

Human Resource Planning and Development in Tourism

By: Rosy Laxman

This reference book can be useful for
BBA, MBA, B.Com, BMS, M.Com, BCA, MCA
and many more courses for Various Universities



NEERAJ
PUBLICATIONS
www.neerajbooks.com

Published by:



NEERAJ PUBLICATIONS

(Publishers of Educational Books)

Sales Office : 1507, 1st Floor,

Nai Sarak, Delhi-110 006

E-mail: info@neerajbooks.com

Website: www.neerajbooks.com

© **Reserved with the Publishers only.**

Typesetting by: Competent Computers

Terms & Conditions for Buying E-Book

- The User must Read & Accept the Terms and Conditions (T&C) carefully before clicking on the accept option for Buying the Online Soft Copy of E-books. Under this Particular Facility you may buy only the Online Soft Copy of E-books, no Hard Copy or Printed Copy shall be provided under this facility.
- These E-Books are valid for 365 days online reading only (From the Date of Purchase) and no kind of Downloading, Printing, Copying, etc. are allowed in this facility as these products are just for Online Reading in your Mobile / Tablet / Computers.
- All the online soft copy E-books given in this website shall contain a diffused watermark on nearly every page to protect the material from being pirated / copy / misused, etc.
- This is a Chargeable Facility / Provision to Buy the Online Soft Copy of E-books available online through our Website Which a Subscriber / Buyer may Read Online on his or her Mobile / Tablet / Computer. The E-books content and their answer given in these Soft Copy provides you just the approximate pattern of the actual Answer. However, the actual Content / Study Material / Assignments / Question Papers might somewhat vary in its contents, distribution of marks and their level of difficulty.
- These E-Books are prepared by the author for the help, guidance and reference of the student to get an idea of how he/she can study easily in a short time duration. Content matter & Sample answers given in this E-Book may be Seen as the Guide/Reference Material only. Neither the publisher nor the author or seller will be responsible for any damage or loss due to any mistake, error or discrepancy as we do not claim the Accuracy of these solution / Answers. Any Omission or Error is highly regretted though every care has been taken while preparing these E-Books. Any mistake, error or discrepancy noted may be brought to the publishers notice which shall be taken care of in the next edition. Please consult your Teacher/Tutor or refer to the prescribed & recommended study material of the university / board / institute / Govt. of India Publication or notification if you have any doubts or confusions before you appear in the exam or Prepare your Assignments before submitting to the University/Board/Institute.
- Publisher / Study Badshah / shall remain the custodian of the Contents right / Copy Right of the Content of these reference E-books given / being offered at the website www.studybadshah.com.
- The User agrees Not to reproduce, duplicate, copy, sell, resell or exploit for any commercial purposes, any portion of these Services / Facilities, use of the Service / Facility, or access to the Service / Facility.
- The Price of these E-books may be Revised / Changed without any Prior Notice.
- The time duration of providing this online reading facility of 365 days may be alter or change by studybadshah.com without any Prior Notice.
- The Right to accept the order or reject the order of any E-books made by any customer is reserved with www.studybadshah.com only.
- All material prewritten or custom written is intended for the sole purpose of research and exemplary purposes only. We encourage you to use our material as a research and study aid only. Plagiarism is a crime, and we condone such behaviour. Please use our material responsibly.
- In any Dispute What so ever Maximum Anyone can Claim is the Cost of a particular E-book which he had paid to Study Badshah company / website.
- If In case any Reader/Student has paid for any E-Book and is unable to Access the same at our Website for Online Reading Due to any Technical Error/ Web Admin Issue / Server Blockage at our Website www.studybadshah.com then He will be send a New Link for that Particular E-Book to Access the same and if Still the Issue is Not Resolved Because of Technical Error/ Web Admin Issue / Server Blockage at our website then His Amount for that Particular Purchase will be refunded by our website via PayTM.
- All the Terms, Matters & Disputes are Subjected to "Delhi" Jurisdiction Only.

CONTENTS

| S.No. | Page |
|--|-------------|
| 1. Concepts and Process of Human Resource Planning | 1 |
| 2. Macro Level Scenario of Human Resource Planning | 11 |
| 3. Methods and Techniques: Demand Forecasting | 19 |
| 4. Methods and Techniques: Supply Forecasting | 29 |
| 5. Job Evaluation: Concept, Scope and Limitation | 39 |
| 6. Job Analysis and Job Description | 46 |
| 7. Job Evaluation Methods | 54 |
| 8. Human Resource Information Systems | 63 |
| 9. Human Resource Audit | 69 |
| 10. Human Resource Accounting | 75 |
| 11. Human Resource Development: An Overview | 92 |
| 12. Human Resource Development Systems | 98 |
| 13. Task Analysis | 107 |
| 14. Human Resource Development in Service Industry | 115 |
| 15. Organising for Human Resource Development | 127 |
| 16. Emerging Trends and Perspectives | 133 |

Sample Preview of The Chapter

Published by:



**NEERAJ
PUBLICATIONS**

www.neerajbooks.com

HUMAN RESOURCE PLANNING AND DEVELOPMENT

Concepts and Process of Human Resource Planning

1

INTRODUCTION

Human Resource Planning can be defined as the process by which an organisation ensures that it has the right number and kinds of people, at the right places, at the right time and that these people are capable of performing their tasks effectively and efficiently. By ensuring all this organisation can achieve its overall objectives. Thus Human Resource Planning can be called manpower planning, personnel planning or employment planning and in other words it is cost-effective utilisation of employees. When HR Planning is applied properly in the field of HR Management, it would assist to address the queries as the number of staff the organisation should have, the type of employees as far as skills and abilities the company should have, in what way the organisation best utilise the available resources and finally the concept of talent management to be employed in the company. Poor HR Planning and lack of it in the organisation may

result in huge costs and financial losses. There is a tendency to recruit more than required employees because of that cost of bad recruitment is more. Therefore effort should be on forecasting that is the needs of the employees are derived from the corporate objectives of the organisation. The next step is to take stock of the current employees in the organisation. The HR inventory should not only relate to data concerning numbers, ages, and locations, but also an analysis of individuals and skills. Nowadays everything is human capital. Therefore planning of recruitment is of vital importance in any organisation.

CHAPTER AT A GLANCE

OBJECTIVES OF HUMAN RESOURCE PLANNING

The main objectives of human resource planning are to see that the manpower is utilised to the most, that it helps decrease the CTC by few per cent, decrease in the training cost for the company, there

2 / NEERAJ : HUMAN RESOURCE PLANNING AND DEVELOPMENT

should be increase in the number of suggestions generated by the employees, increase in the number of quality circle projects that the employees take up, decrease in the absenteeism and ensuring desired percentage of employee engagement.

CONCEPT OF HUMAN RESOURCE PLANNING

The managing of staff more effectively and efficiently requires a broad process known as Human Resource Planning. It constitute one of the major strategies to enhance and improve work performances, this is done by removing deficiencies and prevent deficiencies. The process of Human Resource Planning include analysis of level of skill in the organisation, analysis of current and expected vacancies due to retirement, discharges, transfers, promotions, sick leaves, absence or other reasons and analysis of current and expected expansions. This also indicates that plan has to be made internally by the Human Resources for training and development of present employee, for advertising job opening recruiting and hiring new people. A good Human Resource Planning must respond appropriately to the rapid changes in the society and must go beyond forecasting to all aspects of personnel management.

NEED FOR HUMAN RESOURCE PLANNING

In today's scenario education and training holds the dominant place, and HRP basically involves in the decision-making with regard to education which helps in the enhancement of the human resources in economic development on the whole. After this the main question that lurks in everyone's mind is that how the policy planners reach out on a decision.

For any market mechanism to grow their needs a good relationship between producers and consumers. In any competitive market economy, all the participants amongst the producers need to have the best of knowledge about the market trends. Thus the bonding between the two that is consumers and the producers helps in the final outcome of set prices which guarantees maximum allocation of resources.

The standard definition of optimality given by Pareto is that welfare of every participant is basically viewed from the point of view of the individuals' perception of choices and performance according to his her own standards.

There are some conditions which needs to be fulfilled to achieve Pareto's optimality in resource allocation and they are as under:

- informed consumers
- absence of internal economies of sales in production
- absence of externalities either in production or in consumption
- absence of public goods

If any of the above condition is not met then it leads to market failure.

The next thing which comes into picture is that does education violates any of the given four conditions as under:

- 1. Consumers Knowledge of Education:** Parents play the most important part in deciding the education stream their children will take. There are cases when parents are not well informed about the system and in these cases state government plays a very important part by providing vocational courses.
- 2. Scale Economies in Production and Education:** The maximum allocation of resources in case of education signifies that all resources should be equally productive. The resource allocation pattern is not optimum if there is scale economies in any one or more segments of education.
- 3. Externalities in Production or in Consumption:** It is recommended if some activities are capable of generating external benefits then it is all the more good. Education has many external benefits. They may pertain to social benefits or economic benefits.

- 4. Public Goods:** When public goods are generated then no single individual can be given due for losses or gains but it goes to the whole society.

NEED FOR HUMAN RESOURCES PLANNING IN TOURISM

The Ministry of Tourism in India seeks ways to promote and develop tourism. Tourism industry growth in our country is prone to the changing economic conditions. In the event when our country is passing through a low phase or an individual's job is at stake, not many people choose to travel. This poses a limitation and people are constrained to spend on travelling. Therefore in such times Human Resource Planning in tourism is very important. As the tourism industry is dependent on labour, and labour costs of goods and services produced are very high. It means that labour expenses have an important share on total expenses. In order to provide quality goods and services at a reasonable price, and compete with their competitors, tourism administrators must control the labour expenses and satisfy their employees. Tourism industry in India is facing an acute shortage of manpower which is educated. Employees are the only source who materialize the dreams and without them the vision would remain only a dream. In the hospitality industry, the interaction between customer and employee takes on a special meaning and importance, and customer satisfaction depends almost entirely on the best performance from the staff. It is therefore most important to attract the right kind of employees and then induct, support, motivate and retain them. Good beginning can be made by recognizing the elements of job satisfaction from the employee's viewpoint. For this it is must to have good work conditions, to built up opportunities for promotions, give fair pay to the employers, get the best opportunities for training, as much as possible make the job interesting, give them reasonable level of responsibility, to an extent basic security be given to them, their work needs to be appreciated.

The word hospitality means to receive as a guest. Hospitality may bring to mind the times your relatives stayed over at your home, or the times your family went on vacation and stayed at a resort or hotel. As a guest, what is expected for the guests? Traditionally, the requirements of a guest are food, drink, and shelter. If the word hospitality refers to the provision of these three necessities to travellers, then the industry consists of businesses that do this. Some hosts, however, also provide entertainment for their guests, like on a cruise ship or a casino. The entertainment industry is far-reaching, including everything from theme parks to sports events. Unlike hospitality, entertainment is not associated with the provision of a tourist's basic needs, and as a whole separate industry altogether.

We should be rest assured that no trip can be successful without the help of right manpower or creativity and the best of services provided and for that matter an ideal place for a perfect vacation is Chokhi Dhani Resort and what makes it so?... Without further contemplation it is the multiple facilities fulfilling all needs of guests. Chokhi Dhani has incorporated all that is needed to make a guest's stay, a memory. Its continual improvement system always maintains the standards. So guests are assured that their comfort is in right hands. The warmth of service will make their stay one of the most comfortable and full of fond memories, making them come back to this place again and again. This is the awe of right kind of concept in tourism. Tourism has explored Kerala to the fullest and the results are beyond expectations. People are visiting this state which is a wonderful state to tour. One can club the holidays in Kerala with various rejuvenation programmes offered by *ashrams* and hotels in Kerala. Kerala has a number of hotels and Ayurvedic clinics. Kerala is the front-runner in providing the best wellness therapies. The state has many hotels that offer fine facilities to tourists visiting the state. Apart from hotels, the state has various Ayurveda ashrams that are practicing the Ayurvedic treatments for a long time. These ashrams are the ideal centres for Ayurveda treatment.

4 / NEERAJ : HUMAN RESOURCE PLANNING AND DEVELOPMENT

In order to have improvements in HRD standards it is important to have HRP in tourism in order to act we need to think. Just as we need tools like screwdrivers and hammers to do jobs around the house, we need tools with which to think. Acting and thinking about HRP is no different. This will enable you to think deeply, carefully, critically, and reflectively about the nature of the human resource, the workplace, and the possibilities, limitations, aims, and role of human resource management. HRP is a kind of risk management. It involves realistically appraising the present and anticipating the future (as far as possible) in order to get the right people into right jobs at the right time. With the growing trend in tourism it is the right tool for earning foreign exchange. In the competitive world India and other countries are trying their best to make the maximum. Thus globalisation means managing HR diversity, new cultural change, new training etc. Tourism has become very demanding and for that full attention has to be given to HRP and HRD in tourism industry and this will result in manyfold improvement and hence gain profit.

APPROACHES TO HUMAN RESOURCE PLANNING

Corporate social responsibility can be defined as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. It is about companies going beyond minimum legal requirements in order to address societal needs. Only when the whole world frames their thinking about society's problems in similar ways can a mechanism for cooperation develop. Tourism is not different. For any educational planner the three options exist. The foremost is to treat education as consumption good; the second option is to use it as investment good and finally to consider skilled manpower as basic input to production of goods and services within the economy.

There are three main approaches to educational planning that is social demand, manpower

forecasting, and cost benefit. The social demand approach, useful only for reference purposes, attempts to forecast and assess consumer demand for education. Manpower forecasting tries to insure an output of the educational system to meet future economic demands, but provides mere approximations for medium and short run goals. The cost-benefit approach, which will be most utilised in the future, attempts to insure either maximization of some objective function, or minimization of resources used to achieve a certain goal.

Social Demand Approach

The demand for education in the society beyond assessment. education planning has been highly centralized. Plans were and have continued to be conceived, initiated and developed by the central authority at the national level. Thereafter, developed plans were disseminated to lower organs for adoption and implementation. In response to the planning reform requirements a number of initiatives have been put in place to set the new system in motion. The planning reform initiatives include school mapping and micro planning of the whole school development programme and ward-based education management programme. The gap between the demand and supply of education related information is widening. Currently, information tends to be confined to people within particular units or departments. Even within the same institution, information on the performance of one department may not be readily available to another department. Thus, seeking for education information from various institutions becomes a tedious task. There are also concerns on the accuracy and relevancy of some education data collected. All these need to be addressed properly and efficiently.

There are some constraints in the projection of social demands for education, like

- Unconducive learning environment.
- Shortage of teaching and learning materials.
- Shortage of teachers in schools especially in rural areas.