs of the industry demand. India has comparatively well-developed and training support system for one that can form the nucleus in meeting the prime education manpower challenge that faces the industry.

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FROM VOLGA TO GANGA

Author: *Rahul Sankrityayan*

If I call this as a review then it will be a mistake or a misnomer. I do not think that I am competent enough to review a magnum opus of one of the greatest scholars of this nation. So let me call this as book introduction or recommendation. This book is a work of historical fiction concerning the migration of Aryans from the Steppes of the Eurasia to regions around the Volga river; then their movements across the Hindukush and the Himalayas and the sub-Himalayan regions; and their spread to the Indo-Gangetic plains of the subcontinent of India. The book narrates stories beginning from 6000 BC to 1942, the year when Mahatma Gandhi, the father of our nation called for the Quit India movement.

Professor Rahulji (Rahul Sankrityayan) is a born genius. An authority on culture and history, he travelled all over the world in search of knowledge and the treasure of his knowledge is found in his books. From Volga to Ganga is one his great creations. This book is a collection of 20 short-stories that documents the step-by-step development of human civilization, society and culture. Without considering an individual protagonist or an episodic event the stories have been written based on major changes or developments in the society. Some of these stories based on time-space requirements of the change-development of those times talk about 2-3 generations. In each story the author is honest to the core in capturing the traditions and customs that prevailed in those times.

This is one of the seminal works of Rahulji (first published in 1944) that documents the history of Indo-European people who were later known as Aryans. The stories travel over a time span of over 8000 years and cover a distance of over 10000 KM. For those who find history as dull and philosophy difficult to comprehend this book is presented in a simple and lucid manner in the form of captivating short stories. The stories are based both on facts and fiction.

Every single story in this compilation is a defining moment of the relentless movement of the Aryans from Eastern Europe to India capturing the turning points of their victories, migration towards the east, influence of the Vedic Rishis, the Buddha and his influence, the rise of Islam, the Colonial powers and their interests across the world, the freedom movement of Gandhi and Communism. The book seeks to bring history to life through its realistic short stories and intends to engage the reader in one of the greatest human migrations in history

The first four stories of this book Nisha, Diva, Amirthasvan and Puruhoot depict the society from 6000 BC to 2500 BC. The book is a guide to

evolution of societies as one can understand from the gradual transformation of a matriarchal society (the first two stories) to a patriarchal (the other stories) one and also a gradual change from a free society to one that embraces slavery. The fourth story Puruhoot that happens in Tajikistan in 2500 BC talks about the arms race and about the movement of Aryans towards India. The sixth story of Angira happens in Taxila in 1800 BC describes the Aryan and Non-Aryan clashes of those time and efforts taken to save the Aryan race from losing itself to other races in terms of culture and other developments. Pravahan, the eighth story that happens in Panchal, 700 BC is about the divide between the rulers and the ruled and the manipulative efforts of the upper class in keeping the people subservient to meet their vested interests. The tenth story Nagdatt (335 BC), a philosopher classmate of Chanakya, who travels to Greece to witness the fall of Athens to Macedonia, documents the frequent interaction between Indians, the Greeks and the mid easterners. The eighteenth story of Mangalsingh (1857 AD) talks about the first war of Indian Independence and about the diverse interests of its sponsors. Sumer, the last story (1942 AD) is about a man with Communist ideologies fighting the Japanese. The story discusses Gandhi's interactions with Capitalists in India, Socialism and Swadeshi Movement. This book is highly insightful and is a compelling and convincing argument against many taboos and myths that have plagued the society. The book challenges the readers to re-evaluate their preconceived notions about society, civilizations and history.

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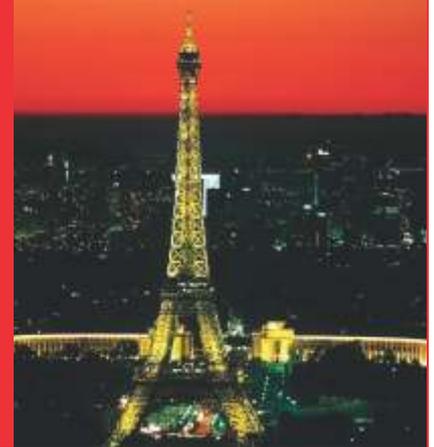
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