Unit-1
Hospitality: Origin and Evolution in International Context

Structure:

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1.1 Introduction:

Hospitality is treating people like you would want to be treated when you're are undertaking the visit or travelling. It means making the tourists feel happy and fully contented and welcomes them or her not only as your guests but also as the guests' of the hotels. Hospitality is genuinely smiling faces. The hospitality industry can be termed as deliberate, planned and sustained efforts to establish and maintain mutual understanding between an organization and the public. i.e, the business of keeping and making friends and environment also. As per the Oxford Dictionary hospitality is defined as 'Reception and entertainment of guests, visitors, or strangers with liberality and goodwill'' The word hospitality is derived from the Latin word 'Hospitalities'. Hospitality activity covers everything – providing attentive and courteous services, facilities and amenities to a traveller' meeting and greeting him at the door, providing efficient and crazy food and beverage to him in his room, i.e., providing' a Home" away from Home" and making his visit a memorable and pleasant experience.

ln most of the countries, all over the world' a guest is received with a great amount of courtesy and warmth and is provided with entertainment' The basic concept of hospitality is to make the guest feel that he has come among friends and that Guests always welcome. Although the basic concept of hospitality has remained the same, yet with the passage of time and development of technology and science, the needs and wants of travellers have changed greatly thus providing numerous services and facilities in terms of accommodation and other basic needs such as food and beverages. In the olden day's kings, lords, maharajas, landlords and sometimes the panchayats used to provide food and shelter to travellers and their animals free of charge as it used to be a benevolent activity.

As a part of the hotel staff, the guest should be welcomed with great interest should feel at home. Make their memorable stay in your hotel this should be the motto.

The arriving guest is always greeted with a Smile and proper salutation to show interest in his trip and his well-being. Hospitality means anticipating and satisfying a guest's needs.

1.2 Objectives of the Chapter:

The reader can convey feelings of welcome to the guests by following conventional practices identity the hospitality market and accommodations sector and is also able to trace the path and growth and development. The reader understands the guests need and can provide Guest satisfaction by professional and efficient delivery of the services.

1.3. Hospitality and Hoteliering Origin and Evolution:

The hospitality industry is a part of a larger enterprise known as the travel and tourism industry. The travel and tourism industry is a vast group of businesses with one goal in common: providing necessary or desired services to travellers. Advances in transportation enabled more people to travel greater distances at less cost spreading tourism across the globe. From modest origins, hospitality and tourism rose to become two of the largest worldwide industries.

Warriors or traders were the early travellers but they did not have hotels to accommodate them. The warriors used tents but the merchants seeking to trade tools,

clothing and livestock, traded merchandise for lodging. The inns offered little more than a cot or a bench in the corner of a room or a stable. Most of them were private residences that offered temporary residence or lodging to strangers. Guests stayed in large communal rooms where sanitation and privacy were non-existent. After the establishment of money in the 6th century BC, innkeeping was one of the first commercial enterprises and hospitality was one of the first services for which money was exchanged.

1.3.1 From the Antiquity and Middle Ages:

The history of hotels is intimately connected to that of civilizations. Or rather, it is a part of that history. Facilities offering guests hospitality have been in evidence since early biblical times. The Greeks developed thermal baths in villages designed for rest and recuperation. Later, the Romans built mansions to provide accommodation for travellers on government business. The Romans were the first to develop thermal baths in England, Switzerland and the Middle East. Later still, caravanserais appeared, providing a resting place for caravans along Middle Eastern routes. In the middle Ages, monasteries and abbeys were the first establishments to offer refuge to travellers regularly. Religious orders built inns, hospices and hospitals to cater for those on the move. In the third century AD, Roman Empire developed an extensive system of brick-paved roads throughout Europe and Asia Minor. Small roadside lodges were constructed due to an increase in road transport. During the Industrial Revolution in the 1700s, the Europeans began to combine food and beverage service with lodging. No attention was given to sanitation and beds as well as rooms had to be shared with other travellers. These early European inns were unsuitable for aristocrats. To accommodate wealthy travellers, luxurious structures were erected. These offered private rooms, individual sanitation and all comforts of a European castle. These elegant new establishments adopted the French name for mansion, 'hotel'. The rates they charged were very high and well beyond the means of common citizens.

1.3.2 The Start of the Hotel Industry:

In France, at the beginning of the fifteenth century, the law required that hotels keep a register. English law also introduced rules for inns at that time. At the same time, around 1500 thermal spas were developed at Carlsbad and Marienbad.

During this epoch, more than 600 inns were registered in England. Their architecture often consisted of a paved interior court with access through an arched porch. The bedrooms were situated on the two sides of the courtyard, the kitchen and the public rooms at the front, and the stables and storehouses at the back. The first guide books for travellers were published in France during this period.

An embryonic hotel industry began to develop in Europe. Distinctive signs were hung outside establishments renowned for their refined cuisine. At the end of the 1600s, the first stage coaches following a regular timetable started operating in England. Half a century later, clubs similar to English gentlemen's clubs and Masonic lodges began to appear in America. In Paris in the time of Louis XIV, the Place Vendome offered the first example of a multiple-use architectural complex, where the classical façades accommodated boutiques, offices, apartments and also hotels.

1.3.3 In the Nineteenth Century, Hotels Take Over the Town:

The industrial revolution, which started in the 1760s, facilitated the construction of hotels everywhere, in mainland Europe, in England and America. In colonial America, inns were modelled after European inns. Beds and rooms had to be shared with strangers. Throughout the 1800s, American innkeepers improved their services and continued to build larger properties. Most of these were located in seaport town since sea transport was a very widely used mode of travel and transport then.

In New York first of all, and then in Copenhagen, hotels were established in city centres. At the beginning of the 1800s, the Royal Hotel was built in London. Holiday resorts began to flourish along the French and Italian Rivieras. In Japan, Ryokan guest houses sprang up. In India, the government-run Dak bungalows provided reliable accommodation for travellers. The Tremont House in Boston was the first deluxe hotel in the city centre. It offered inside toilets, locks on the doors and an "à la carte" menu. The first American hotel the 'City Hotel' opened in 1794 in New York City. It was one of the largest buildings in the city and was built exclusively for hotel purposes. It had 73 guest rooms. 'Adelphi Hotel' in New York was the first high-rise structure in the city. In 1822, in Venice, a certain Giuseppe Dal Niel transformed an old palace into a hotel and gave it his name, "Le Danieli". As trains began to replace horse-drawn transport, highway inns for stage coaches started to decline. During this period, the Shepheards Hotel in Cairo was founded, the result of a complete transformation of an ancient city-centre harem.

In 1829, a large new hotel was constructed in Boston. 'Tremont House' was the earliest first-class hotel in America and brought a revolution in the hospitality industry. This hotel was the first to offer private rooms with locking doors. Each guest room had a wash basin and a water pitcher and a bar of soap. Other innovations included a full-time service staff, a French restaurant which was located in the lobby, etc. These American hotels became important social centres and unlike their European counterparts, welcomed anyone who could afford the reasonable rates. Meanwhile, in Europe, sanitary lodging continued to be regarded as a privilege to be enjoyed only by the aristocracy. But in democratic America clean and comfortable accommodation was available to any middle-class worker or family.

L'Hôtel des Bergues was built in the spring of 1834 on the shore of the Lake of Geneva. One of its founders, Guillaume Henri Dufour, became a famous Swiss general. In 1840, l'Hôtel des Trois Couronnes was established in Vevey in Switzerland and the Baur au Lac in Zurich, fully refurbished since 1995. In New York, the New York Hotel was the first to be equipped with private bathrooms. The "Bayerischer Hof" was built in Munich in 1841, followed in 1852 by the "Vier Jahreszeiten". These two famous establishments were completely renovated after the Second World War.

1.3.3.1 Le Grand Hotel Paris:

The inauguration of the Grand Hôtel in Paris took place on 5 May 1862 in the presence of Empress Eugénie. The orchestra, directed by Jacques Offenbach, played the Traviata. This building was designed by the architect Alfred Armand, to "show the élite of travellers from all over the world the progress made under the Second Empire by the sciences, arts and industry".

The exterior façades with their high arched doors and their Louis XIV windows were in the style required for the surroundings of the Opéra. The greatest names in painting and decoration participated in the completion of this hotel, the grandest in Europe in its dimensions, luxury and installations. The first hydraulic lift was installed in this hotel. "Lighting was supplied by 4000 gas jets; heating by 18 stoves and 354 hot air vents.
In 1890, the entire hotel was equipped with electric lighting. Due to the installation of steam central heating in 1901, baskets of wood were no longer sold on the floors. Some years later the hotel was renovated. The further renovation took place in 1970 and 1985. In 1982, it became a member of the Intercontinental chain. Since 1992 the hotel has been equipped with a central Building Management System. In June 2003, Le Grand Hôtel Paris has re-opened its doors following an eighteen-month multi-million dollar renovation. The Fifth Avenue Hotel in New York City was the first in that period to provide lifts for its guests. 1869 saw the inauguration, near Cairo, of the Mena House, an oasis of calm and luxury, at the foot of the famous pyramids of Cheops, Chephren and Mikerinos. In 1870, the Palmer House Hotel in Chicago was the grandest of all hotels. Its structure, the first of its kind, was fire-resistant. In 1873, the Palais de Würtemberg in Vienna was transformed into a superb luxury residence for the notables of the epoch, l'Hôtel Impérial. Kings and queens became regular visitors to what is, without doubt, the finest example of the refined architecture of the Ringstrasse in Vienna. It is said that Richard Wagner directed the first productions of "Tannhäuser" and "Lohengrin" there. Two years later in 1875, the Grand Hotel Europe opened its doors in St Petersburg. This prestigious place where Tchaikowsky spent his honeymoon and where Shostakovich played a sonata for Prokofiev in his suite. In 1880, the Sagamore Hotel on Lake George in the state of New York was the very first to provide electricity in all its rooms.

The first school for hoteliers was founded in Lausanne, Switzerland in 1890 by J. Tschumi, Director of the Beau Rivage in Lausanne, and A.R. Armleder, the "father" of the Richemond in Genève. In Monte Carlo, l' Hotel Hermitage opened its doors in 1896, offering its guests the refined and luxurious atmosphere enjoyed by the rich at the close of the nineteenth century. Shortly afterwards, the Victoria Hotel in Kansas City offered bathrooms in every room. The Netherland Hotel in New York City then became the first to provide all its guests with their telephone.
In Athens in 1874, Stathis Lampsas, a chef by profession, realised his dream by building l' Hotel Grande Bretagne. Athens was suffering at that time from a shortage of water. It is said that the personnel bought water from carriers in the street to bring to the 80 bedrooms and the two bathrooms. Of course, the establishment has undergone several renovations since that time.
In 1894, the Grand Hôtel became the first Italian hotel to boast an electricity supply. The Swiss hotelier Caspar Badrutt opened the famous Palace de Saint Moritz in 1896. In 1898, César Ritz, from the Valais in Switzerland, who became, to quote the famous phrase of King Edward VII, the "king of hoteliers and hotelier to kings", opened the hotel which bears his famous name in the Place Vendôme in Paris.

1.3.4 The Twentieth Century: The Age of Prosperity:

The early years of the twentieth century were rich in new hotels which rapidly became prestigious. Edouard Niiermans, the "architect of palaces", transformed the Villa "Eugenie", the summer residence of Emperor Napoleon III and his wife Eugénie de

Montijo, in 1900. In 1905, he built l'Hôtel du Palais in Biarritz. In 1913 his "Négresco" was opened in Nice, in the presence of seven kings!

In Madrid, King Alphonse XIII was anxious that the capital should have a luxurious and prestigious hotel, and as a result, the Ritz was inaugurated in 1910. Seville paid its homage to the king by opening a splendid establishment, constructed by the architect José Espiau, the Alphonso XIII. Not to be outdone, Barcelona inaugurated its own Ritz in 1919. This was equipped with an unheard-of luxury at that time, bathrooms with hot as well as cold water! We could also cite, among many other hotels built in the same period, the Ritz and Savoy in London, the Beau-Rivage Palace in Lausanne, le Négresco in Nice, the Plaza in New York, the Métropole in Brussels, the Plaza-Athenée and l'Hôtel de Crillon in Paris, the Taj Mahal in Bombay and so on. The latter was renovated in 1972 by the Inter-Continental chain.

The prosperous nineteen-twenties saw a veritable boom in the hotel industry. Numerous hotels were established in this decade. In 1923, the architects Marchisio and Prost constructed a hotel in some wonderful gardens in the heart of Marrakech in Morocco, and for decades it was considered the most beautiful hotel in the world: La Mamounia. Winston Churchill helped to forge its reputation by becoming a frequent guest.

Hotels were built not only in cities but also in the mountains. The first ski resorts in Switzerland (Saint-Moritz, Gstaad, Montana, etc.) welcomed tourists (often English ones) to some very comfortable establishments.

The worldwide depression which followed in 1929 did not prevent the construction of the famous Waldorf Astoria in New York. This was the greatest hotel edifice of those troubled times.

After the war, the fifties saw the second boom in the hotel industry. The Club Méditerranée (G. Trigano) created the now famous, but then-revolutionary concept of the club village. These years were also notable for the construction of the first casino hotels. This was also the time when the airline companies began to develop their hotels.

In 1950 new concepts such as motels boatels, floatels, Rotel and hotels, etc developed after the Second World War many trained staff joined the army hence standard of service lowered, however, occupancy was improved.

In 1952, Kemmons Wilson formed 'Holiday Inn and the first Holiday Inn was made in 1952 at Memphis-Tennesse.

1. **Motels**: Motels or motor hotels were born during this period. More and more American families travelled by their automobiles. Moreover, habits tastes and desires underwent a considerable change. A new mode of informality had come into the Americans way of life. Suddenly there was a way out to eliminate formal dress tipping and parking problems. The rooms were well furnished in a modern way wall to wall carpeting was provided and
2. **Boatels:** these are hotels on boats.
3. **Floatels**: hotels are located on the ships and the facilities and services.
4. **Roatels:** hotels on wheels. A limited number of rooms or cabins are there for couples. All conveniences of guests are looked into.
5. **Loatels:** it refers to the five stars deluxe hotels with the facility of a helicopter landing on the terrace.

In the sixties, new tourist resorts flourished around the Mediterranean. From Spain to Greece and from the Balearics to Yugoslavia, numerous city and beach hotels opened

their doors to summer guests hungry for relaxation and a good dose of sunshine. Portugal and the Scandinavian countries soon followed their lead.

In the 1960s, a new type of lodging outlet - the economy, or budget hotel entered the picture. These lodging establishments sold only room space without F & B service. To save on construction costs, the economy hotels were built on inexpensive land and had small lobbies. They also hired minimum staff. By minimizing costs the budget hotels were able to give much lower room rates than their competitors. The first successful economy hotel, 'Travelodge', opened in Tacoma, Washington, in 1956 but the chain expanded nationwide by 1966. By the early 1970s, the idea of low rate motel/s hotels had captured the imagination of investors mini bars are the standard amenities of most budget hotels. These hotels/motels are also called no-frills hotels.

In the early 1900s, a new type of traveller entered the picture, the travelling businessman. For him, the world-class hotels were too expensive and the old-style inns too unsanitary. A new type of lodging establishment was opened for these types of guests - 'the commercial hotels'. It was opened by Mr. E. M. Statler, at Buffalo, New York, in Jan. 1908. It was the beginning of the chain hotel concept. This hotel provided private sanitary rooms with a private bathroom. The guest received a pitcher of ice water and morning newspaper every day. "A room and a bath for a dollar and a half "were well known among American travellers.

The Great Depression nearly wiped out the hotel industry. But one hotel operator, Conrad Hilton, managed to stay afloat as a result of his oil and gas investments. Around 1940 - 1950, the Hilton Hotel Corporation built or bought numerous luxury hotels around the world and competed with the largest hotel chains of the time Sheraton and Statler. With the end of World War II, the hotel industry unexpectedly entered a new era of prosperity, Americans began travelling as never before. With an automobile in every garage, Americans began touring the country with their families. For this new type of traveller - the vacationing family unit- the formality of a traditional hotel was inappropriate. Families travelling in their cars needed casual lodging that was accessible from major highways and had ample facilities for parking. The early properties were small and had fewer than 50 rooms. Most of them were owned and operated by a couple and were called Mom and Pop properties. By 1960, the motor hotel or the motel had become a permanent and influential part of the hospitality industry. By this time the motels had over 100 rooms with a separate parking space for each unit.

By 1973, the no. of travellers staying in motels surpassed the no. of people staying in full-service hotels. To compete with these low-end properties, mid-market hotel chains introduced their limited-service hotels. These hotels combined some of the features of the full-service hotels with the cost-saving of the budget hotels/motels. eg. Holiday created the limited-service Hampton Inn chain and Marriott created Courtyard hotels. In these hotels, all the rooms have separate living and sleeping areas. The lodging trend of the 1990s is towards expanded services made possible through the consolidation of responsibilities. Guest services departments are found in hotels of all classes. These departments combine services that traditionally were performed by the bell or door attendant, a concierge and an in a house travel agent. Two new concepts in the hotel industry are 'The All-Suite Hotels' and 'The Residential Hotels'.

1.3.5 Hoteliering: for the Business People:

1970 saw the beginning of the construction of hotels for business people. This movement was supported by several factors. First of all, there was the will of the airline companies to extend their efforts in the domain of hotels.

Then there was the sudden prosperity, due to black gold, of Middle Eastern countries which attracted business people from the entire world. This engendered an important business travel trend - not limited to this region alone- which initiated the development of hotels primarily designed for business people in Middle-Eastern cities like Dubai, Abu Dhabi, Riyadh and Jeddah, to mention only the most important. Hotel chains, attentive to their customers' wishes, started to offer an increasingly varied range of services. Their rooms became more spacious and the cuisine more refined.

Gradually, too, various first-class hotels (among them former palaces and city centre hotels) which had fallen into disrepair began systematic renovation programmes. The end of the seventies, when China opened its doors to foreign tourists, also saw the first congresses of international hotel experts.

The third hotel industry boom:

The third boom in the hotel industry began in 1980, marked by more inventive marketing and the development of hotels increasingly adapted to a particular type of clientele. This trend prompted the construction of hotels near airports, hotels for conferences, health hotels, ski holiday hotels, holiday villages and marina hotels. The first Property Management Systems (Fidelio, Hogatex, etc.) appear in the hospitality market.

In Istanbul in 1984, work began on the renovation and transformation into a hotel of the prestigious sultans' residence, the Ciragan Palace in Istanbul. The resulting hotel is no less prestigious than the Ciragan Palace was. Managed by the Kempinski chain, it opened its 322 rooms to guests in 1991.

The first administrative hotel management systems, offering hotels greater independence from human resources, then appeared on the market. The hotel industry was becoming more and more competitive. Business travellers and retired people became important target customers.

In the eighties, too, the Far East began to prepare itself to welcome both business people and the tourists who were beginning to discover the countries of the rising sun, such as China, South Korea, Thailand and Japan. The international chains (American for the most part) prepared expansion plans for Europe, the Middle and Far East which were mainly aimed at congress participants and business people.

1.3.6 The Nineties: Technology Starts to Make an Impact:

The early nineties were characterized by a recession in the hotel business, without doubt, caused by reductions in multinationals' travel budgets and the growing crisis in the Gulf. The Gulf War helped to create great insecurity for both individuals and businesses. 1991 is considered to be the black year of the hotel trade. It forced hoteliers to become more creative in finding ways of attracting guests (special programmes, offers for "frequent travellers", high-performance reservation systems) and thus emerge from the crisis with the minimum damage.

For the first time, the environment and energy conservation played an important role in the marketing activities of numerous chains (thanks in part to the green movement) and

even helped to win the loyalty of numerous clients while safeguarding assets at the same time.

Reservation systems became more efficient and offered the hotelier a new dimension in the creation of customer loyalty, the database. The records of each guest's individual history have helped create individualized marketing programmes and have enabled hotels to satisfy a guest's personal needs from the moment of his arrival.

Hotel Adlon Berlin is a legend reborn. From its opening in 1907, until it was destroyed in 1945, it was a symbol of Berlin, a lavish host for royalty, heads of government, stage and screen stars, and the greats of literature and science. Now, it has been rebuilt (1997) on its original site, the corner of Unter den Linden and Pariser Platz, facing the Brandenburg Gate. Outside, it is a virtual replica of the original; inside it is testimony to what smart hotel operators (in this case the Kempinski group) can accomplish with an investment of $260 million. The hotel's 337 rooms and suites are the ultimate in luxury. Interiors, designed by England's Ezra Attia and Sweden's Lars Malmquist, dazzle with marble, sandstone, stained glass, gold leaf, stuccowork, cherry wood panelling, and damask draperies. This hotel is today equipped with the most advanced technology with regards to the Room Management System communicating with the Property Management System.

Since 1992, the most important international chains have been vying with each other in ever greater imaginative feats related to the vital process of renovating their establishments worldwide. Technology has started to take its rightful place in hotel administration (simplification of check-in and check-out procedures, global reservation systems, marketing management etc.). In 1995, the first Hotel Room Management System is launched at the European level. It is linked to the most popular Property Management Systems to make the front desk more efficient and near to the guests.

At International Technology Forums, speakers unanimously underlined the impact of technology on hotel rooms.

Hotel chains have been searching for alliances and some of them. For example Holyday Inn, Intercontinental, and Crown Plaza have merged to form Six continents hotels Chain; Marriot absorbed Renaissance and Ramada International; Sol Melia opened a new line of Boutique hotels, Accor signed several joint ventures in the East and the Far East, etc.) Forte acquired Méridien to reinforce its global position. Star woods (Sheraton) absorbed the Italian Ciga chain and Westin.

The main expansion zones for the hotel industry in 1994 remained Asia (particularly China and India), the Middle East (above all, the United Arab Emirates and Egypt) and Latin America.

In Europe, hotel enterprises in the eastern countries (Russia, Croatia, Slovakia, etc.) decided to renovate dilapidated palaces built at the turn of the century. All the European capitals started to invest in preparations for the major event of this fin de siècle period, that is, the celebration of our entry into the third millennium. The 3 star hotel Millennium enjoying top-level of the On-line Room Management System is situated at the best site in Opatija at the Mediterranean coast. Opatija in Croatia corresponds, in terms of reputation, to the level of St. Moritz in Switzerland. Capitals throughout the world were busy developing the necessary infrastructure to welcome the millions of tourists for the celebration of this event.

Major hotel chains are drawing up development plans in almost all parts of Europe. These plans primarily involve the renovation of numerous prestigious hotels in both western and eastern European countries. Gradually, the great capitals of Europe have

been endowed with hotels boasting three, four and five stars, offering quality services, innovative architecture, style, charm, and interior design (city Boutique hotels). Specialised hotels offer wellness programs including health and beauty centres, personalised services and treatments, anti-stress, revitalising, regenerating programs, etc.

In 1995 construction began in Dubai of one of the most ambitious and prestigious tourist complexes in the region, the Jumeirah Beach Hotels (Jumeirah Beach Hotel, Burj Al Arab, etc.). These comprise several establishments capable of satisfying the needs of average tourists, business people and those who can afford the real luxury. The talk now is of six- and seven-star hotels, a surprising designation which is nevertheless perfectly justified by the luxury of the bedrooms and the facilities they offer, the impeccable service, the high degree of modern technology, as well as the beauty of the surroundings and the high-quality environment.

In 2004, another Emirate, Abu Dhabi, will welcome the delegates of the Gulf Council Countries. in the new Conference Palace Hotel (CPH). This superior construction has been specified "to offer the most outstanding services with a challenging 9-star definition"… We will, of course, report on it at a later stage.

On-line in seconds, work surf, communicate -everywhere -Today in 2003, travellers, mostly businessmen, carry their PC to make presentations communicate with their office, via e-mails, etc. One possibility offered to them today consists in the use of so-called Pad offering, in particular,

- Cable-free and universal access to Internet or intranet, wherever you happen to be
- Brilliant colour touch screen
- Ready to go in seconds (instant on)
- Freedom in the selection of transmission standards by interchangeable PC cards
- Unlimited flexibility by open platform Windows CE 3.0
- Comprehensive office software package
- Virtual keyboard and handwriting recognition

For sure, new technologies are continuously offering innovative and more comfortable ways to the traveller. The 160 rooms 5-star Palafitte Hotel in Monruz Neuchatel (CH) offers the visitors of the Swiss Expo 2002 a vision of so-called in-room available technologies.

Great first mark in the Hotel Industry.

1846 Central heating
1859 Elevator
1881 Electric lights (2 years after patent)
1907 In-room telephones (after the 31 inventions)
1910 American hotel association (later AHMA) formed now AHLA.
1927 Radio in the room (21 years after invention)
1940 Air cooling is most hotels now.
1950 electric heater
1958 free television.
1964 holiday reservation and with centralized computer reservation
1965 message light on the telephone.
1965 initial front office system followed by the room status.
1970 (early times) Colour T.V

1970 (mid times) Electronic cash registers.
1973 free in-room movies provided by the Sheraton group of hotels.
1983 in room personal settings
2012 booking on the mobile by SMS mobiles etc

Landmarks in the Hotel Industry

1650 Pascal opened a cafe in Paris and a Coffee House in London
1794 City Hotel (73 rooms) at l5 Broadway, New york. First building specially made for a hotel
1829 Tremont House. Adam and Eve of the modern hotel industry was opened in Boston (170 rooms)
1889 Cesar Ritz introduced luxury hotels such as Savoy, Carlton and Hsrde Park hotels in England.
I890 I899Fredrick Gordon and Sir Blundel Maple launched Gordon Hotels and Fredrick Hotels Ltd.
Late 19th Century Famous Waldorf Astoria in New York
18.1.1908 Buffalo Statler by Ellsworth statler in the US considered being the birth of commercial hotels.
1927 Stevens Hotel in Chicago, later renamed as Hilton Hotel (3000 rooms)
1950 The new concepts (a) Motels and (b) International chain operations Hotel Rossia or Rossiya Moscow@remained largest hotel of the world for quite some time West Inn Stanford Singapore (Remained tallest building for quite sometimes
1930 depression in world economy Decline in hotel industry World War Period World War Period

1.4 Summary:

Lodging facilities are not anymore corresponding only to the true definition: "A lodging accommodation for travellers". Nowadays, architects, designers, developers, engineers, managers, more and more are conscious that the tastes of guests could be different, according to their wishes or needs. Hotel specialists permanently analyze new trends, define better criteria, present modern standards to improve the quality of life in hotels. In the third millennium, the permanent competitive hospitality market of suppliers is more and more able, combining "savoir-faire" and the good use of technology to offer their guests an "A la carte" environment**.**

1.5 Glossary:

- **Inns:** public places or houses in early times in England were called Inns. Normally inn called as finer establishment catering to the nobilities and clergy in France these were called Hoteliers.
- **Taverns:** The houses frequented by the common man were known as taverns. The less important establishments in France called cabarets.

- **Hostel**: Derived from the word host, and was used very late. The head of the hostel was called 'Hosteler 'in French, while in England he was called as Inn Keeper.

1.6. Answer to Check Your Progress/Possible Answers to SAQ:

- Discus the Meaning of the traditional hospitality Industry.
- Discuss the Impact of technology in the modern hospitality Industry.
- Define the hotel, hostel and Taverns.

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1.8. Suggested Readings:

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1.9 Terminal and Model Questions:

- Discuss the origin and evolution of the hospitably Industry with special reference to the International context.
- Twentieth Century in the Hospitality Industry was the age of the prosperity" comment
- Discuss the relative impacts of technology and the latest developments in the hospitality Industry

Unit-2
Age-Old Institution of Hospitality with the Spirit of Atithi Devo Bhav" in India and its Present Status

Structure:

2.1 Introduction
2.2 Objectives
2.3 Age-old Institution of the hospitality industry with the spirit of Athithi Devo Bhava
2.3.1 Hotel and present scenario
2.4 Challenges of the Indian hotel industry
2.5 Indian Hotel Sector: SWOT analysis
2.6 Government policies for promotion and growth of the Hotel Industry in India.
2.6.1 Steps to be taken to promote the hospitality Industry in India
2.7 Summary
2.8 Glossary
2.9 Answer to check your progress/Possible Answers to SAQ
2.10 References/Bibliography
2.11 Suggested Readings
2.12 Terminal and Model Questions

2.1 Introduction:

Respect has always been an integral part of the Indian soul. From time immemorial we have always respected - Our teachers, our elders, our parents And our guests Perhaps this is why a great Indian Emperor once observed' In Hindustan, our manner is very respectful and our hearts are always open' In many ways, at that time India was the ultimate destination for the enlightened travellers. Now, thousands of years later, we can bring that golden age back again. This inspired us to go back to those years when Indian hospitality set the standard for the world and we found the keystone of what we want to do or guest is blessed. Our visitor is God. Is termed as 'Atithi Devo Bhavah' The Sanskrit adage, "Atithi Devo Bhava," meaning the guest is truly your god dictates the respect granted to guests in India. So it's understandable why the tourists visiting India want to come back again & again. The traditional ways of providing hospitality are also called age-old hospitality in our country especially India, varies from state to state. like In Jammu and Kashmir Kashmiri pundits, who are God-fearing people and have believed that "Athithi Devo Bhava" considered the Guest the epitome of the God, and welcome guests by rangoli called Vyog patterned on their doorsteps out of flowers and leaves.

The present-day modern concept of the hotel is not just a place to provide food and beverage but is like a city within a city and offering to its guests every possible facility, accommodation, service and convenience, such as rooms, (with equipment such as minibar, room safes, in-room tea and coffee kettles, room ironing centres' trouser press' And bathrooms (with equipment and accessories such as hairdryers, shaving and Cosmetic mirror, towel warmers), restaurants, bars, cocktail lounges, banqueting facilities, Convention and conference facilities, telephones, radio and TV, laundry, valets' Cigarettes, book shops, banking parking, florists, chemists, beauty parlours' travel agents and business centres, Gym for exercises facilities.

2.2 Objectives:

The reader can convey feelings of welcome to the guest by following traditional practices to identify the hospitality market and accommodations sector and can trace the path of its growth and development' The reader understands the guest's needs and can provide 'guest satisfaction' by professional and efficient delivery of the services.

2.3 Age-Old Hospitality with Special Reference to Atithi Devo Bhav:

The hospitality industry can be broadly classified as the collection of businesses providing accommodation and /or food and beverages to people who are from away from the home. The hospitality Industry is part of the travel and tourism Industry. You may be aware, early travellers were mostly warriors, businessmen, and scholars in search of jobs business knowledge. the warriors would pitch their tents for accommodation while businessmen would look for a comfortable and safe place, and

would often pay through merchandise or cash to people providing them accommodation and food. as per the relevant sources, it has found that to facilitate travel throughout Western Europe a highway was constructed in 312 B.C people could travel on this roadway by chariots. Late in AD 117 this roadway was constructed and covered a distance of nearly 50000 miles.

The hospitality business is both profit-making as well as nonprofit making as well, it depends upon what kind of establishment it is and who is running it for example commercial hotels are profit-making and while canteens and cafeterias and religious catering outlets such as Langara's and Bhandaras are nonprofit seekings. This industry provides services that are need-oriented and the services vary with the needs, for example, the needs of business executives is a business hotel while the needs of a student is generally a youth hostel.

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Most Indians live in a joint family so often you will find the in-laws, uncles, cousins and others staying together. Saying Namaste to a guest is integral to guest hospitality in India and you can expect every member to greet you this way only. The womenfolk form the backbone of traditional hospitality. Apart from taking full care of all their family members, they never let a guest go away unfed or unhappy from their home. Indian women are great cooks and can scurry up delectable dishes in no time.

As soon as the guest arrives, the women of the house serve him water and then ask for any preferences for food or drink. You will be surprised to find that even strangers on the road are so friendly and hospitable. If you ask them where a certain shop or place is located, chances are people will not only give you the direction but also accompany you to your destination, especially when the place is nearby. Indian people feel that their guests must be given proper warm hospitality, which certainly requires extreme care and attention.

The traditional ways of providing hospitality are also called age-old hospitality in our country especially India, varies from state to state. like In Jammu and Kashmir Kashmiri pundits, who are God-fearing people and have believed that “Athithi Devo Bhava” considered the Guest the epitome of the God, and welcome guests by rangoli called Vyog patterned on their doorsteps out of flowers and leaves. When the guest comes the host will offer him a glass of water and touch their forehead, to drive all evils spirits away

from them. A special herb called Isbandh is also touched to the forehead and then burnt in the kangri. The head of the Dogri Family another community of Jammu come out of the house to welcome the guests. The head female member of the family performs Aarti of the guests and puts a tilak on the forehead of the guests and welcome them to their homes.

Hospitality has a very vast market. All those who have stayed in hotels or have plans to stay in hotels or any other lodging can be put under the hospitality market. Hence, all travellers including tourists, visitors, business, leisure travellers, pilgrims and company executives can come under the hospitality market. Depending upon the purpose of travel, people can be classified under either commercial hospitality market or leisure hospitality market. Tourism refers to all those industries that provide all the necessary services to travellers and people. They include transportation, food and beverage operations, as accommodation, leisure activities, gift and Souvenir shops, etc.

2.3.1 Hotel:

As per the Hotel properties act 1956, a hotel is an establishment or Proprietor as offering food, drink and if so required, sleeping accommodation, without Special contract to any traveller presenting himself who appears able and willing to pay a reasonable sum charges or sum for the services and facilities provided and who is fit to receive. As a result of this definition establishments such as hospitals, hostels, apartments and prisons, although provide accommodation to people yet do not come under hotels. Common law states that a 'Hotel' is a place where all who conduct themselves properly and who can pay and ready to pay for their entertainment are received if there be accommodated for them, and without any stipulated engagement as to the duration of their stay or as to the rate of compensation, are while there, supplied at a reasonable cost with their meals, Lodging and other services and attention as are necessarily incident to the use as a temporary home. A hotel is a property, where the primary business is to provide to the general public lodging facilities and various services such as food, beverage, laundry, uniformed services, etc. Hence, the hotel can also be called a home multiplied -by commercial activities. As per the reader's digest dictionary, the hotel is termed as 'A house of entertainment of travellers'. According to the Encyclopedia Britannica the word, Hotel, is ancient but its use in English for house offerings lodging and food travellers is recent. The hostellers or Ostler came to mean that inn servant. A hotel or an inn may also be defined as an establishment whose primary business is providing lodging facilities for the general public like:-

(a) Food and Beverage service
(b) Room service
(c) Uniformed service
(d) Laundry service and
(e) Use of furniture and fixture, etc.

2.3.1 Present Scenario:

Each hotel must offer lodging food and protection to their guest and assumes liability for guest property, provide, good standard of hygiene and sanitation, should confirm to them the minimum requirements of the state regarding safe hotel construction such as the height of the building, municipal by-laws, fire and safety standards, and so on' Hotel managers must analyse the wishes and needs of their patrons regarding accommodation, services and facilities and should plan their operations to satisfy these wishes of the guests.

A) Hotel Services:

The present-day modern concept of the hotel is not just a place to provide food and beverage but is like a city within a city and offering to its guests every possible facility, accommodation, service and convenience, such as rooms, (with equipment such as minibar, room safes, in-room tea and coffee kettles, room ironing centres' trouser press' And bathrooms (with equipment and accessories such as hairdryers, shaving and Cosmetic mirror, towel warmers, restaurants, bars, cocktail lounges, banqueting facilities, Convention and conference facilities, telephones, radio and TV, laundry, valets' Cigarettes, book shops, banking parking, florists, chemists, 5m, beauty parlours' travel agents and business centres.

Apart from these a vast shopping arcade providing various items like jewellery, men's wear, ladies wear, toys, books, newsstands and magazines etc are also provided. In addition to these, personal services like babysitting private detective, planning of tour itineraries, railway/air booking and accommodation, booking in other hotels may also provide. Further additional services as given below may also be given like.

1. Fruits, flowers and vegetable garden
2. Club and nightclub
3. Health club
4. Bank services (foreign exchange)
5. Swimming pool
6. Theatre
7. Hospital services
8. Library
9. Service station
10. Post office
11. Poultry farms
12. Car rentals and chauffeurs
13. Cinemas tickets

B) Trends in Hospitality Sector:

Trends that will shape the future of the hospitality sector are:

i) Low-Cost Carriers
ii) Budget Hotels
iii) Service Apartments

iv) Technology

v) Loyalty Travel

i) Low-cost carriers:

Travellers in general are more price sensitive to airfare than they are to hotel room rates. Often a low airfare will stimulate travel demand even if hotel prices are increasing. LCCs are a good option for business travellers, as they have advantages like low costs, more options and connectivity.

ii). Budget hotels:

More than 50 per cent of occupancy of a majority of hotels comes from the business travel segment. The average room rate (ARR) realized from business travellers is normally higher than from leisure travellers. Heightened demand and healthy occupancy rates have increased the number of budget hotels. Some of the new players entering into this category of hotels include hometel, kamfotel, courtyard by Marriott, country inns & suites, ibis & Fairfield inn.

iii) Service apartments:

The concept of service apartments, though a recent phenomenon in India, is an established global concept. Villas in Spain, flats in the UK and apartment complexes in the US have all created a viable market for those who want more than just a room in a hotel. Service apartments are the latest trend in accommodation, offering the comfort and convenience of a home without the hassles of having to maintain or look after it. Ideally suited for medium-to-long staying guests, service apartments are a natural choice for corporate employees or expatriates relocating to a particular city, non-resident Indians visiting the country for long spells and foreigners visiting the city for a long duration.

iv) Technology:

Travel and technology have become inseparable. Technology is making its advances with high-tech video conferencing facilities, web cameras and virtual reality mode of conferencing. On-line bookings, e-ticketing, Wi-Fi Internet connectivity, easy access to information, etc. are just a few areas where technology has completely changed the way we travel.

v) Loyalty travel:

Today, airline-credit card company tie-ups have brought a whole range of benefits to travellers. These include insurance cover, upgrades, free tickets, access to executive lounges, and a host of other goodies. The top players in the hospitality sector include the following:

- ITC Hotels
- Indian Hotels Company Ltd. (The Taj Hotels Resorts & Palaces)
- Oberoi Hotels (East India Hotels)
- Hotel Leela Venture
- Asian Hotels Ltd.
- Hotel Corporation of India
- ITDC (Indian Tourism Development Corporation) Hotels

Hotels are no longer satisfied with the plain-vanilla room concept but are now getting ready for alternate hospitality formats such as residential hotels, destination resorts, condo-hotels, vacation ownership and private residents' club.

- Four Seasons is developing a destination resort in Puthenkayal, Kerala, which will have 75 villas and also 20 branded, luxury private residences. The resort will be operational by 2012.
- Nearly 11 per cent of the hotel demand in the country is from long stay guests. The Leela Group is looking at tapping this market. Its property in Gurgaon will have 90 apartments called 'The Residence' aimed at the long stay guests.
- India's largest real estate player, DLF, is building India's first residential hotel in Goa with the Hilton Group. DLF plans to invest US$ 2 billion to have six hotels in a similar format in the next five years.

C) Present Scenario in India:

Over the last decade and a half, the mad rush to India for business opportunities has intensified and elevated room rates and occupancy levels in India. Even budget hotels are charging USD 250 per day. The successful growth story of 'Hotel Industry in India' seconds only to China in the Asia Pacific. India boasts of the world's highest mountains, miles of coastline with excellent beaches, tropical forests and wildlife, adventure tourism, desert safari, lagoon backwaters, ancient monuments and World Heritage Sites, forts and palaces, and of course, the Taj Mahal. The Indian tourism and hospitality industry has thus emerged as one of the key sectors driving the country's growth. The tourism sector is thriving, owing to a huge surge in both business and leisure travel by foreign and domestic tourists. The boom in India's tourism industry and the surge in tourist inflow to the country have percolated to other associated sectors like hospitality. The revenues for the Indian hotel and restaurant industry in the year 2006-07 exceeded US$ 118.85 million, an increase of nearly 22 per cent almost every year.

'Hotel Industry in India' has a supply of 110,000 rooms. According to the tourism ministry, 4.4 million tourists visited India last year and at the current trend, demand will soar to 10 million in 2010 - to accommodate 350 million domestic travellers. 'Hotels in India' has a shortage of 150,000 rooms fueling hotel room rates across India. With the tremendous pull of opportunity, India is a destination for hotel chains looking for growth. The World Travel and Tourism Council, India, data says, India ranks 18th in business travel and will be among the top 5 in this decade. Sources estimate demand is going to exceed supply by at least 100% over the next 2 years. Five-star hotels in metro cities allot the same room, more than once a day to different guests, receiving almost 24-hour rates from both guests against 6-8 hours usage. With demand-supply disparity, 'Hotel India' room rates are most likely to rise 25% annually and occupancy to rise by 80%, over the next two years. 'Hotel Industry in India' is eroding its competitiveness as a cost-effective destination. However, the rating on the 'Indian Hotels' is bullish.

'India Hotel Industry' is adding about 60,000 quality rooms, currently in different stages of planning and development and should be ready by 2012. MNC Hotel Industry giants are flocking India and forging Joint Ventures to earn their share of the pie in the race.

The government has approved 300 hotel projects, nearly half of which are in the luxury range. Sources said the manpower requirements of the hotel industry will increase from 7 million in 2002 to 15 million by 2010.

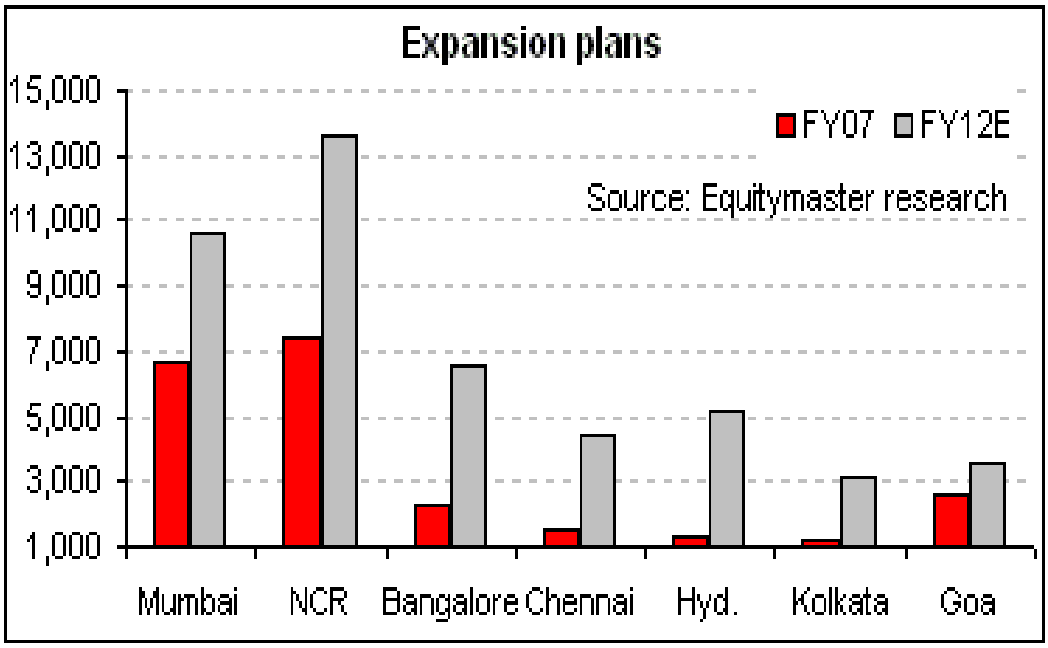
With the USD 23 billion software services sector pushing the Indian economy skywards, more and more IT professionals are flocking to Indian metro cities. 'Hotel Industry in India' is set to grow at 15% a year. This figure will skyrocket in 2010 when Delhi hosts the Commonwealth Games. Already, more than 50 international budget hotel chains are moving into India to stake their turf. Therefore, with opportunities galore the future 'Scenario of Indian Hotel Industry' looks rosy.

Indian tourism and hospitality sector has reached new heights today. Travellers are taking new interests in the country which leads to the upgrading of the hospitality sector. Even an increase in business travel has driven the hospitality sector to serve their guests better. Visiting foreigners has reached a record 3.92 million and consequently, International tourism receipts have also reached a height of US$ 5.7 billion. Hospitality Industry is closely linked with the travel and tourism industries. India is experiencing huge footfalls as a favourite vacation destination of foreigners and natives and the hospitality industry is going into a tizzy working towards improving itself. Fierce competition and fight to rank on the number one position is leading the leaders of this industry to contemplate on ideas and innovate successful hospitality products and services every day.

D) Expansion Plans:

With India being on the global tourist map and more and more people coming to India for tourism or business, hotels are looking at expansion in a major way.

- The Taj Hotels Resorts and Palaces — in a joint venture with CC Africa, a leading safari operator and ecotourism company from Africa is opening two safari lodges in Madhya Pradesh at Panna and Kanha National Parks. It already has a safari lodge each at Bandhavgarh and Pench National Parks.
- Marriott, which manages six hotels in India at present, is looking at a steady growth in the number in the next four years. It expects to have 25 hotels by 2011 with a room strength of 8,000–10,000.
- EIH, which owns the Oberoi and Trident group of hotels, is looking at opening 10 hotels in India and abroad in the next three years. These include a luxury Oberoi Hotel in Gurgaon to be opened in 2009, a 320-room Trident hotel at the Bangalore International Airport to be opened in 2010 and two hotels to be opened in Hyderabad in 2010.
- Hotels in Hyderabad are on an expansion spree and a whopping 4,000 rooms will be added in the next couple of years. Around 20 major properties including that of Park Hyatt, Trident, Marriott, Leela and Taj among others will effectively double the current capacity of 4,000 rooms across all types of hotels.



E) International Recognition:

India's booming tourism sector has not only witnessed international investments but also achieved international accolades with its increasing appeal as the leading global tourist destination. The government has been instrumental in making tourism a priority sector. Its efforts have borne fruits with a series of international recognition and awards.

- India has been elected to head the UN World Tourism Organization (UNWTO), the highest policy-making world tourism body represented by 150 countries.
- The world's leading travel and tourism journal, Conde Nast Traveler, has ranked India as the 'numero uno' travel destination in the world.
- India was adjudged Asia's leading destination at the regional World Travel Awards (WTA).
- India's Taj Mahal continues to figure in the Seven Wonders of the World.
- Bangalore-based Leela Palace Kempinski was voted the favourite business hotel in the world in a Readers' Choice Awards by Conde Nast Traveler in 2007.
- India bagged the World's leading Destination Marketing Award for the Incredible India campaign.

2.4 Challenges to Hotel Industry:

i) Shortage of skilled employees:

One of the greatest challenges plaguing the hospitality industry is the unavailability of a quality workforce in different skill levels. The hospitality industry has failed to retain good professionals.

ii) Retaining quality workforce:

Retention of the workforce through training and development in the hotel industry is a problem and attrition levels are too high. One of the reasons for this is unattractive wage

packages. Though there is a boom in the service sector, most of the hotel management graduates are joining other sectors like retail and aviation.

iii) Shortage of rooms:

The hotel industry is facing a heavy shortage of rooms. It is estimated that the current requirement is 1, 50,000 rooms. Though the new investment plan would add 53,000 rooms by 2011, the shortage will persist.

iii) Intense competition and image of India:

The industry is witnessing heightened competition with the arrival of new players, new products and new systems. The competition from neighbouring countries and negative perceptions about Indian tourism product constrains the growth of tourism. The image of India as a country overrun by poverty, political instability, safety concerns and diseases also harms the tourism industry.

iv) Customer expectations:

As India is emerging as a destination on the global travel map, the expectations of customers are rising. The companies have to focus on Customer loyalty and repeat purchases.

v) Manual back-end:

Though most reputed chains have IT-enabled systems for property management, reservations, etc., almost all the data which make the company work are filled in manual log books or are simply not tracked.

vi) Human resource development:

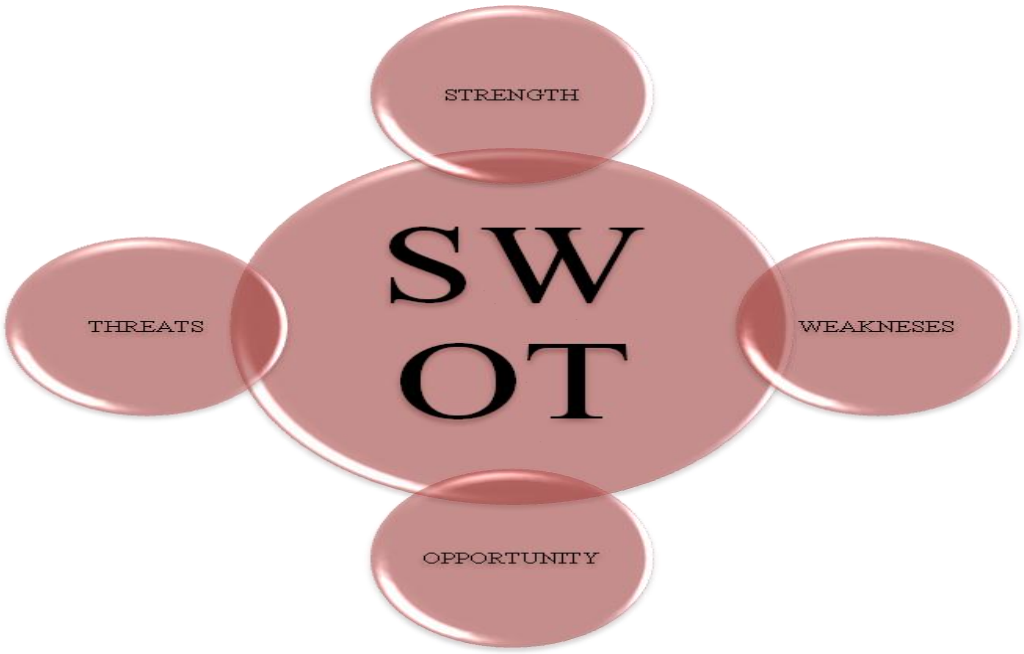
Some of the services required in the tourism and hotel industries are highly personalized, and no amount of automation can substitute for personal service providers. India is focusing more on white-collar jobs than blue-collar jobs. The shortage of blue-collar employees will pose various threats to the industry.

2.5 Indian Hotel Sector: SWOT Analysis:

According to recent estimates of the World Travel & Tourism Council (as of early 2005-8), Indian tourism demand will grow at 8.8% over the next ten years, which would place the country as the second most rapidly growing tourism market in the world. With the Indian hotel industry capturing the attention of the world, let us understand its strengths, weaknesses, opportunities and threats.

(1) Strengths:

India's rich cultural heritage: With a historical backdrop of 5,000 years, India is one big package of culture and legend that never fails to captivate the imagination of the visitor. Along with endless natural splendours like the mighty Himalayas, the vast Indo Gangetic Plains, lush tropical jungles and a long coastline. A visit to the country is a changing spectacle of religions, customs, festivals, sights and sounds.



i) Demand–supply gap:

The Indian hotel industry is currently facing a mismatch between the demand and supply of rooms leading to higher room rates and occupancy levels. With 95,000 odd rooms in the country, the size of the hotel industry represents an abysmal figure for India's size and growth prospects. Though new capacities are expected to come in the next five years demand will outpace supply in the short to medium term.

ii) Government support:

Till a few years ago, the Indian government had a total apathy towards the promotion of tourism. The industry did not find a place in the government's fund allocation. Things have, however, witnessed a change. The government seems to have realized the importance of tourism and is willing to spend towards the development of the industry. The 'Incredible India' campaign is a product of this realization. The focus on infrastructure, modernization of airports, open sky policy, development of new tourist destinations and circuits, more fund allocation towards tourism are some of the initiatives taken by the government to promote tourism. The Indian hotel industry stands to gain from this proactiveness shown by the government.

(2) Weakness:

i) Poor support infrastructure:

India is currently spending a minuscule amount compared with its needs, on infrastructure. China is spending seven times as much as India on infrastructure (excluding real estate) in absolute terms. In 2003, total capital spending on electricity, roads, airports, seaports and telecom was US$150 bn in China (10.6% of GDP) compared with US$21 bn. in India (3.5% of GDP). However, over the past 2-3 years, the government has realized the importance of infrastructure and has focused on improving it.

ii) Slow implementation:

The lack of adequate recognition for the tourism industry has been hampering its growth prospects. Whatever steps are being taken by the government are implemented at a slower pace.

iii) Susceptible to political events:

The internal security scenario and social unrest also hamper the foreign tourist arrival rates.

(3) Opportunities:

i) Rising Income:

While there has been much talk about the record number of foreign tourist arrivals, very little has been said or done about domestic tourism, which, according to our estimates, has registered a 40% annual growth in the last three years and is currently estimated at 300 m travellers. Per capita income grew by an impressive 7.1% in 2005-08, while Gross Domestic Savings touched an all-time high of 28%. Significantly, the present-day consumption boom in India has been influenced more by higher disposable income rather than lower savings. This is good news, as income induced spending is likely to sustain itself for a longer period. Higher disposable incomes are also expected to enhance the concept of travelling for leisure.

Also, there has been an overall transformation in consumption patterns in the last five years. The increase in the number of young people, their rising aspiration levels, and an increase in their spending power has led to a change in the consumption pattern. There is a marked shift from spending on traditional categories like food and grocery, clothing and jewellery, to lifestyle categories such as leisure, and aspiration products and services.

ii) Open sky benefits:

The opening up of the aviation industry in India brings exciting opportunities for the hotel industry (airlines transport around 80% of international tourists). Increased airline activity has stimulated demand and has helped to improve India's troubled infrastructure. Increased competition among airline companies will further lead to the development of new and improved services. Also, the open skies policy has benefited both international and domestic travel.

iii) New business opportunities:

We believe that, over the next three to five years, the biggest surge in accommodation demand is expected to come from commercial zones that are being developed in metro suburbs and secondary markets. Mixed-use development projects that include retail and commercial space have also gained momentum in the last 24 months and will continue to be an attractive option. This provides a unique opportunity for hospitality projects. Also the new concept, which is going to gain importance, is that of budget hotels (started by Indian Hotels – Ginger, the erstwhile Indione). Due to their inherent nature of operation, associated costs and flexibility, budget hotels will be better suited to withstand the next economic downturn as and when it takes place.

(4) Threats:

i) Event risk:

Dependency on foreign tourism can be a double-edged sword as travel decisions are based on global patterns and events that happen elsewhere can have a serious impact on the performance. Events like 9/11, the SARS outbreak and Afghanistan and Iraq wars and the last was on 26th November terrorist attack on Taj hotel Mumbai that event seriously effects to the overall hotel industry. Have severely impacted the tourism industry in the past and the threat remains.

ii) Increasing competition:

Global hospitality majors like the Four Seasons, Shangri-La and Aman Resorts are all making their entry into the Indian market. They are not the only ones who are turning their attention to India. The Hilton Group is deciding on a comeback and has tied up with the Oberoi Group. Two other groups - the Carlson Group and the Marriott chain are furiously hunting for new hotels in India's top cities. This will increase the competition for the existing Indian hotel majors.

iii) Increasing transportation facility:

It means suppose customer have only work of one or two hours in other city or country than he can come because there increasing the transportation facility. Earlier the transportation facility is not so much developed that is why customers have stayed there in the hotel but now a day if customers want to come then they can come by any time because of there are many airways and railway facilities develop so it the threats for the hotel industry.

iv) Fluctuations in international tourist arrivals:

The total dependency on foreign tourists can be risky, as there are wide fluctuations in international tourism. Domestic tourism needs to be given equal importance and measures should be taken to promote it**.**

2.6 Government Policy:

1. To unlock the huge potential in this sector, the government has taken various initiatives for the development of this sector.

- Launch of Incredible India campaign to promote tourism both in domestic and international markets.
- Recognition of spare rooms available with various house owners by classifying these facilities as "Incredible India Bed and Breakfast Establishments"', under the 'Gold' or 'Silver' category.
- A new category of visa, "Medical Visa" ('M'-Visa), has been introduced which can be given to foreign tourists coming into India for medical tourism.
- Ministry of Tourism has tied up with United Nations Development Programme (UNDP) to promote rural tourism.

Government support: (as per 2008-11 data):

- Till a few years ago, the Indian government had a total apathy towards the promotion of tourism. The industry did not find a place in the government's fund allocation. Things have, however, witnessed a change. The government seems to have realized

the importance of tourism and is willing to spend towards the development of the industry. The 'Incredible India' campaign is a product of this realization.

- Modernization of airports, open sky policy, development of new tourist destinations and circuits, and more fund allocation towards tourism are some of the initiatives taken by the government to promote tourism. The Indian hotel industry stands to gain from this proactiveness shown by the government.
- Federation of Hotel & Restaurant Associations of India, often known by the acronym, FHRAI, is the Apex Body of the four Regional Associations representing the Hospitality Industry. FHRAI provides an interface between the Hospitality Industry, Political Leadership, Academics, International Associations and other Stake Holders. FHRAI is committed to promote and protect the interests of the Hospitality Industry by actively seeking better privileges and more concessions for the Industry. FHRAI members are always kept abreast with the latest trade information and trends, statistical analysis and reports on various topics that have a direct impact on the Industry, government notifications and circulars.
- FHRAI helps the Hospitality Industry to grow, prosper and keep in pace with the developments in the International scenario. With more than 3300 members comprising of approximately 2052 hotels, 1016 restaurants, 150 associate members and the 4 regional associations, FHRAI is truly the voice of the Hospitality Industry that brings several million dollars to the exchequer and employs more than 15 million direct workers.

  Secure for the hotel industry its due place in India's economy; project its role as a contributor to employment generation, and sustainable economic and social development; highlight its crucial role in the service to the tourism industry as the largest net foreign exchange earner; help raise the standards of hoteliers and to build an image for this industry both within and outside the country."

2.6.1 Steps Taken by Hotel Association of India to Grow Hotel Industry:

Having established itself in 1996, intending to secure for the Hotel Industry its rightful place in the Indian Economy, the Hotel Association of India in a short period has succeeded in creating a strong platform to voice the concerns and the aspirations of the Indian Hoteliers. In less than a decade of its existence, the Association has several notables to its credit. Some landmark achievements are enumerated as follows:

- Export house status for tourism and hospitality industry
- Tourism export promotion council.

- SARRC Hotel Association established an international code of conduct to govern relations between hoteliers, travel agents and tour operators
- Legal 'first' for the hotel industry.
- Surveys on the impact of travel advisories in the hospitality industry
- Setting up of a confederation of Indian travel and tourism industry
- Making Indian hotels disabled-friendly.

- Fiscal benefits to the hospitality industry.
- Re-structuring in the hospitality business
- World tourism day celebration.
- September 27 is recognized as World Tourism Day. While all hotels celebrate it, member service.
- HAI provides various professional services to its member hotels. These services include but are not limited to:

i) Information bulletins

ii) **Directory of Hotels**- the first hospitality industry magazine of its kind in India; HAI directory of hotels.

2.6.1 Recession:

- In the wake of the global recession, the Federation of Hotel & Restaurant Associations of India (FHRAI) has advised its member hotels to slash the room tariffs by 15 to 20 per cent. This move will also portray India as a cheaper destination compared to other South-East Asian countries. The decision is expected to be announced at the World Travel Market (WTM) which is presently taking place in London. The decision was taken on the suggestion made by Sujit Banerjee, Secretary, Ministry of Tourism, and Government of India to FHRAI delegates at a meeting held in the first week of November to assess the impact of a global meltdown in the tourism sector in India.

- FHRAI is in the process of sending a circular to the member hotels requesting them to slash the room tariffs by 15 to 20 per cent. Confirming the same, Dr Sunil Gulati, Honorary Secretary, FHRAI said, "The Ministry of Tourism is helping us in many ways and we should consider their suggestion to maintain a cordial relationship.

2.7 Summary:

The traditional ways of providing hospitality are also called age-old hospitality in our country especially India, varies from state to state. like In Jammu and Kashmir Kashmiri pundits, who are God-fearing people and have believed that "*Athithi Devo Bhava*" considered the Guest the epitome of the God, and welcome guests by rangoli called Vyog patterned on their doorsteps out of flowers and leaves. When the guest comes the host will offer him a glass of water and touch their forehead, to drive all evils spirits away from them. A special herb called Isbandh is also touched to the forehead and then burnt in the kangri. The head of the Dogri Family another community of Jammu come out of the house to welcome the guests. The head female member of the family performs Aarti of the guests and puts a tilak on the forehead of the guests and welcome them to their homes. Hospitality has a very vast market. All those who have stayed in hotels or have plans to stay in hotels or any other lodging can be put under the hospitality market. Hence, all travellers including tourists, visitors, business, leisure travellers, pilgrims and company executives can come under the hospitality market. Depending upon the

purpose of travel, people can be classified under either commercial hospitality market or leisure hospitality market. 'Hotel Industry in India' has a supply of 110,000 rooms. According to the tourism ministry, 4.4 million tourists visited India last year and at the current trend, demand will soar to 10 million in 2010 - to accommodate 350 million domestic travellers. 'Hotels in India' has a shortage of 150,000 rooms fueling hotel room rates across India. With the tremendous pull of opportunity, India is a destination for hotel chains looking for growth. Trends that will shape the future of the hospitality sector are: **i)** Low-Cost Carriers **ii)** Budget Hotels **iii)** Service Apartments **iv)** Technology **v)** Loyalty Travel.

2.8 Glossary:

- **Athithi Devo Bhave**: This Means the guest is god, giving respect to the guest or customer.
- **Hotel:** is an establishment or Proprietor offering food, drink and if so required, sleeping accommodation, without a Special contract to any traveller presenting himself who appears able and willing to pay a reasonable sum charges or sum for the services and facilities provided and who is fit to receive.
- **FHRAI**: Federation of Hotel & Restaurant Associations of India, often known by the acronym, FHRAI, is the Apex Body of the four Regional Associations representing the Hospitality Industry.

2.9 Answer to Check Your Progress/Possible Answers to SAQ:

- Why the guest is called a god in India and what are the rituals are performed at the arrival of the guest.
- Recall the strengths of the hotel industry In India.
- Various initiatives are taken by the government to develop the hotel industry in India
- Explain the development of the hotel industry with special reference to the twentieth century.

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2.12. Terminal and Model Questions:

- Discuss the growth of the hospitality industry regarding "*Athithi Devo Bhav*".
- Discuss the present status and latest trends in the hospitality industry in India.
- What are the challenges faced by the Indian hotel industry?
- Hospitality Industry is promoted and developed by the Indian government. Justify the statements.
- What do you mean by SWOT analysis and discuss it with the Indian hotel Industry?

Unit-3
Typology of the Accommodation

Structure:

3.1 Introduction
3.2 Objectives
3.3 Types of hotels
- **3.3.1 Classification based on management**
- **3.3.2 Classification based on Ownership**
- **3.3.3 Franchisee system in the hotel industry.**

3.4 Others classification of hotels
3.5 Types of Rooms accommodation and Rates
3.6 Summary
3.7 Glossary
3.8 Answer to check your progress/Possible Answers to SAQ
3.9 References/Bibliography
3.10 Suggested Readings
3.11 Terminal and Model Questions

3.1 Introduction:

To classify or differentiate the accommodation in the hotel industry, there are certain grading and defining system set by the authorities in the hospitality Industry. Hotels are classified into several distinct categories to help the prospective guest in identifying the right type of hotel matching his standard and requirement. However, these can be classified mainly, based on size star systems like One two three four and five-star category of hotels, ownership basis and other categories like floatels, boatels, Eco-friendly hotels, Boutique Hotels, Government residential, Dak Bungalows, Casino hotels. Boarding Hotels. Commercial hotels, Resort Hotels. Etc.

There are different names also given to the accommodation rooms, it depends upon the amenities facilities and location of the rooms. Like there are different types of rooms available single rooms, double rooms, suite rooms (single, double junior suite duplex suite etc) .these rooms are charged accordingly like single room rate double room rate, rack rate, crib rate, company volume rate, government rate, guaranteed rates etc.

3.2 Objectives:

Based on various criteria, the reader can put hotels in various groups, which is easily understood by a guest. It makes the reader and understands the importance of franchising' and can identify various types of hotels available for the guests to stay there and make a memorable experience.

3.3 Types of Hotels:

Since the hotel industry comprises numerous hotels, and they provide numerous services facilities and goods, the hotel industry lacks a single identity. Although the basic concept of hospitality, food and accommodation are the same, yet hotels may have different characteristics And assets and each hotel would like to attempt to cash on its assets and develop its share of the particular market and gain more and more recognition because of that asset placing a hotel into a particular group are not easy because of the diversity of services, facilities and amenities provided or not provided. Most of the hotels do not fit in any specific well-defined category. Nonetheless, several general classifications do exist.

3.3.1 Basis of Classification of Hotels:

Hotels are classified into several distinct categories to help the prospective guest in identifying the right type of hotel matching his standard and requirement. However, for The sake of convenience, we shall put them under four broad categories as given before:

1. based on size.
2. based on the star system.
3. based on ownership.
4. Other categories.

3.3.1.1 Classification based on Size:

Refers to the number of rooms (bed capacity) and should not be confused with the building height, or the area of the property, or the gross sale etc. The term number of rooms refers to the let able rooms and does not include those rooms which are converted for other use such as for manager, housekeeper, accounts, etc., and rooms on the ground floor and basement which are generally used for offices, rentals, support services or other operational facilities leased for businesses and associations. Usually, the distribution is:

(i) A hotel of 25 rooms or less is called a small hotel
(ii) One with 26 to 99 rooms is an average hotel
(iii) From 100 to 299 It is called as above average
(iv) A hotel of more than 300 rooms is classified as a large hotel

(i) Star system:

This system is one of the most commonly understood, accepted and recognized systems in India. This is also an official system of classification. In this system, hotels are classified based on facilities that the hotels have and the services which the hotels provide to the guests. Based on the number of services and facilities and their quality and standards, which may vary from a basic bedroom to a luxury room with modem fittings and equipment's of the hotels are awarded stars ranging from I to 5 stars deluxe.

The classification of new and functioning hotels is done by the Ministry of Tourism' The Department Forms a committee called as Hotels and Restaurants Approval and Certification committee (HRACC) which is headed by D.G. Tourism / ADG Tourism and Enterprises of members from the hotel industry, Travel Agents Association of India, Department of Tourism and the Principal of Regional Institute of Hotel Management, Catering Technology and Applied Nutrition, etc. This is a permanent committee to classify Hotels into five categories, i.e., from 1 to 5 star and also into a Five-star Deluxe category' The committee will inspect once in three years the existing hotels which have been classified In confirming that the hotels are sticking to the standards'

A hotel applies on a prescribed application form to the Director-General of Tourism ' Trans sport Bhawan, Parliament Street, New Delhi (in case of 4star, 5starand 5star Deluxe: category; and to the Regional Director of the concerned Govt. of India tourist Office at Delhi/\Mumbai (Kolkata/ Chennai, in case of 1, 2and 3 category giving basic details such as:

1. Name of the hotel,
2. Name of the promoter/s,
3. Address,
4. Details of the site such as area, title, the distance of the hotel from the railway station, distance from the airport, distance from main shopping centres.

5. Details of hotel project such as category applied a far number of guest rooms and their area, their type with or without bathroom, details of public areas like the lounge, lobby, restaurants, bars, shopping arcade' banquet conference Health club, swimming pool and parking, etc.

6. Details of air conditioning

7. Approvals from government bodies such as Municipal or corporation authorities, MRTP act Urban land ceiling Act, DGCA and any other concerned local authorities,

8. Proposed capital structure

9. Want to avail of any or all of the following benefits of income tax act -61 against each of the following provisions - section 80L, section 80 H-H, Section 32 (' (ii) Section 32 (i)

(v) Section 33. The application fee which varies from 1 star to 5 stars and 5 stars deluxe is also sent along with the application.

Eligibility for Star Classification:

To be eligible to apply for the classification, a functioning hotel must fulfil the following:

Minimum basic requirements:

(i) The hotel must have at least 10 lettable bedrooms.

(ii) Carpet areas in respect of rooms and areas of bathrooms should by and large adhere to the following limits:

5 -Star/S -Star Deluxe Hotels

Single	180 sq. ft.
Double	200 sq' ft'
Bathrooms	45 sq. ft.

4-Star and 3-Star Hotels

Single A/C and Single Non A/C	120 sq. ft.
Double A/c and Double Non A/c	140 sq. ft.

(Extra area may be provided if twin beds are to be provided)

Bathrooms	36 sq. ft'

2-Star and l-Star Hotels

Single A/C and Single Non A/C	100 sq. ft.
Double A/c and Double Non A/c	120 sq. ft.

(All rooms should have proper Ventilation and ceiling

Bathrooms	30 sq. ft' or subject to locals by laws.

How to Apply for Star Classification:

A classification fee (at the existing rate) is payable by the hotels applying for classification. The classification fee is payable employing a demand draft drawn in favour of the Pay and Accounts Officer, Department of Tourism, New Delhi' For reclassification fee will be 50 per cent of the fee payable at the first time. Application form for the particular star category applied for can be had from the Member secretary, HRACC, Department of Tourism, Government of India, transport Bhawan', New Delhi. The powers to classify hotels in I and 2-star categories have been delegated to the respective state governments/Union territories wef.1.1. 1986. A hotel applying for or two-star category is, therefore required to approach the concerned state government or Union territory.

Classification of Five Star Category Hotels:

The general features, facilities and services expected of hotels in the different star Categories are broadly described below:

Five Stars Deluxe Category:

A hotel that applies for the 5-star deluxe category has the same number of features as a five-star hotel but is superior in quality of service, amenities and facilities, etc., to a five-star hotel's requirement.

Five-Star Category:

General Features:

The facade, architectural features and general construction of the hotel building should have the distinctive qualities of a luxury hotel of this category. The locality including the immediate approach and environs should be of the highest and international standard and should be suitable for a luxury hotel of this category. There should be adequate parking space for cars. The hotel should have at least 25 lettable bedrooms, all with attached bathrooms with long baths or the most modern shower chambers. All public rooms and private rooms should be fully air-conditioned and should be well equipped with superior quality carpets, curtains, luxurious furniture of high standards, fittings, and so on, in good taste. It would be advisable to employ the services of professionally qualified and experienced interior designers of repute for this purpose. There should be an adequate number of efficient lifts in buildings of more than two storey's (including the ground floor) with 24 hours service. There should be a well-appointed lobby and ladies and gentlemen. Cloakrooms equipped with fittings and furniture of the highest standar4 adequate parking space and swimming pool.

Facilities:

There should be a reception, cash and information counter attended by highly qualified, trained and experienced personnel and conference facilities in the form of one each or more of the conference room, banquet halls and private dining rooms. There should be a shopping arcade and bookshop, beauty parlour, barbershop, recognized travel agency, money change and safe deposit facilities, left luggage room, florist and a shop for toilet

requisites and medicines on the premises. There should be a telephone in each room and telephone for the use of guests and visitors and provision for radio or relayed music in each room. There should be a well-equipped, well-furnished and well-maintained dining Room/restaurant on the premises and wherever permissible by law, there should be an elegant, well-equipped bar/ permit room. The pantry and cold storage should be professionally designed to ensure the efficiency of operation and should be well equipped. There should be a dancing facility and or orchestra in the dining hall.

The hotel should offer both international and Indian cuisine and the food and beverage service should be of a high standard. There should be professionally qualified highly Trained, experienced, efficient and courteous staff in smart, clean uniforms, and the staff coming in contact with guests should understand English. The supervisory and senior staff should possess good knowledge of English and staff knowing at least one continental language should be rotated on duty at all times. There should be 24 hours service for reception, information and telephones. There should be provision for reliable laundry and Dry cleaning service, 24 hours housekeeping at the hotel should also be of the highest possible standard and there should be a plentiful supply of linen, blankets, towels, and so On which should be of the highest quality available. Each bedroom should be provided with a good vacuum jug /thermos flask with ice-cold, boiled drinking water except where centrally chilled purified drinking water is provided. There should be a special restaurant/dining room where facilities for dancing are also available.

Four-Star Category:

General Features:

The facade, architectural features and general construction of the building should be distinctive and to locality including the immediate approach and the environs should be suitable for a hotel of this category. There should be adequate parking facilities for cars. The hotel should have at least 25 lettable bedrooms, all with attached bathrooms' at least 50 percent of the bathrooms must have long bath most modem shower chambers with 24 hours service of hot and cold running water. All public rooms and private rooms should be fully air-conditioned and should be well furnished with carpets Fittings, etc., in good taste. It would be advisable to employ the services of professionals qualified and experienced interior designers of repute for this purpose. There should be an adequate number of efficient lifts in buildings of more than two storeys (including ff ground floor). There should be a well-appointed lobby and ladies', equipped with fittings of a standard befitting a hotel of this category.

Facilities:

There should be a reception, cash and information counter attended by trained and experienced personnel. There should be a bookstall, recognized travel agency, money changing and safe deposit facilities and a left luggage room on the premises. There should be a Telephone in each room and a telephone for the use of guests .and visitors and prov of a radio or relayed music in each room. There should be a well-equipped and well-maintained dining room/restaurant on the premises and wherever permissible by

law, there should be an elegant, well-equippedUar&e1llroom' the kitchen pantry storage should be professionally designed to ensure the efficiency of operation and should be Well equipped.

Service:

The hotel should offer both international and Indian cuisine and food and beverage service should be of the highest standards' There should be professionally qualified highly trained experienced and efficient and courteous staff in a smart, clean uniform and the staff coming into contact with the guests should possess good knowledge of English. It will be desirable for some of the staff to possess knowledge of the foreign language and staff knowing at least one continental language should be rotated on duty at all times. There should be 24 hours service for reception, information and telephones. There should be the provision of reliable laundry and dry cleaning services. Housekeeping at the hotel should be a plentiful supply of linen, blankets, towels, etc., which should be of the highest quality available. Similarly, the cutlery and glassware should be of the highest quality available. Each bedroom should be provided with a vacuum jug/flask with ice-cold, boiled drinking water. There should be a special restaurant/dining room where facilities for dancing, the orchestra are provided.

Three Star Category:

General Features:

The architectural features and general construction of the building should be of a very good standard. The locality, including the immediate approach and environs, should be suitable for a very good hotel, and there should be adequate parking facilities for cars. The hotel should have at least 20 lettable bedrooms, all with attached bathrooms with bathtubs and/ or showers and should be modern in design and equipped with fittings of a good standard, with hot and cold running water. At least 50 per cent of the rooms should be air-conditioned and the furniture and furnishings such as carpets, curtains, etc., should be of a very good standard and design. There should be an adequate number of lifts in buildings with more than two storey's (including the ground floor). There should be a well-appointed lounge and separate ladies 'and gentlemen's cloakrooms equipped with fittings of a good standard.

Facilities:

There should be a reception and information counter attended by qualified and experienced staff and a bookstall, recognized travel agency, money changing and safe deposit facilities on the premises. There should be a telephone in each room (except in seasonal hotels where there should be a call bell in each room and a telephone on each floor for the use of hotel guests) and a telephone for the use of guests and visitors to the hotel. There should be a well-equipped and well-maintained air-conditioned dining room/ restaurant and wherever permissible by law, there should be a bar/permit room. The kitchen, pantry and cold storage should be clean and organized for orderliness and efficiency. Service The hotel should offer good quality cuisine both Indian as well as continental, and the food and beverage service should be of a good standard. There should be qualified, trained, experienced, efficient and courteous staff in smart and clean

uniforms and the supervisory Staff coming in contact with the guests should understand English. The senior staff should possess good knowledge of English. There should be provision for laundry and dry cleaning service. Housekeeping at the hotel should be of a very good standard and there should be an adequate supply of blankets, towels, etc., of good quality. Similarly, cutlery, crockery, Glassware should be of good quality. Each bedroom should be provided with a vacuum jug.

Two Star Category:

General Features:

The building should be well constructed and the locality and environs including the immediate approach should be suitable for a good hotel. The hotel should have at least 10 lettable bedrooms of which at least 75 per cent should have attached bathrooms with showers and a bathroom for every four of the remaining rooms and should be with modem sanitary and running cold water with an adequate supply of hot water, soap and toilet papers' at 25 per cent of the rooms should be air-conditioned (where necessary there should heating arrangements in all the rooms) and all rooms must be properly ventilated, clean and comfortable with all the necessary items of furniture. There should be a well-furnished lounge.

Facilities:

There should be a reception counter with a telephone. There should be a telephone or call bell in each room, and there should be a telephone on each floor unless each room has a separate telephone. There should be a well-maintained and well-equipped dining restaurant serving good, clean, wholesome food and a clean, hygienic and well-equipped kitchen and pantry.

Service:

There should be experienced, courteous and efficient staff in smart and clean uniforms. The supervisory staff coming in contact with guests should understand English. There should be provision for laundry and &y cleaning services. Housekeeping at the hotel is of a good standard and clean and good quality.

One Star Category:

General Features:

The general construction of the building should be good and locality and environs including immediate approach should be suitable. The hotel should have at least 10 lettable of which at least 25 per cent should have attached bathrooms. Bathrooms should have western style WC. All bathrooms should have modern sanitation and running cold water with an adequate supply of hot water, soap and toilet paper. The rooms should be properly ventilated and should have clean and comfortable beds and furniture.

Facilities:

There should be a reception counter with a telephone and a telephone for the use of and visitors. There should be a clean and modernly well-equipped dining room/restaurant

serving clean, wholesome foo4 and there should be a clean, well-equipped kitchen panty.

Service:

There should be experienced, courteous and efficient staff in smart and clean uniforms and the senior staff coming in contact with guests should possess working knowledge of English. Housekeeping at the hotel should be of a good standard and cleaned good quality linen, blankets, towels, etc., should be supplied. Similarly, crockery cutlery and glassware should be of good quality.

Heritage Hotel Category in Rajasthan:

The Department of Tourism has introduced a new category of 'Heritage Hotels' in Rajasthan, which is proposed to be extended to other states in due course. It covers running hotels in palaces/castles/forts/travellers/residences of any size. The guidelines for this additional new category in Rajasthan and application form for this particular star category (applied for Heritage Hotel category in Rajasthan) can be taken from the Member Secretary, HRACC, Department of Tourism, Government of India.

3.3.1.2 Classification based on Ownership:

The ownership through which a hotel can be another way to classification hotels is to examine the

The classification is as follows:

1. Independent hotel
2. Management contract Hotel

1. Independent Hotels:

These hotels, are ownership basis and do not have any affiliation or contract through any other property. And also do not have any affiliation with other hotels with regards to policy, procedure and regulations. The advantage in this type of hotel is that they need not maintain a particular image and they are not bound to maintain any set targets, but can independently adapt quickly to the changing trends' They are usually autonomous.

2. Management Contractual Hotel:

Another type of chain organization that operates properties owned by individuals or partners is management contract hotels. The contract is entered on a long-term basis between the owner and the operator and usually as per the contract.

- The owner retains legal and financial responsibilities.
- The operator pays for the operating expenses and recovers from the owner an agreed-upon fee.

The owner is responsible for paying taxes, insurance and debts.

2.1 Chains:

There are many single owned hotels, yet more and more hotels and motels are now getting affiliated with each other. This gives them the advantage of a large central

organization providing a reservation system, management aids, financial strength, expertise, manpower specialities, merchandise and promotional help. Affiliation.

(i) Two or more operations belonging to some organizations; for example, Holiday Inns, Ramada, Sheraton Corp., Trust house Forte, Hilton Co. p., Howard Johnson, Balkan tourist Day Inns, Travel Lodge, Intercontinental Hotels, Hyatt, Marriott Corp, etc. Within one chain the type of affiliation may vary.

A 'Referral Chain' is made up of independently owned and operated hotels and motels And provides shared advertisement, joint reservation system and standardized quality. Virtually no shared management or financial functions. Another chain operation is 'Multi-Unit Company' usually with a head office and several operations across the country and abroad.

2.2 Concept of Franchise:

The word franchise means that one company ties up with another company, taking the help of the other company to run a business. It is a method of distribution whereby one property that has developed a particular pattern for doing business gives the benefit to other properties. Further, the franchise can be called a system of distribution in which the owner of the franchise grants other rights or privileges to merchandise the product or services for specified returns. The most important benefit is of belonging to one already known group.

A franchise is a system in which the franchise owner grants another the right or privilege to merchandise a product or service for a specified return.

2.3 Franchise Agreement:

It is an agreement under which the owner operates as a member of the chain, utilizing the brand image, name, goodwill and obtaining for a certain fee some services of marketing and operating nature support from resources of a large organization, Advertising, sales promotion, technical and financial help, etc. The franchise can be described as the selling by the franchiser of the right to market a proven product. Hence, or franchisers in the hotel and motel business first established the quality of their product and their expertise in the field by operating company-owned properties and only after demonstrating the success of their properties were they able to make their franchises marketable packages. Banks and lending institutions look with favour on the better-known franchises, and are reluctant to make time to potential investors unless an affiliation with a referral organization has been established:

The most successful franchise in the hotel industry is Holiday Inns. Other successful organizations in the field of the franchise are Hilton, Mariott, Howard Johnson, Ramada, inns, etc.

2.4 Franchise Services:

The franchiser provides services in 3 general categories:

(i) Methods and Systems,

(ii) Technical Assistance,

(iii) Marketing Methods. (Active selling chain benefits). Reservation ties ups on payment of marketing fees).

3.4 Other Categories:

1. based on clientele: In the US and some other countries, hotels are also classified based on the clientele or guest patronage, i.e. the targeted market. This means hotels cater to the specific soup of guests only, for example, some hotels cater to families only while some other may cater to commercial men only' Similarly' there may be hotels which may cater to men only or women only. Probably the beginning of organizations such as YMCA (Young Men's Christians Associations') and YWCA (Young women's Christian Association) started with this concept only'.

In some cases, we find the patronage or clientele base classification may include hotels for sportsmen only. The type of patronage to which one hotel caters gives it a separate character. The type of classification of hotels on patronage, on the basis, was a consumer in olden days, nowadays such classification it is very difficult for the hotel to get the business after the market gets saturated.

2. based on Location:

Downtown hotels, suburban hotels, hotels situated on High ways, motels, motor hotels and motor lodges, hotels on hill stations' hotels on boat boatels and floatels, and airport hotels can be included in this group' These hotels are near to the airport, for example.Centaur hotel' in Delhi. These hotels Usually cater to transit passengers, overnight stay and short stay guests such as layover passengers or cancelled flight passengers' Airlines crews also are Accommodated in such hotels' classified on the.

3. Based on Length of Stay:

In some cases, the hotel can be classified based on the length of stay. This kind of hotel is also called based on the stopover of the guest in the hotel. Some hotels accommodate guests for a short period only, for example, as less as one day or sometimes maybe even less than that, (i.e.,) on half Jay rate basis only. In such cases, the guest does not have to enter into a specific bond or lease. Of course a GR. the card has to be filled in by the guest which is a mandatory requirement. Such hotels are usually situated on the highway near airports or interstate or international bus terminals where transit guests come and hence such hotels are called transit or transient hotels' Guest of this type of hotel is required to pay on daily basis.

4. Caravans:

Are the others lodging establishments take across the country, these are fitted with sleeping accommodation, lounge, and bathroom facilities; they have tanks of fresh water and septic tank. And some caravans have basic kitchenettes with heating types of equipment.

5. Government Houses:

Owns and run by the government agencies and corporations like in India ITDC and other state corporations also. Having composite names like Dak Bungalows, PWD Houses, and Forest Lodges. That is the Legacy of the Indian Raj. This is primarily built for the government employees and staff. Dak bungalows' for the postal couriers to rest while and circuit houses for the high officials .forests lodges are built for the peoples

who are engaged in the activities related with the forest.PWD for those who are multi-skilled workers like labourers', cook, clean and look after the security concern for the establishment.

6. Residential Hotels:

Are also called apartments houses. Rooms in residential houses are sold monthly basis. It may be furnished or unfurnished, single e or double. Almost every residential hotel operates its restaurant, telephones and valets services. Advance rents usually collected and other bills are weekly. These types of hotels generally operate on the European plan. Recent developments have been seen as condominiums and timeshares whereas the rooms are sold based on time around the year. When the rooms are not occupied the management has a right to rent out the respective rooms so that the hotel will contain both residential and transient hotels.

7. Transient/Transient Hotels:

The guests who are en-route called transient i.e. in the process of moving from one place to another and stop at the destinations for some time to take rest for a while to reach their final destination. Hence hotels that cater for the needs of those guests are termed Transient hotels. They have their origin in olden days and charges are accordingly to the *per dien* basis. I large cities are generally operating on the European plan and small cities operate on the American plan. Such hotels are generally located near to the bus stand, airport and railways stations.

8. Resort Hotels:

Resort hotels are located at the resort places such as islands, exotic places, hill stations, beaches, and health resorts and spas etc. with scenic beauty and greenery around. The general motivation behind to pay to visit these places to relax, calm, health purpose, the peacefulness of mind and soul, loneliness etc. depending upon the location the programme can be arranged. Generally, a guest stay is not long such as a week or normally holidaymakers, sports and patients are advised to go to resort hotels. In this type of hotel, the business generally depends upon the season and that's why they have a season tariff that differs from the off-season tariff.

- A resorts hotel offers the following facilities like
- Extensive entertainment and recreational programmes
- Tennis court, golf course, squash, billiards and adventures activities etc.
- Saddle horse and trainers,
- Car parking along with the garages, service facilities.

9. Commercial Hotels:

Commercial hotels are situated in the heart of the city, i.e., downtown busy commercial areas and urban areas. Mainly businessmen and commercial executives support these hotels. Generally, the duration of stay is a few days only and weekend business is slack. The best possible facilities of a high standard are provided in commercial hotels. These days, a business centre in a commercial hotel is a must. They must have services like facilities to meet the basic business demands, swimming pool, speciality restaurant bar, disco, 24 hours room service, health club, etc. Commercial hotels are sometimes also

called downtown hotels. In addition to businessmen, these hotels also accommodate tour group's small conference groups and individual guests.

10 Surban Hotels:

Suburban hotels are situated in suburbs, with quiet surroundings. They have moderate to low tariffs and are generally support and favoured by budget guests.

11 Retirement Hotels:

Hotels in this category are not popular these days. Such hotels cater to the needs of retired persons. They take care of their meals and lodging. They also offer some Mild recreational activities to the senior citizens. Normally all the services me offered as inclusive package rates to retired persons. Nowadays such establishments are called Old Homes and sandhya Houses' in India.

12 Green Hotels (Eco-Friendly Hotels):

If we kill the environment we kill ourselves. The environment has always has been a touchy subject vis-a-vis the hospitality industry. The spread of unplanned tourism and its allied evils hardly show any regard for the pristine beauty of the places identified for development and on grand plans. As a result, much rare flora and fauna that live on the thin red line of extinction are lost forever as the sacrificial goats of progress. Tourist activities are claimed to uproot the locals from their habitats, robbing them of their livelihood, eroding the quality of their life, disrupting their lifestyle, competing for their value system, impinging on their socio-cultural ethos, polluting the soil, water and air and depleting natural resources and wreaking havoc on the region's flora and fauna.

13. Floating Hotels:

This type of hotel is located on the surface of the water such as the sea, lake, etc. Such hotels provide an exclusive and exotic atmosphere. All the facilities of a first-class hotel are there in this category of hotels. In many countries old luxury ships have been converted into floating hotels. In India in the Kashmir valley, houseboats are used as first-class luxury hotels. They provide a wonderful experience to a tourist. The First Floating Hotel of India, a Rs 31 crore hotel with four storeys will be operational in Kolkata very soon. The hotel with a coffee shop and 73 rooms and three suites can be called the First Floating Hotel of India.

14. International Hotels:

These hotels are situated in metropolitan cities and provide modern western-style luxury to their guests. They can also be called full-service hotels. Many such hotels are owned by big international chains. Such hotels find good market in commercial towns.

15. Motels:

Motels, motor hotels and motor courts I designed to serve the needs of motorists. They must provide car parking, garage, accommodation, rest facilities and recreational facilities and hence motels are generally equipped with filling stations, motor garages, service stations, accessories, elevator service to automobile entrants, restaurants, etc. The tariff is very low as compared to city hotels. They have easy access from highways, being located on highways or at road junctions. Motel accommodation is ranked with hotels

in general in many countries. Specific legislations laid down in some counties like France, Norway, Ireland, Portugal and Turkey are regarding approval of plans, easy access for cars, minimum capacity, provision of the restaurant, minimum standard of facilities and in Turkey provision of a petrol pump or service station.

16. Casino Hotels:

This type of hotel is having provision of casinos. Casino hotels are not famous in India but very famous in America, particularly in Las Vegas- Nevada. Top artists come to the hotel and give their live performances and entertain the guests. These are high-class hotels with luxurious rooms and other top-class services and amenities**.**

17. Condominiums:

Condominium development involves joint ownership of a complex. Each owner purchased has the full benefit of a unit such as a guestroom, suite, apartment or a villa and shales the cost common to the whole complex such as taxes of buildings and grounds, parks, tennis court, Swimming pools, provision of service security, letting and management etc.

Each owner can occupy or sell the condominium property. The owner can enjoy extensive recreational facilities exclusive to the complex. Condominium Management looks after the unit in the absence of the owner and if required' let it Provide income. In some instances letting or lease-back conditions may be written into the contract, particularly where the condominium unit in a complex may be used as a backup to a hotel operation, for example, to provide additional accommodation force.

18. Apartotel:

This type of lodging building also used as a residential hotel. Purchase of the apartment entitles full services of the hotel and during the period it is not occupied it can be added to the hotel pool for getting income. The concept was initially developed by Melia Coy of Spain in 1970. Auberge, Gasthof and Herberge, are the counterpart of the inn in various countries. They represent a smaller unit that may have a complimentary bar, restaurant and bedrooms for travellers. Here the emphasis is given to eating and drinking facilities.

19. Boarding Houses:

These are establishments giving accommodation usually with meals and for a definite period-commonly for a week or longer. The facilities are generally restricted to use by resident guests. It can also be called a guesthouse, a private hotel, and is known in Europe as 'pension' or 'pension de families distinctions in these depend variously on length of stay, location, facilities and levels of sophistication of premises.

20. Holiday Villages:

Providing extensive recreation and sporting facilities on the inclusive basis. In multiple Units 'and provide self-catering (individual kitchen). In Spain located in areas where contact with nature and sporting activities is possible. The provision of green zones, playgrounds, and social amenities like libraries, nurseries, and television rooms is there. For social tourism based on family units providing a convertible living room, bedroom, bathroom, shower room and kitchen. Wide range in sports like riding, swimming,

skating golf, etc. The design of the building and landscaping are highly sophisticated (Village Equastere de Pompadour, Club Mediterranee, Correze-France) retaining the village atmosphere. Typical size ranges between 500-800 beds, a 600 beds capacity being considered the optimum for efficient operations with a density of between 150-200 beds per hectare or 60-80 beds per acre. Specific regulations may apply as in Spain, holiday villages are classified in 3 categories according to amenities and services. In France, regulatory standards apply to commercial holiday villages and to non-Commercial establishments like those of the association 'Villages Vacances Families'- (v.v.f), which llrr1973 was responsible for 70 villages and family lodges providing 33,000 beds.

21. Supplementary Accommodation:

This group includes all forms of rented accommodation other than the above-mentioned categories such as youth hostels, Dak bungalows, forest lodges, travellers' lodges, and recreational cafes for children, Dharamshalas, sanitaria and convalescent centres, camping grounds-these are sites demarcated with amenities for living in the open air in a tent, tailor or any other mobile provisional type of accommodation unit. Usually camping sites fall into four main f, those for transit, weekend, holiday and tourist use.

3.5 Types of Rooms or Accommodation:

- **Single room:** The term refers to a room with a standard single bed to provide sleeping accommodation to one person.
- **2 Double Room:** The term refers to a room that has a double bed and provides sleeping comfort for two people
- **Twin Room:** It refers to a room with two identical twin beds separated by a small bedside table.
- **Interconnected Room:** It refers to rooms that are connected. They have a common wall and a door to go from one room to another.
- **Quad Room**: It refers to sleeping accommodation facilities for 4 persons.
- **Triple Room:** It refers to sleeping accommodation facilities for 3 persons and has either a double or two twin beds and an extra bed in it.
- **Double – Double Room:** It refers to a room that has two double beds and provide sleeping accommodation facilities for 4 persons.
- **Suite Room:** Suite refers to a set of two rooms out of which one is bedroom and other is the living room.

a) **Single–Suite:** It is a single room with a sitting room attaches to it and meant for one person's sleeping comfort.
b) **Double - Suite:** It is a double room with a sitting room attaches to it.
c) **Junior – Suite:** A large room with a partition separating the bedroom furnished from the sitting area.
d) **Duplex – Suite:** This type of suite has two rooms on two successive floors and is connected with another staircase.

e) **Penthouse Suite:** Vary luxurious suite of the hotel and is situated on the terrace of the building.

9. Studio Room: These are rooms which are called multi-utility rooms also and they have utility furniture such as sofa-cum-bed. The furniture is such which is used for sitting purposes during the day and sleeping during the night.

10. Cabana Room: This type of room is situated near the swimming pool of the hotel and is normally used by people who love water games and are fond of swimming.

11. Lanai Rooms: This term is generally used by hotels that are situated on the hill stations for those rooms which have a view of the waterfall or some water bodies or a garden from the balcony of the room.

12. Hollywood living Room: A room with two single beds joined together and with a common wall.

Types of Rates:

Group Rate: A published tariff price given to group operators which are commissionable to retail travel agents, tour operators etc.

Volume Rate: These may be based on the production of business for the entire year or for a selected period coinciding with the seasonal rate. Also called preferred rate.

Rack Rate: rack rate is a term that refers to the normal room rate of the hotel. This is the rate of the room which is published on the room tariff card.

Executive Business Service Rate: Special rates available to preferred business accounts.

Tour Group wholesale Rates: A tariff discounted in advance applicable to wholesalers to operate a series of the tour with the group arriving and departing together.

Government Rate: Usually government employees are given per day allowance for their travelling and accommodation and food by their office and some hotels offer them a rate which gives them room and accommodation within that price.

Discounted Rates: Airlines, Travel agent discounts, the discount rates should be fixed in competition to other hotels of that area.

Seasonal rates: A season and resort hotel which usually have fluctuating demand change their rate as per the seasonality and offer different rates for in season and offseason.

Crib Rate: A special rate applicable to children below 12 years of age and accompanying their parents.

Extra bed Rates: Generally one-fourth of the published room rate.

Crew Rate: Special rates for airlines crew depending upon the total room night on a consistent and continuous basis given by the airlines over a period of generally one year.

Membership Rate: Some hotels give special rates to the member of various esteemed organizations such as esteemed clubs etc.

Corporate Rate: This programme covers corporate offices and usually 10 – 15 % discount can be given to the officers coming from the corporates.

Commercial Rates: A rate agreed upon by a travel agent and the hotel for all individual room reservations.

3.6 Summary:

Hotels are classified into several distinct categories to help the prospective guest in identifying the right type of hotel matching his standard and requirement. However, these can be classified mainly, based on size, star system like One two three four and five-star category of hotels, ownership basis and other categories like floatels, boatels, eco-friendly hotels, Boutique Hotels, Government residential, Dak Bungalows, Cashino hotels. Boarding Hotels. Commercial hotels, Resort Hotels. Etc. Refers to the number of rooms (bed capacity) and should not be confused with the building height, or the area of the property, or the gross sale etc. The term number of rooms refers to the let able rooms and does not include those rooms which are converted for other use such as for manager, housekeeper, accounts, etc., and rooms on the ground floor and basement which are generally used for offices, rentals, support services or other operational facilities leased for businesses and associations.

Usually, the distribution is:

(i) A hotel of 25 rooms or less is called a small hotel

(ii) One with 26 to 99 rooms is an average hotel

(iii) From 100 to 299 It is called as above average

(iv) A hotel with more than 300 rooms is classified as a large hotel.

Star system:

In this system, hotels are classified based on facilities that the hotels have and the services which the hotels provide to the guests. Based on the number of services and facilities and their quality and standards, which may vary from a basic bedroom to a luxury room with modem fittings and types of equipment of the hotels are awarded stars ranging from I to 5 stars deluxe.

The ownership through which a hotel can be another way to classification hotels is to examine the classification is as follows: Independent hotel and Management contract Hotel.

Independent Hotels:

These hotels, are ownership basis and do not have any affiliation or contract through any other property. And also do not have any affiliation with other hotels with regard to policy, procedure and regulations. The advantage in this type of hotel is that they need not maintain a particular image and they are not bound to maintain any set targets, but can independently adapt quickly to the changing trends' They are usually autonomous.

Management Contractual Hotel:

Another type of chain organization that operates properties owned by individuals or partners is management contract hotels. The contract is entered on the long-term basis between the owner and the operator and usually, as per the contract the owner retains

the legal and financial responsibilities and the Operator pays for the operating expenses and recovers from the owner an agreed-upon fees. The Owner is responsible for paying taxes, insurance and debts.

Chains:

There are many single owned hotels, yet more and more hotels and motels are now getting affiliated with each other. This gives them the advantage of a large central organization providing a reservation system, management aids, financial strength, expertise, manpower specialities, merchandise and promotional help. Affiliation

(i) Two or more operations belonging to some organizations; for example, Holiday Inns, Ramada, Sheraton Corp., Trust house Forte, Hilton Co. p., Howard Johnson, Balkan tourist Day Inns, Travel Lodge, Intercontinental Hotels, Hyatt, Marriott Corp, etc. Within one chain the type of affiliation may vary.

A 'Referral Chain' is made up of independently owned and operated hotels and motels and provides shared advertisement, joint reservation systems and standardized quality. Virtually no shared management or financial functions. Another chain operation is 'Multi-Unit Company' usually with a head office and several operations across the country and abroad.

There are others categories of the hotel's classification like based on clientele, location season, government houses residential houses, commercial hotels etc.

3.7 Glossary:

HRACC: Hotels and Restaurants Approval and Certification committee which is headed by D.G. Tourism /ADG Tourism and Enterprises of members from the hotel industry, Travel Agents Association of India, Department of Tourism and the Principal of Regional Institute of Hotel Management, Catering Technology and Applied Nutrition, etc. This is a permanent committee to classify Hotels into five categories, i.e., from 1 to 5 star and also into a Five-star Deluxe category' The committee will inspect once in three years the existing hotels which have been classified In confirming that the hotels are sticking to the standards.

CVGR: Company Volume Guaranteed Rate

Management Contractual Hotel:

Another type of chain organization that operates properties owned by individuals or partners is management contract hotels.

Franchise: franchise means that one company ties up with another company, taking the help of the other company to run a business. It is a method of distribution whereby one property that has developed a particular pattern for doing business gives the benefit to other properties

Suburban hotels:

Suburban hotels are situated in suburbs, with quiet surroundings. They have moderate to the low tariffs, and are generally support and favoured by budget guests.

Casino hotels:

This type of hotel is having provision of casino

Condominiums:

Condominium development involves joint ownership of a complex. Each owner purchased has the full benefit of a unit such as a guestroom, suite, apartment or a villa are the most common to the whole complex such as taxes of buildings and grounds, parks, tennis court, Swimming pools, provision of service security, letting and management etc.

3.8. Answer to Check Your Progress/Possible Answers to SAQ:

- What do you mean by franchising in the hotel industry?
- How you can classify the star categories of hotels.
- Recall the different types of room rates.
- What do you mean by management contracts and condominiums?
- Eco-friendly hotels.
- How can you classify the hotels on their size?
- What do you mean by Rack rate? And its difference between CVGR.

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3.10. Suggested Readings:

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- Hospitality Industry- An insight June 13, 2011,. http://www.indiabiznews.com/?q=node/1570

3.11. Terminal and Model Questions:

Q1. Discuss in Brief the classification of hotels.
Q2. Discuss the concept of franchising in the hotel industry.
Q3. Explain the different types of rooms in the hotel.
Q4. Discuss the various types of room rates.

Q5. Explain the following:

a) Lanai.
b) CVGR
c) Management contract.
d) Franchise
e) Penthouse.
f) Eco-friendly hotels

Unit-4
Origin and Growth of Hotel Industry with Special Reference to India

4.1 Introduction
4.2 Objectives
4.3 Origin and Growth of Hotel Industry in India
4.3.1 Development of Khanas and Sarais
4.4 Key Players in Hotel Industry in India.
4.4.1 The Indian Hotel Company (IHC)
4.4.2 ITDC
4.4.3 Oberoi's Hotels.
4.4.4 East India Hotels Ltd (EIH)
4.4.5 ITC/Sheraton Hotels
4.4.6 Hotel Corporation of India (HCI)
4.5 Summary
4.6 Glossary
4.7 Answer to check your progress/Possible Answers to SAQ
4.8 References/Bibliography
4.9 Suggested Readings
4.10 Terminal and Model Questions

4.1 Introduction:

Warriors or traders were the early travellers but they did not have hotels to accommodate them. The warriors used tents but the merchants seeking to trade tools, clothing and livestock, traded merchandise for lodging. The inns offered little more than a cot or a bench in the corner of a room or a stable. Most of them were private residences that offered temporary residence or lodging to strangers. Guests stayed in large communal rooms where sanitation and privacy were non-existent. After the establishment of money in the 6th century BC, innkeeping was one of the first commercial enterprises and hospitality was one of the first services for which money was exchanged. In the early period hospitality as an industry was not organised but was provided on an individual or village basis. Before Buddhist monasteries providing boarding and lodging to travellers. During Chandhra Gupta Maury's reign, inns and guest houses were established. Some universities like Texila also provided accommodation to Buddhist monks and such were called Chaityas. In India development of the hotel Industry was closely linked to travel. In India travel was mainly on animals (Mule, horse, and camels) and for the rest during their travel at strategic points. Dharamshalas Sarais, Chaupalas of Panchyatas, Chowltry. In south India there are various temples and religious places were provided by rich people such as Rajas, Kings, Zamindars, etc. usually free accommodation and food used to be provided. During the medieval period, the state authorities needed to provide food and shelter to the wayside travelers.

Till 1963 hotels were mainly run by private operators and only rest houses and tourist bungalows were nm by the Department of Tourism. Hotels at Puri, Aurangabad and Ranchi were traditionally run by the Railways and State governments. Hotels at Brindaban-Mysore were also run by the State/government formation of three corporations and ITDC. Many small and big Indian hotel groups are operating in various parts of India. Some of them are given below. Apart from Indian, some international hotel chains such 'as Sheraton, Hilton, Ramada, Sofitel, Meridien, Hyatt and Mariott are either operating or planning to operate in India on a franchise basis. Welcome Group: It is the hotel division of ITC. Ltd ITC entered into the hotel business in 1975 with the opening of Hotel Chola Madras. The logo represents a traditional Indian welcome in the form of 'Namaste' in an open doorway with the slogan 'Nobody gives you India as we do.' The motto of Welcome Group is 'We enjoy people'. Welcome Group of hotels in various cities in India such as Agra Delhi, Aurangabad, Jaipur, Goa, Gwalior, etc. They also have a hotel school by the name WMI at Gurgaon.

Oberoi Hotels: Rai Bahadur M.S. Oberoi started his hotel career as a clerk in 1922 at Faletti's Cecil Hotel in Shimla. Later Mr Emest Clarke sold his share to Mr M.S. Oberoi, who under the deed of dissolution dated August 14 1934, became the sole, absolute and exclusive owner of Clarke's Hotel, Shimla and Delhi. Mr Oberoi later took over the Grand Hotel at Calcutta on lease and by the end of World War II, the Grand Hotel

became a byword for good service and elegant comfort in hotels. He established Oberoi Hotel Ltd in 1946 and later on 26th May 1949, established.

East India Hotel Ltd (EIHL) at Calcutta. Many hotels were added to EIHL during the period. Later two very important hotels were added--Oberoi Intercontinental in August I 965 in New Delhi and Oberoi Sheraton in 1973 in Bombay. EIHL is now one of the large stand ones of the most reputed hotel chains of India with hotels not only in India but also abroad. Oberoi has a hotel training institute in Delhi and Hotel Ambassador, New Delhi: One of the flagship hotels belonging to Lala Ram Parshad who is considered as one of the pioneers of the Hotel Industry in India (now managed by Taj Hotel in Delhi).

4.2 Objectives:

From the last three chapters the reader briefed about the history of the hospitality international context, age-old institution of hospitality with special reference to Athithi Devo Bhav have an idea about the classification of hotels and rooms types etc And now is also able to trace the path and growth and development of the hotel industry especially in India. The reader understands the growth and development, presents scenarios of major players in the hotel Industry in India.

4.3 Origin and Growth of Hotel Industry in India:

Before World War 11, most of the hotels in India were constructed in different locations that were frequented by the British and Indian aristocracy. It was observed that in this period the development of hotels being undertaken by individual British and Indian entrepreneurs, with only a few companies owning hotels in India, such as The Taj Group--Indian Hotel Company (owned by J. R. D. Tata) and Faletti's Hotel, East India Hotel Oberoi Group. The important hotels that were built during India's British period were: The Rugby, Matheran (1876), The Taj Mahal Hotel, Mumbai (1900), The Grand, Calcutta (1930), The Cecil Hotel, Shimla (1935), The Savoy, Mussoorie (1936). India gained independence in 1947, and the hotel industry had a period in which no hotel development took place. Upon his return from the Non-Aligned Movement Conference in 1956, Late Pundit Jawaharlal Nehru, then Prime Minister of India, recognized that tourism could be an engine for the country's economic growth and was inspired to build quality hotels in India for visiting foreign dignitaries. This led to the first-ever government investment in the hotel industry with the building of the Ashoka Hotel in New Delhi. The India Tourism Development Corporation (ITDC) was set up in 1966 as a corporation under the Indian Companies Act of 1956, with the merger of Janpath Hotel India Ltd. and India Tourism Transport Undertaking Ltd. Today, ITDC provides a complete range of tourism services, including accommodation, catering, and entertainment and shopping, hotel consultancy, duty-free shops, and an in-house travel agency. The government gave the tourism industry another boost when it created the Ministry of Tourism and Civil Aviation in 1967, separating it from the Ministry of Transport and Shipping, thereby recognizing that tourism was not simply about

transporting people from point A to point B but had a much wider role to play in the nation's economy. Concurrently, Rai Bahadur M. S. Oberoi, Chairman of East India Hotels Ltd., was expanding his empire by constructing New Delhi's first modern multi-story hotel, which was franchised to U.S.-based Inter-Continental Hotels. The portfolio of Oberoi hotels consisted of The Cecil, Shimla; The Oberoi Grand, Calcutta; The Oberoi Clarks, Shimla; The Oberoi Palm Beach and Gopalpur on the Sea.

The Taj Mahal Hotel in Bombay was the next to follow this franchising trend in 1970 when it adopted an Inter-Continental hotel franchise for its new hotel in Bombay. Simultaneously, the Oberoi Tower Hotel under construction in Bombay entered into a franchise and management agreement with Sheraton. Holiday Inn also made its entry into India through franchising its hotel project in Bombay. This was the beginning of the methodical planning, designing, decorating, and furnishing of hotels in India, along with the installation of systems for operating various departments in a hotel. The training of managerial and other personnel was an important franchise benefit and the first few batches of managers trained by the Inter-Continental.

Hotel Company set a new trend of competent professional hotel management for India's hotels that continues to influence and guides India's hotel industry today. Before the marketing impact of hotel franchising and hotel management by expatriate managers could be assessed and could proliferate, however, there was a surge of nationalism in India, resulting in the elimination of management service as an integral part of franchise agreements.

In 1975 ITDC launched its hotel business with the acquisition of a hotel in Chennai, which was rechristened "Hotel Chola." The objective of ITDC's entry into the hotel industry was rooted in the concept of creating value for the nation. ITDC chose the hotel industry because of its potential to earn high levels of foreign exchange, create a tourism infrastructure, and generate large-scale direct and indirect employment. Three Welcome Group Hotels were commissioned between 1975 and 1977; these were non-franchised hotels, inspired by the slogan "Be Indian, Buy Indian" and using Indian expertise. Ultimately, however, these hotels adopted the Sheraton system in 1978 and used the services of expatriates for the purposes of upgrading staff training and installing Sheraton operating systems-all without a management contract. This gave the Welcome Group a good start. It must be noted, though, that it took time for these hotels to achieve substantial foreign occupancies. The tacit discouragement of foreign franchising by the government led the leading Indian hotel companies namely The Taj, the Oberoi hotels, and the Welcome Group-to launch their own franchising and management programs, giving rise to indigenous franchise operations. Their focus, however, was the 5-star and 5-star-deluxe categories of hotels. Such hotels were located in the prominent metropolitan cities and a few select resorts, leading to a concentration of franchised hotels in these areas. Motivated by the success stories of the hotels in the metro cities, individual entrepreneurs began constructing hotels in secondary cities/resorts during the late 1970s. When India agreed to host the 1982 Asian Games, a boost was given to the country's hotel industry. The government announced a national policy on tourism

and outlined the country's tourism development objectives. This policy was timed to help the country meet the huge need for hotel rooms in New Delhi, the venue of the Asian Games. The government granted licenses for building hotels to the Taj Palace, Asian Hotels Hyatt Regency, India Tourism Development Corporation-Lodhi Hotel, Samrat Hotel, Kanishka, Le Mkridien, and Surya Sofitel, with the stipulation that their new hotels had to be completed in time for the games. With the opening of these hotels, hotel franchising in the first-class/5-star hotel segment within the metro cities got further strengthened. It also gave rise to the fallacy that tourism was an elitist activity that lacked mass appeal.

4.3.1 Development Khanas and Sarais:

In the early period hospitality as an industry was not organised but was provided on an individual or village basis. Before Buddhist monasteries providing boarding and lodging to travellers. During Chandra Gupta Maury's reign, inns and guest houses were established. Some universities like Texila also provided accommodation to Buddhist monks and such were called Chaityas. In India development of the hotel Industry was closely linked to travel.In India travel was mainly on animals (Mule, horse, and camels) and for the rest during their travel at strategic points. Dharamshalas Sarais, Chaupalas of Panchyatas, Chowltry. In south India there are various temples and religious places were provided by rich people such as Rajas, Kings, Zamindars, etc. usually free accommodation and food used to be provided. During the medieval period, the state authorities needed to provide food and shelter to the wayside travelers.

Musafir Khanas and Sarais:

These developed during the Muslim period. Many famous and well-known musfir khanas and Sarais were made in the Sind province during the Arab Invasion, and also at Peshawar and Lahore. Mohammad Tughlak and Feroz Shah Tuglak made inns in the northern part of India. Later, Sher Shaw Suri, Akbar, Jahangir, and shah Jahan made inns in different parts of India. A beautiful Sarai was built by the Jahanara Begum and its beautiful garden has the inscription Gar Firdous Bar Rui zaminast- Haminhastu. Delhi has always been traditionally hospitable, and we find overwhelming evidence of this in the innumerable sarais and rest houses of this ancient city. Delhi has been built seven times in the area spanning from Mehrauli to Shahjahanbad. Delhi is believed to be one of the oldest living capital of the world. During the irreignsrulers of Delhi built sarais throughout their kingdom for the comforts of travellers. The sarais offered a baoli or a talab (a bathing tank), a stable, a dargah for prayer and sometimes a bimarkhana-a place for sick and ill travellers. A Sufi or saint also lived often in Sarai. Many rulers such as Allauddin Khili banned the selling, consumption and drinking of spirits in sarais. Most of the Sarais Delhi belong to the Slave Period. As per Shiab-al-dinAlumrai there were 2000 Khangads and sarak Delhi and its suburbs. Most of these have not survived. Some of the famous Sarais are mentioned below: those really worthy to see and visit in India:

- Qutub Sarai: At the entrance of the tomb of Kamali Jamali, it had a 50 feet deep b ao limits courtyard.
- Ladha Sarai: Also called as Baghi-Nazir, it is 300 yards south of the tomb of Jamali. It was built in 1748.
- Lado Sarai: Also in the same vicinity, it was originally a caravan sarai.
- Sarban Sarai: It is in Kamlapati Garden, very close to Delhi-Qutub Road.
- Daud Sarai: It is situated about 500 yards south of the tomb of Maulana Quli Khan in Qutub area.
- Kallusaroi: Built during Tughlaq period vicinity of Sarv priya Vihar, area. Its main feature, a rubble masonry building, is called Bijay Mandal.
- Arob ki Sarai: It was built in 1560-61 by Hamida Banu Begam, wife of Humayun, as a settlement of 300 Arabs (whom she had brought with her while. returning from a pilgrimage to Mecca.
- Sheikh Sarai: It was named after a popular saint Sheif Allauddin who lived: there and had his tomb during his lifetime.

  Some more popular sarai's of Delhi ate Sarai Shahji built Mughal period, Gur ' ki Saraion the eastern side of Karnal Road with its mosque of Hyrewali, Sarai' Bangashnear Fatehpuri mosque, Sarai Topkhana, the Dargha Shah Sabi Baksh' with its musafir khana on Faiz Bazw road, Jai Sarai on the southeast of Hauz Khas village, Katwaria Sarai in the centre of the village, Phus ki Sarai, Ghatu Sarai,, Nepa Sarai and the famous Yusuf Sarai, etc. Journeys undertook by some famous thinkers and philosophers in olden: days in India: Fa Hien (visited India in. AD 402), Hieun Tbang (eo 626-643), Marco ' Polo (1273) These people have also mentioned of shelters for travellers in their accounts on I India" l o Saraisstarted developing into inns and western-style hotels with the coming of Britishers in important cities like Calcutta and Bombay. During this period boats were kept ready at ports. Agents took care of travellers and their luggage. The private carriage would take them to the hotel on their arrival at the shore.

  As early as last century there were excellent inns (taverns) in India some famous, inns were: Portuguese Georges, Parsee Georges and Paddy Georges. : Some famous hotels of that time: Albion Hotel, Victory Hotel, Hope Hall (Rs 6 per day for room and meals). : Records are available showing that Philip Stanhope (I778), a Traveller, stayed in a luxurious and excellent tavern in Bombay. David Prince, who visited India, stayed a dinner to commemorate the capture of Shri rangapairam was served at Maclean's, Hotel in 1800 at Bombay. The same remained a resort for many years of Sansl Souci Club which entertained Duke of Wellington, Lord Nelson and Sir Arttrud Wellesley. Pallanjee Pestonjee (40) started the first luxurious hotel in Bombay. It was famous for its excellent cuisine, beers and wines and its excellence in management. Later he opened another hotel at Fort in Bombay. Auckland Hotel (1843) was established in Calcutta. Later it was renamed as Great Eastern Hotel in 1858 and later renovated for a Sum of Rs l0 lakh. Esplanade Hotel (1871) was built in Calcutta by John Wakson (Britisher), a silk drapery merchant (also believed to be an architect and builder). The hotel had 130 rooms. Dak Bungalows were made during the British period for official touring for various purposes

which were later replaced into a modified circuit House. Later, some Swiss and other families also owned hotels in India. One such example was Hotel Fonssca in New Delhi which was later demolished and the Hotel Taj Mahal at Man Singh Road was built there.

4.4 Key Players in Indian Hotel Industry:

4.4.1 The Indian Hotels Company Limited (IHCL):

This and its subsidiaries are collectively known as Taj Hotels Resorts and Palaces and are recognized as one of Asia's largest and finest hotel companies. Incorporated by the founder of the Tata Group, Mr Jamsetji N. Tata, the company opened its first property, The Taj Mahal Palace Hotel, Bombay in 1903. The Taj, a symbol of Indian hospitality, completed its centenary year in 2003.

Taj Hotels Resorts and Palaces comprises 93 hotels in 55 locations across India with an additional 16 international hotels in the Maldives, Malaysia, Australia, UK, USA, Bhutan, Sri Lanka, Africa and the Middle East. Spanning the length and breadth of the country, gracing important industrial towns and cities, beaches, hill stations, historical and pilgrim centres and wildlife destinations, each Taj hotel offers the luxury of service, the apogee of Indian hospitality, vantage locations, modern amenities and business facilities.

IHCL operate in the luxury, premium, mid-market and value segments of the market through like **Taj** (*luxury full-service hotels, resorts and palaces*), **Taj Exotica**, **Taj Safaris** are wildlife lodges, **Vivanta by Taj Hotels & Resorts** span options for the work-hard-play-hard traveller across metropolitan cities, **The Gateway Hotel** (*upscale/mid-market full-service hotels and resorts*) is a pan-India network of hotels and resorts that offers business and leisure travellers a hotel designed, keeping the modern nomad in mind, **Ginger** (*economy hotels)* is IHCL's revolutionary concept in hospitality for the value segment. Intelligently designed facilities, consistency and affordability are hallmarks of this brand targeted at travellers who value simplicity and self-service. **Jiva Spas** a unique concept, which brings together the wisdom and heritage of the Asian and Indian Philosophy of Wellness and Well-being. Rooted in ancient Indian healing knowledge, Jiva Spas derive inspiration and spirit from the holistic concept of living. IHCL operates **Taj Air**, a luxury private jet operation with state-of-the-art Falcon 2000 aircraft designed by Dassault Aviation, France; and Taj Yachts, two 3-bedroom luxury yachts which can be used by guests in Mumbai and Kochi, in Kerala. IHCL also operates **Taj Sats Air Catering Ltd**., the largest airline catering service in South Asia, as a joint venture with Singapore Airport Terminal Services, a subsidiary of Singapore Airlines.

India to give recommendations about the development of Hotel & Tourism ' Industry and one of its major recommendations was that 'inadequate hotel accommodation of the right type for the kind of growth of tourism is to be provided, the public sector will have to play a major role in this field., Later in 1956, the Dewan chaman Lal committee was set up by the Government of India (Hotel standard and Rate structure committee) to:

1. Lay down criteria for the classification of hotels because of international standards.

2. Suggest guidelines for the promotion of tourism to India and within India.
3. Suggest improvements on the existing arrangements and availability of sources for the promotion of national and international tourism.
4. Suggest a rate structure keeping in view the existing price structure in the hotel industry.

4.4.2 ITDC (Indian Tourism Development Corporation) Hotels Ltd:

Till 1963 hotels were mainly run by private operators and only rest houses and tourist bungalows were nm by the Department of Tourism. Hotels at Puri, Aurangabad and Ranchi were traditionally run by the Railways and State governments. Hotels at Brindaban-Mysore were also run by the State/government formation of three corporations and ITDC.

In 1964 three corporations were set up by the Government of India, viz.

1. India Tourism & Hotel Corporation
2. India Tourism Corporation Ltd.
3. India Tourism & Transport Corporation

On 24th September l966, the Government of India decided to merge these corporations and issued' India Tourism Corporation Amalgamation Order 1966' and formed a new corporation-India Tourism Development Corporation (ITDC) with an authorized capital of Rs 5 crore. Soon ITDC took over tourist bungalows at (Mahabalipuram, Thanjavur, Madurai and Tiruchirapalli (Tamil Naidu)

(ii) Bijapurand Hassan (Kapataka)

(iii) Khajuraho, Sanchi and Mandu (Madhya Pradesh)

(w) Kullu and Manali (Himachal Pradesh)

(v) Bodh Gaya

(vi) Bhubaneshwar (Orissa)

(vii) Kashi Nagar (Uttar Pradesh)

(viii) Ghana (Rajasthan)

Many small and big Indian hotel groups are operating in various parts of India. Some of them are given below. Apart from Indian, some international hotel chains such 'as Sheraton, Hilton, Ramada, Sofitel, Meridien, Hyatt and Mariott are either operating or planning to operate in India on a franchise basis. Welcome Group: It is the hotel division of ITC. Ltd ITC entered into the hotel business in 1975 with the opening of Hotel Chola Madras. . The logo represents a traditional Indian welcome in the form of 'Namaste' in an open doorway with the slogan 'Nobody gives you India as we do.' The motto of Welcome Group is 'We enjoy people'. Welcome Groups hotels in various cities in India such as Agra Delhi, Aurangabad, Jaipur, Goa, Gwalior, etc. They also have a hotel school by the name WMI at Gurgaon.

Key players:

Company	Type of properties	Brands
Indian Hotels	Luxury, mid-segment and budget	Taj, Gateway, Vivanta and Ginger
ITC Welcomgroup	Luxury, budget and heritage hotels	ITC Hotel—Luxury Collection, Welcome Hotel—Sheraton, Fortune and Welcom Heritage
EIH	Business hotels, leisure hotels and cruises	Oberoi and Trident
Carlson	Luxury, business hotels, economy and cruises	Radisson Hotels and Resorts, Park Plaza, Country Inns & Suites, Park Inn
InterContinental	Luxury, mid-segment and business hotels	Inter-Continental, Crowne Plaza, Holiday Inn, Holiday Inn Express, Hotel

Source: *IBEF*

4.4.3 Oberoi Hotels:

Rai Bahadur M.S. Oberoi started his hotel career as a clerk in 1922 at Faletti's Cecil Hotel in Shimla. Later Mr Emest Clarke sold his share to Mr M.S. Oberoi, who under the deed of dissolution dated August 14 1934, became the sole, absolute and exclusive owner of Clarke's Hotel, Shimla and Delhi. Mr. Oberoi later took over the Grand Hotel at Calcutta on lease and by the end of World War II; the Grand Hotel became a byword for good service and elegant comfort in hotels. He established Oberoi Hotel Ltd in 1946 and later on 26th May 1949, established.

4.4.4 EAST India Hotel Ltd. (EIHL):

It Started at Calcutta. Many hotels were added to EIHL during the period. Later two very important hotels were added-- Oberoi Intercontinental in August I965 in New Delhi and Oberoi Sheraton in 1973 in Bombay. EIHL is now one of the large stand ones of the most reputed hotel chains of India with hotels not only in India but also abroad. Oberoi has a hotel training institute in Delhi and Hotel Ambassador, New Delhi: One of the flagship hotels belonging to Lala Ram Parshad who is considered as one of the pioneers of the Hotel Industry in India (now managed by Taj Hotel in Delhi). In I946, he purchased two hotels in Mussoorie, U.P. and operated one hotel in Bokaro. Lala Ram Parshad was appointed Technical Director of Hotel Ashok, New Delhi during its construction stage and was the first Asian to be elected as an executive member of the International Hotel Association (I.H.A) in 1969. He was among the first few hoteliers to realize the importance of trained manpower in the hotel industry and was associated with various Hotel Management Institutes and Food Craft institutes in India. U.P. Hotels

and Restaurants Ltd: Famous as Clarke's Group of Hotels, it was established on me 3th February 1961. It started with its flagship hotel Clarke Shiraz Agra. Later hotels-Clarke's Awadh, Clarke's Amer, and Clarke's Varanasi at Luck now, Jaipur and Varanasi, respectively, were added to this chain.: A chain belonging to the R.N. Kapoor family with hotels at Mumbai, Hyderabad Kolkata and Coonoor (in South India). Specialized in Italian cuisine.

4.4.5 ITC/ Sheraton Corporation:

ITC's Hotel division was launched on October 18, 1975, with the opening of its first hotel - Chola Sheraton in Chennai. ITC – Welcome group Hotels, Palaces and Resorts, is today one of India's finest hotel chains, with its distinctive logo of hands folded in the traditional Namaste is widely recognized as the ultimate in Indian hospitality. Each of the chain's hotels pays architectural tribute to ancient dynasties, which ruled India from time to time. The design concept and themes of these dynasties play an important part in their respective style and decor.

With more and more hotels being added at strategic destinations, the group has joined hands with the Sheraton Corporation to strengthen its international marketing base. A successful marketing franchise for almost 25 years now, there are currently 10 ITC–Welcome group Sheraton hotels, and more in the pipeline.

4.4.6 The Hotel Corporation of India (HCI):

The Hotel Corporation of India Limited (HCI) is a public limited company wholly owned by Air India Limited and was incorporated on July 8, 1971, under the Companies Act, 1956 when Air India decided to enter the Hotel Industry in keeping with the then prevalent trend among world airlines. The objective was to offer to the passengers a better product, both at the International Airports and other places of tourist interest, thereby also increasing tourism of India.

4.4.7 The Leela Group::

Founded in 1957 by Capt. C.P. Krishnan Nair, the Rs.4.5 billion Leela Group is engaged in the business of ready-made garments and luxury hotels and resorts. The Leela Kempinski, Mumbai and The Leela, Goa are two of the best hotels in India and have also won considerable international acclaim. For this to have been achieved in 12 short years is nothing short of remarkable. Recently in 2001 Capt. Nair fulfilled his longstanding dream of constructing a palace hotel in the garden city of Bangalore. The Leela Palace Kempinski, Bangalore is built in art deco style recreating the grandeur of The Mysore Maharajas Palace. It is set amidst 8 acres of landscaped gardens and waterfalls. It is a palace with the heart of a modern hotel. Its 254Corporate Catalyst India A report on Indian Tourism and Hotel Industry rooms are opulently furnished and are befitting royalty. The newest addition The Leela Kovalam is Kerala's largest resort, built on a rock

face cradled between two wide sweeping beaches with a stunning view of the famous Kovalam coastline

4.4.8 The Bharat Hotels Group:

The Bharat Hotels group is a major player in India's tourism and hotel sector. It operates its hotels under 'THE GRAND' banner and its present portfolio of hotels incorporate FOURTEEN luxury hotels in the five-star deluxe segment. These include InterContinental 'The Grand' hotels in New Delhi, Mumbai, Goa & Srinagar and The Grand Ashok Bangalore, The Grand Laxmi Vilas Palace Udaipur and The Grand Temple View Khajuraho. Additionally, soon to open hotels in 2008-09 are – The Grand Great Eastern Kolkata, The Grand Jaipur, The Grand Resort Bekal, The Grand Ahmedabad, The Grand Chandigarh, The Grand Noida and The Grand Fort Dubai. By 2009, the company plans to open hotels in Hyderabad, Amritsar and other key locations.

4.4.9 Jaypee Hotels Ltd:

Jaypee Hotels Limited primarily engages in the ownership and operation of hotels in India. The company owns three Five Star Deluxe Hotels, namely Jaypee Palace Hotel at Agra, and Jaypee Vasant Continental and Jaypee Siddharth Hotel at New Delhi. It also manages the operation of the hotels Jaypee Residency Manor at Mussoorie and Jaypee Green Resorts. In addition, Jaypee Hotels involves in construction operations. The company is headquartered in New Delhi, India. Jaypee Hotels Limited is a subsidiary of Jaiprakash Associates Limited.

Number of Hotels – 2010:

Hotel categories	No. of Hotels	No. of Rooms
5 star deluxe/5 star	165	43,965
4 Star	770	134 20
3 Star	505	30,100
2 Star	495	22,950
1 Star	260	10,900
Heritage	70	4,200
Uncategorized	7,078	-
Total	8,707	1,32,885

Source- FHRAI

4.5 Summary:

In the early period hospitality as an industry was not organised but was provided on an individual or village basis. Before Buddhist monasteries providing boarding and

lodging to travellers. During Chandra Gupta Maury's reign, inns and guest houses were established. Some universities like Texila also provided accommodation to Bushist monks and such were called Chaityas. In India development of the hotel industry was closely linked to travel. In India travel was mainly on animals (Mule, horse, and camels) and for the rest during their travel at strategic points. Dharamshalas Sarais, Chaupalas of Panchyatas, Chowltry. In south India there are various temples and religious places were provided by rich people such as Rajas, Kings, Zamindars, etc. usually free accommodation and food used to be provided. During the medieval period, the state authorities needed to provide food and shelter to the wayside traveller.

These developed during the Muslim period. Many famous and well-known musfir khanas and Sarais were made in the Sind province during the Arab Invasion, and also at Peshawar and Lahore. Before World War 11, most of the hotels in India were constructed in different locations that were frequented by the British and Indian aristocracy. It was observed that in this period the development of hotels being undertaken by individual British and Indian entrepreneurs, with only a few companies owning hotels in India, such as The Taj Group--Indian Hotel Company (owned by J. R. D. Tata) and Faletti's Hotel, East India Hotel Oberoi Group. The important hotels that were built during India's British period were: The Rugby, Matheran (1876), The Taj Mahal Hotel, Mumbai (1900), The Grand, Calcutta (1930), The Cecil Hotels, Shimla (1935), The Savoy, Mussoorie (1936). India gained independence in 1947, and the hotel industry had a period in which no hotel development took place. Upon his return from the Non-Aligned Movement Conference in 1956, Late Pundit Jawaharlal Nehru, then Prime Minister of India, recognized that tourism could be an engine for the country's economic growth and was inspired to build quality hotels in India for visiting foreign dignitaries. This led to the first-ever government investment in the hotel industry with the building of the Ashoka Hotel in New Delhi.

The India Tourism Development Corporation (ITDC) was set up in 1966 as a corporation under the Indian Companies Act of 1956, with the merger of Janpath Hotel India Ltd. and India Tourism Transport Undertaking Ltd. Today, ITDC provides a complete range of tourism services, including accommodation, catering, and entertainment and shopping, hotel consultancy, duty-free shops, and an in-house travel agency. The government gave the tourism industry another boost when it created the Ministry of Tourism and Civil Aviation in 1967, separating it from the Ministry of Transport and Shipping, thereby recognizing that tourism was not simply about transporting people from point A to point B but had a much wider role to play in the nation's economy. Till 1963 hotels were mainly run by private operators and only rest houses and tourist bungalows were nm by the Department of Tourism. Hotels at Puri, Aurangabad and Ranchi were traditionally run by the Railways and State governments.

Hotels at Brindaban-Mysore were also run by the State/government formation of three corporations and ITDC. Many small and big Indian hotel groups are operating in various parts of India. Some of them are given below. Apart from Indian, some international hotel chains such 'as Sheraton, Hilton, Ramada, Sofitel, Meridien, Hyatt and Mariott are

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The major key players in the Indian Hospitality Industry are as follows

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4.6 Glossary:

ITDC: Indian Tourism Development Corporation

IHC: The Indian Hotel Company

EIH: East India Hotels Ltd

HCI: Hotel Corporation of India

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4.8 Suggested Readings:

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- Taj hotels and resorts - *http://www.tajhotels.com/About-Taj/Company-Information/ Defau.lt .html.*
- Major players of hotel industry In India "*callhotels.com/preview/major-players-in-the-hotel-industry*

4.9 Terminal and Model Questions:

- Discuss the growth and development of the Hotel Industry in India.
- Explain the development of Musafir khanas and Sarais and their role in the Hotel Industry.
- What do you mean by inn keeping and how it has been replaced by the modern hotel Industry?
- Explain the major key players in the hospitality Industry.

Unit-5
Front Office Organization

Structure:

5.1 Introduction
5.2 Objectives
5.3 Front office organization
5.4 Duties and responsibilities of Front office staff
5.5 Font office operations and functions
5.6 Summary
5.7 Glossary
5.8. Answer to check your progress/Possible Answers to SAQ
5.9 References/Bibliography
5.10 Suggested Readings
5.11 Terminal and Model Questions

5.1 Introduction:

The hotel business is very lucrative as it satisfies two basic needs like food' basic physiological needs of human beings and shelter. However basic or elaborate operations, hoteliers as a business is a safe investment because people will travel eat and drink. The Front office in a hotel is the department responsible for the sale of hotel rooms through systematic methods of reservation followed by registration and assigning rooms to customers. It is the enterprise of hotel operations as it fulfils the core activity of the hotels, which is to sell the rooms. The front office as the name suggests is the first and last point of contact for a guest' It' therefore' has a visible role in creating the image of the hotel property. Revenues from hiring rooms contribute to fifty per cent or more of a large hotel with a large beverage operation. In many cases such as motels airport hotels; the main revenue comes from the rooms. The profit contribution from the room is high because, after the initial investment of constructing and decorating the rooms, it is the space available for the coming years. The term sale may appear misleading to those unfamiliar with the industry. Sale in the hotel industry means a lease of the hotel room for stay for some duration, at least one night a price. A room is considered sold when the room space is leased by a guest for a specific period. A room tariff is a rate charged per room computed by the revenue department. The front office is the most visible department in a hotel. Front office personnel also have more contact with guests than staff in most other departments. The front desk usually the focal point of activity for the front office & is prominently located in the hotel's lobby. The guest comes to the front desk to register, receive room assignments, and enquires about the available services, facilities & the city or the surrounding area & to check out.

5.2 Objectives:

The objective of this chapter is to be familiar with the front office department and create awareness about the staff and their duties and responsibilities, also show to them pursue a career in this department.

5.3. Front Office Organization:

The Hospitality Industry:

- Hospitality is treating people like you would want to be treated when you are travelling.
- Hospitality can be termed as deliberate, plan and sustain efforts to establish and maintain mutual understanding between an organization and the public.
- The word hospitality industry is derived from the Latin word 'HOSPITALITIES'. Hospitality activities cover everything providing attentive and courteous services.

Early travellers were either warriors or travellers in search of knowledge and there were no hotels. Warriors and conquerors pitched their tents for accommodation in keeping can be said to be the first commercial enterprise in hospitality.

One of the first services for which money was exchanged. Inn of the biblical is written offered only a cot or a bench is the corner. Guest stayed in large rooms with no sanitation and rates were reasonable. In the third century, the Roman Empire developed an extensive network of brick braved roads throughout Europe and Asia and a chain of lodges was constructed along with the major Spain of turkey.

- Organizational or social units or human grouping deliberately to be constructed or reconstructed to seek/attain specific goals.
- Organizational as a hotel: A hotel can be called an organization i.e. it is also a business and it is set up to achieve certain goals or objectives by the production of food and beverages services and accommodation for its guest. An organization chart is a schematic representation of the relationships between positions within an organization. It shows where each position fits in the overall organization, as well as where divisions of responsibility & lines of authority lie. An organization chart should be flexible, reviewed & revised yearly. An organizational chart is an illustration of the grouping of responsibilities and of some of the authorities and relations that arising among certain groups. The different types of organizational charts are Skelton, Functional charts and Personnel chart.

5.3.1 The Functional Areas can be Classified into two like:

1. **Revenue Center:**
   - Sells goods or services to guests, thereby generating revenue for the hotel
   - Include front office, food & beverage outlets, room service & retail stores
2. **Support Center:**
   - Include the housekeeping, accounting, engineering & maintenance & human resource divisions.
   - Do not generate direct revenue, but provide important backing for the hotel's revenue centres.

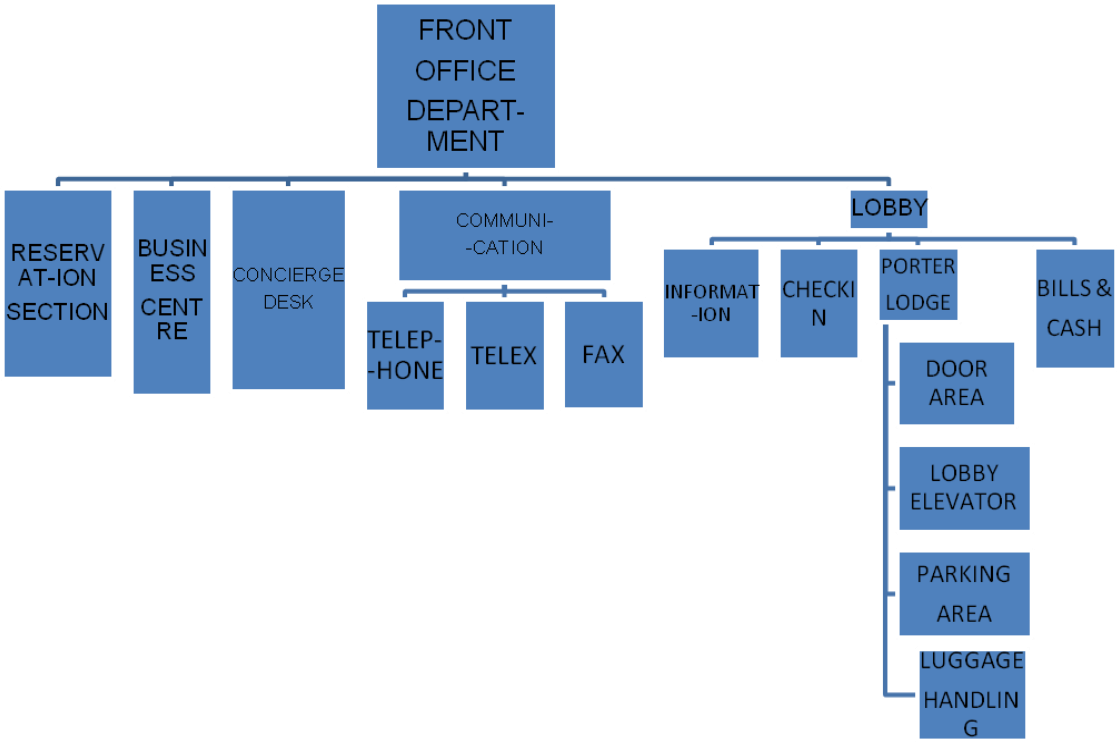
5.3.2 Front & Back of the House:

1. **Front of the House-** Involve guest & employee interaction Include the front office, restaurants & lounges.
2. **Back of the House-** Interaction between guests & employees is less common.
   - Include housekeeping, engineering & maintenance, accounting & human resources
   - The employee indirectly serves the guest by cleaning the guest room, repairing a leaky faucet or correcting an error in a guest account.

The front office is a business term that refers to a company's departments that meet clients, counting the marketing, sales, and service departments. The Front Office role Hotel is to act as the public face of the hotel, primarily by greeting hotel patrons and checking in guests. It assists guests during their stay completes their accommodation, food and beverage, accounts and receives payment from guests. The first hotel employee who comes in contact with most guests when they arrive is a member of the uniformed

service, division of the front service. The first impression is very important. Always with an eye towards total guest satisfaction, the initial greeting begins the process of establishing a favourable impression of the hotel

Flow Chart Showing the Functional Organization of the Front Office Department:



5.3.4 Front Office Staff Organization:

1. Front office manager
2. Lobby manager
3. Assistant Front Office Manager
4. Front office supervisor
5. Front office assistance/receptionist/information's
6. Reservation execution
7. Senior bell captain/Head Hall Porter
8. Bell captain/Hall Porter.
9. Bell boys/Page boy/Porters.
10. Front office cashier
11. Bill clerk
12. Door man
13. Valet
14. Chauffer car valet
15. Lift attendant
16. Telephone supervisor

17. Telephone operator
18. Telex operator
19. Lift operator
20. Computer operator
21. Night auditor
22. Concierge
23. Business centre clerk
24. Night manager

5.3.5 Front Office Department:

The Basics function of the front office department is
1. To sell the rooms
2. To reserve rooms for guests.
3. To register guests into the rooms
4. To assign the rooms
5. To coordinate with others departments.
6. To provide internal and external information to the guests.
7. To maintain accurate information.
8. To maintain the accounts of the guests.
To fulfil these basic responsibilities, the front office is divided into different sections each with distinct roles. The front office department is typically composed of 1) Reception 2) Business centre 3) Concierge 4) Communication 5) Lobby. The **Front Desk Supervisor** supervises the front desk procedure that includes check-in and checkout, assists the group coordinator, and prepares monthly weekly reports of the employee.

5.3.5.1. Reservation and Reception:

The reservation area is critical to the success of a hotel. It is the area involved in selling rooms to future guests. In this sales capacity, reservation must work very closely with the marketing & sales department. The reservation department also cooperates with the front office or as a division of the room function department. In a large hotel, the reservation staff usually specialized in telephone skills & a good salesperson. The agreed-on terms are simple & generally include the following: Rate, Date, Room type, Method of payment & guarantee, Guest name & address, Number of guests, Number of rooms, Applicable discounts and Special needs or requests. The different modes of reservation like In-person, Letter, Telephone, Toll-Free WATS (wide-area telephone service), Facsimile machines, Personal computer subscription service and computerized communication. The receptionist supervises and administers all the operations of the reservations area. The person responsible must assure that all reservations, both group and individual, are recorded.

5.3.5. 2. Business Centre::

- Provide general secretarial services as well as re-confirmation & ticket handling.
- Provide a high level of secretarial service, e.g. typing & word
- Assist guests to make Long distance calls & Fax handling.
- Maintain adequate stocks of office supplies.
- Provide information on the import and export business and trading to guests as requested.
- Adopt a friendly, helpful and pleasant attitude to all guests.
- Seek advice and guidance from the Business Center Supervisor, or Assistant Manager whenever encounters difficulties or special requests in daily operation.
- Ensure appearance, hygiene, courtesy and telephone manners are in good order.
- Maintain close working co-operation with other departments as well as all sections in Front Office.
- Perform all duties, other than the above as requested by the hotel policies and/or his/her direct supervisor.

5.3.5.3 Concierge Desk:

It provides information to guests in hotels, during their stay & offers mail & messaging services. They even provide personalized services such as providing box office tickets at nearby theatres, coach tickets for sight-seeing/ table reservations at city restaurants etc. He is the person who knew everything about the city, its sites& events. Today hotels have extended this role of providing information services of the hotel facilities as well as the city.

5.3.5.4 Communication:

Telecommunications is responsible for all communications within the hotel & external to the hotel. They have a vital role in keeping the channels of communications open. This system permits guests to call locally & internationally directly from their rooms. The call charges are automatically posted directly onto online guest folio accounts. The guest room phone has message indicators, voice mail services, caller id, do not –disturb & other features. It plays an important role in case of fire & keeps the hotel connected within & outside the hotel in case of emergencies.

5.3.5.5 Lobby:

A lobby is a room in a building that is used for entry from the outside. Sometimes referred to as a foyer or an entrance hall. A lobby has comfortable furniture, such as couches and lounge chairs, so that the customer will be able to wait in comfort. Also, there may be television sets, books, and/or magazines to help the customer pass time as

they wait to be served. A lobby manager organizes, supervise & control all uniformed services in a shift. It is typically composed of 1) Information 2) Check-in 3) Porter lodge

5.3.5.6 Bills & Cash:

The Porter lodge is typically composed of a) Door area b) Lobby elevators c) Parking area d) Luggage handling.

5.4 Duties and Responsibilities of the Front Office Staff:

As the reader now understands in the previous sections about the various posts under the front office departments and various subsections in the front office department. it is very important to know the duties and responsibilities of each of them to know the nature and scope of the job in the hotel. Job description includes the duties and responsibilities of the post held and job specification refers to the special education or qualification that is desirable or specifies the jobs. Let's discuss the job descriptions of each staff involved in the functions of the front office department.

5.4.1 Job Description of Front Office Manager:

- **Time Management:**
  One of the most important functions of the front office manager is time management. The nature of the front office job is such that he is always crowded with various jobs and he often loses control over his time. He should be able to match the job needed to the time available for effective and efficient performance. Further, he should be able to identify the wastage of time that he is doing currently. He should be able to fix the priorities of the job.
- **The statuary for time management include:**

– Increase your discretionary time.
– Plan days' work.
– Hold priority meetings
– Do one job at one time?
– Use the time-saving equipment's.
– Keep diary.
– Deliberate work with others
– Be time conscious
– Develop self.
– Say frank no if needed.
– Have time for an 'A' class job.

5.4.2 Assistant Front Office Manager:

The duties and responsibilities of the assistant managers are as follows:

- Assist front office manager in supervising and coordinating the day to day operation.
- Coordinate staffing of mail and information and reservation clerks with their supervisor
- Arranges scheduled of room salesperson
- Deals with problems arising from guests complaints and reservation and room assignment activities
- Interviews and hires applicants
- Maintains logbook recording any unusual incidents.
- Advice management pf various situations involving their guest and employees.
- Makes periodic guest room and public area space inspections to be thoroughly knowledgeable in location, type and appearance.
- May correspond with guest concerning the special reservation
- Should be well versed in local city history, places of interest, shopping areas, theatres etc.

5.4.3 Reservation Manager:

- Supervises and answers inquiries of reservation agents.
- Arranges schedules of reservation agents.
- Types and processes reservation requests received by phone, letter, telegraph, etc.
- Types and files reservation slips.
- Trains new agents in all aspects of above

5.4.4 Lobby Manager:

- Handle guest complaints
- Coordinating with various departments
- Duty roster
- Attends general managers' meetings
- Trains all staff under him
- Passes credit bills in the absence of assistant front office manager
- Coordinates with the security

5.4.5 Night Manager:

- Supervises operations in the night
- Assist cashiers with questions of credit
- Answer in query concerning hotel services
- Keep a close watch on the night clerk
- Check function board for accuracy

5.4. 6 Night Clerk:

- Registers and assigns rooms to guest
- Gives and receives keys
- Arrange for room changes
- Balances room revenue with night auditor

5.4.7 Bell Captain:

- To organize, supervise and control all lobby services to guest satisfaction in a shift.
- Supervise the lobby attendants and control their movement
- Take attendance and prepare staff scheduled to meet exigencies of work
- Advice the assistant managers
- Attend to the guest complaints and handle telephone calls in the absence of the assistant manager
- Handle left luggage formalities and maintain the baggage checkroom
- Train lobby attendants to maximize departmental efficiency

5.4.8 Concierge:

It is a French word as per the dictionary the word means doorkeeper/ porter. The word also refers to hospitality. The concierge may also handle room keys and does paging of guests. Calls guests to ask whether they require any immediate service.

- A concierge can be called as 'man about town'
- Prepares daily summary reports and check room positions
- Arranges for hotel doctors as required Maintain an up to date 'log book'
- To have a complete understanding of hotel employees and adhere to regulations contained within the book
- Introduces and sell all hotel services and facilities to the guest
- Arrange a welcome drink.
- Should be equipped with brochures, travel facilities.
- Fire, hygiene, health and safety.

5.4.9 Front Office Cashier Role and Responsibilities:

It is the category of Non-Supervisory in the front office department and reports to income Accountant, Chief Accountant and front Office Manager (operationally)

- **Job Definition:** Post all guest charges and credits on guest folios accurately and in time to properly settle guest accounts or receive payment upon guest departure.
- **Directly Controls: -** None, except when made shift-in-charge.
- **Assigned Area of Activity: -** Front Office Cashier's Cage.
- **Hours of Operation: -** One shift in 24hours for 8hours, or as per the policy of the management.

- **Authority: -** Refuse credit cards, currency notes or personal cheques as offered by guests. Give discounts as per policy. Hold back "Credit Cards" listed in the cancellation bulletin.

Duties and responsibilities.

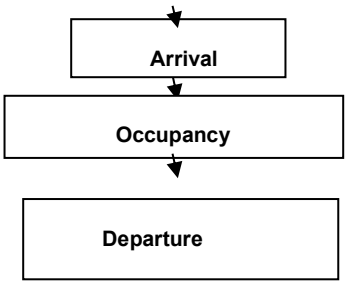
1) Post all guest charges & credit into their respective folios.
2) Settle all guest bills upon departure.
3) Encash foreign exchange as per regulations.
4) Disburse petty cash to hotel staff & authorized paid outs.
5) Control Safety Deposit Lockers.
6) Operate the accounting machine and be responsible for all posting in it.
7) Receive and hold in safe custody all cash payments made by guests till the accounts are rendered.
8) Render account through cash envelope at the end of the shift.
9) Maintain and turn in control records and reports specified by the management.
10) Note telephone mater reading on folios.

5.5 Front Office Operations:

The front office is the most visible department in a hotel. Front office personnel also have more contact with guests than staff in most other departments. The front desk usually the focal point of activity for the front office & is prominently located in the hotel's lobby. The guest comes to the front desk to register, receive room assignments, and enquires about the available services, facilities & the city or the surrounding area & to check out. Traditional front office functions include reservations, registration, room & rate assignment, guest services, room status, maintenance & settlement of guest accounts & creation of guest history records.The front office develops & maintains a comprehensive database of guest information coordinates guest services & ensures guest satisfaction. These functions are accomplished by personnel in diverse areas of the front office department. Other front office functions include receiving & distributing mail & messages. The highest level of guest satisfaction can be attained through a carefully designed front office organization, together with well-thought goals & strategies, work shifts, job descriptions & job specifications. In brief, the functions of the front office are to:

- Sell guest rooms, register guests & assign guest rooms
- Coordinate guest services
- Provide information about the hotel, the surrounding community & any attractive or events of interest to guests
- Maintain accurate room status & monitor credit
- Produce guest account statements & complete proper financial settlement

5.5.1 Four Stages of the Guest Cycle:



5.5.1 Pre-Arrival:

- The guest chooses a hotel
- The choice can be affected by factors of previous experience with the hotel, advertisements, recommendations from travel agents, friends or business associates, the hotel's location or reputations & preconceptions based upon the hotel's name or chain affiliation
- Also maybe influenced by the ease of making reservations & how the reservations agent describes the hotel & its facilities, room rates, & amenities
- May be influenced by the attitude, efficiency & knowledge of the front office staff
- the reservations agent creates a reservation record that enables the hotel to personalize guest service & appropriately schedule needed staff & facilities
- by confirming a reservation, the hotel verifies a guest's room request & personal information, & assures the guest that his or her needs will be addressed

- based on the information, the hotel may also be able to perform pre-registration that include assigning a specific room & rate for guests who have not yet arrived, & creating guest folios
- a *guest folio* is a record of the charges incurred & credits acquired by the guest during occupancy
- an effective reservation system helps maximize room sales by accurately monitoring room availabilities & forecasting rooms revenue
- data collected during the reservations process become especially useful in subsequent front office functions

5.5.2 Arrival:

- includes registration & rooming functions
- the front desk staff should determine the guest's reservation status before beginning the registration process
- guests with reservations may have already undergone pre-registration activities
- guests without reservations or walk-in guests present an opportunity for front office staff to sell guest rooms
- to sell successfully, the front desk must be very familiar with the hotel's room types & guest services & be able to describe them in a positive way

- a registration record should include information about the guest's intended method of payment, the planned length of stay, & any special guest needs
- it should also include the guest's billing address, telephone number & the guest's signature
- gathering all these details at registration enhances the front office's ability to meet special guest needs, forecast room occupancies & settle accounts properly
- at check out, the guest's registration card may also become the primary source for creating a guest history record
- a guest history record is a record of personal & financial information about a hotel guest which can help the hotel in its marketing & sales efforts & can help register & serve the guest if the guest returns
- the front desk staff uses registration information to assign a room & possibly a room rate for each guest
- room & rate assignment also depends on reservation information & an effective room status system which communicates room status of a room must be relayed to the front desk staff
- the housekeeping status of a room must be relayed to the front desk as soon as possible for the front desk to maximize room sales
- once the guest decides to rent a room, the front desk staff turns his attention to identifying the guest's method of payment

- the hotel guest accounting cycle depends on registration information to determine how the guest intends to pay for rendered services
- whether the guest uses cash, personal check, credit card or some alternative method of payment, the front office should take measures at the beginning of the guest cycle to ensure eventual payment
- registration is complete once the method of payment & the guest's departure date have been establishes
- the guest may be given a room key & a map of the property & allowed to proceed to the room without assistance
- when the guest arrives at the room & accepts it, the occupancy stage of the guest cycle begins

5.5.3 Occupancy:

- a major objective is to encourage repeat visits
- guest relations depend on clear, constructive communications between the front office, other hotel departments & divisions & the guest
- the hotel must know of a guest complaint to resolve it
- front desk staff should carefully attend to complaints & try to seek a resolution satisfactory to both the guest & the hotel

- security is also a primary concern during occupancy that includes the protection of funds & valuables & procedures for key control, surveillance, safe deposit boxes, lost & found articles & emergencies
- a variety of transactions during the occupancy stage affect guest & hotel financial accounts
- most of these transactions will be processed according to front office account posting & auditing procedures
- front desk accounting records must be periodically reviewed for accuracy & completeness.

5.5.4 Departure:

- at check out, the guest vacates the room, receives an accurate statement for settlement, returns the room keys & departs from the hotel
- once the guest has checked out, the front office updates the room's availability status & notifies the housekeeping departments
- during check out, the front office determines whether the guest was satisfied with the stay & encourages the guest to return to the hotel
- a guest history file is a collection of guest history records
- information in guest history file allows the hotel to better understand its clientele & provides a solid base for strategic marketing
- the purpose of account settlement is to collect money due to the hotel
- depending on the guest's credit arrangements, the guest will pay cash, sign a credit card voucher, or verify direct billing instructions
- accounts balances should be verified & errors corrected before the guest checks out
- the front office is responsible for providing complete & accurate billing information to assist the back office accounting division
- once the guest has checked out, the front office can analyze data related to the guest's stay
- front office reports can be used to review operations, isolate problem areas, indicate where corrective action may be needed & point out business trends
- daily reports typically contain information about cash & charge sales, accounts receivable & front office operating statistics
- operational analysis can help managers establish a standard of performance which can be used to evaluate the effectiveness of front office operations

5.5.5 Technological Evolution of Front Office:

The technology used for front office record keeping & equipment has evolved in three stages:

1. **Non-Automated**
   Rely solely on handwritten forms
2. **Semi-Automated:**

Electro-mechanical-front office system uses both handwritten & machine-produced forms. The advantages of a semi-automated system over a non-automated system include automatically generated- & easy-to-read documents that detail the steps of a transaction. These documents represent what is known as the audit trail. The disadvantages of semi-automated equipment are that the equipment may be difficult to learn, complex in operation, not integrated with other systems & subject to maintenance problems.

3. **Fully Automated:**
   Computer-based in fully automated hotels. User-friendly software packages evolved for various hotel functions & applications, which did not require the sophisticated technical training demanded by earlier computer systems.

5.5.6 Forms Used During the Four Stages of the Guest Cycle:

a) Pre-Arrival:

- Reservations are recorded on a ***reservation record*** or entered into a computer-based reservation file
- The guest may be sent a ***letter of confirmation*** to verify that the reservation has been made & that its specifications are accurate
- Front offices that rely on a reservation rack to monitor reservations will require ***reservation rack slips***
- The information contained on a reservation rack slip represents only a portion of a complete reservation record
- Reservation rack slips are often colour-coded to indicate the characteristics of the reservation

b) ***Arrival***

- The front office may use a ***registration card*** or a computer-based equivalent to check in guests
- The registration card may contain blank spaces for the guest to fill in, or may be reprinted with guest information from the computer file
- Registration cards require the
- The guest to furnish personal data & to indicate length of stay & method of settlement
- Front offices that use room racks depend on the creation of ***room rack slips*** during the arrival stage
- A room rack slip may contain personal data about the guest & the room rate, expected departure date, & room number.

c) ***Occupancy***

- a ***voucher*** is a support document detailing the facts of a transaction
- non-automated & semi-automated properties depend on vouchers to communicate information from remote revenue centres to the front desk
- common types of vouchers include charge vouchers, allowance vouchers, transfer vouchers & paid out vouchers

- an ***information rack slip*** may be prepared to enable switchboard operators & guest services personnel to quickly locate a specific guest in the hotel

d) ***Departure***

- a ***credit card voucher*** will be needed if the guest wishes to pay by credit card
- a ***cash voucher*** is used to document a cash settlement
- a ***transfer voucher*** will be needed if the guest's account is direct billed; transferred from a guest receivable to a non-guest receivable account

5.5.7 FRONT OFFICE EQUIPMENT:

1. Room Rack:

- Is an array of metal file pockets designed to hold rooms rack slips that display guest room status information
- Normally recessed into the front desk counter, tilted against the desk, or mounted below or behind the desk
- Contains a summary of information about the current status of all rooms in the hotel
- May also contain information about room types, features & rates

2. *Mail, Message & Key Rack:*

- Is an array of numbered compartments used to store guestroom keys
- Used to visible to individuals both behind & in front of the desk to permitted guests & employees alike to see the occupancy status of a room based on the number of keys present in a room's assigned slot
- Are often placed in front desk drawers to ensure the safety & security of guests
- A combination mail, message & key rack can be either a freestanding wall unit or an under-the-counter row of compartments
- Some front offices use this rack as a room divider by placing it between the front desk & the switchboard areas of the front office
- The function of a key rack may be performed by the master console of an electronic locking system

3. *Reservation Racks:*

- In a reservation rack, reservation rack slips or registration cards are arranged by the guests' scheduled dates of arrival & within each day's grouping, alphabetically by the guests' or groups' names
- A current reservation rack is a portable subset of the reservation rack
- The current reservation rack is used by front desk staff to assist in processing guests during registration

4. *Information Rack:*

- Is an index of in-house guests, by both last name & room number
- Commonly used to assist front desk employees with proper routing of telephone calls, mail, messages & visitor inquiries
- Normally consists of aluminium slots designed to hold guest information slips
- These slots can be rearranged easily to fit the immediate needs of the hotel

5. ***Folio Trays:***

- Guest folios are stored in a front office folio tray & arranged by the guest room number
- Guest folios remain in the tray throughout the occupancy stage of the guest cycle, except when they are used in posting transactions

- A second folio tray is normally located in the hotel's accounting office, containing the folios of departed guests being direct-billed or guests who paid by credit card
- Once these amounts are settled, the folio is moved to a permanent storage location
- The folio tray holds the completed registration card & imprinted credit card voucher for each registered guest
- To facilitate check out, folios may be printed in advance for those guests expected to depart & filed in the folio tray along with the registration card

6. ***Account Posting Machine:***

- Used to post, monitor, & balance the guest purchases charges
- Normally provides:

– A standardized means of recording transactions
– A legible guest account statement
– A basis for cash & deferred payment sales activity
– An audit trail of charge purchase transactions

- Should be located near the front office folio tray & voucher rack
- Have built-in tabulation devices that allow management to systematically audit current charge postings
- Update account balances after each posting

7. ***Voucher Rack:***

- To support the posting of a transaction
- Once the transaction is posted, the voucher may be stored for verification during the audit process
- The voucher may be filed for future reference in a voucher rack located near the account posting machine

8. ***Cash Register:***

- Used to record cash transactions & maintain cash balances
- May also be interconnected with a front office computer system to provide more complete control over financial transactions & folio handling
- Most cash registers also include printing devices for producing transaction tapes, sales receipts, imprinted vouchers & inventory & price control reports
- Keys on a cash register may be used to:

– Record the amount of a transaction
– Record the purpose of the transaction
– Record the affected departments
– Record the type of transaction
– Record the identity of the cashier
– Correct, total & compute change for a transaction

– Record the method of payment

5.5.8 ROOM STATUS TERM:

The following are the terms used in the front office in operations.

Room Status	Definitions
Occupied	A guest is currently registered to the room
Complimentary	The room is occupied, but the guest has assessed no charge for its use
Stayover	The guest is not checking out today & will remain at least one more night
Overstay	Guests who remain in the hotel beyond the scheduled departure date
On-change	The guest has departed, but the room has not yet been cleaned & readied for re-sale
Do Not Disturb (DND)	The guest has requested not to be disturbed
Sleep-Out	A guest is registered to the room, but the bed has not been used
Skipper	The guest has left the hotel without making arrangements to settle 1.5his or her account
Sleeper	The guest has settled his or her account & left the hotel, but the front office staff has failed to properly update the room's status
Scanty baggage	The guest has very light luggage that could be carried away in his/her hand without indicating an obvious departure, should he/she walk out with it
Vacant & Ready	The room has been cleaned & inspected, & is ready for an arriving guest
Out-of-Order (OOO)	The room cannot be assigned to a guest. A room may be out-of-order for a variety of reasons, including the need for maintenance, refurbishing & extensive cleaning
Lock-out	The room has been locked so that the guest cannot re-enter until he or she is cleared by a hotel official
DNCO (did not check out)	The guest made arrangements to settle his or her account (but has left without informing the front office)

Due Out	The room is expected to become vacant after the following day's check-out time
Check-Out	The guest has settled his or her account, returned the room keys & left the hotel
Late Check-Out	The guest has requested & is being allowed to check out later than the hotel's standard check-out time

Room Type Definitions:

Room Type	Definitions
Single	A room assigned to one person. May have one or more beds.
Double	A room assigned to two people. May have one more beds.
Triple	A room assigned to three people. May have two or more beds.
Quad	A room assigned to four people. May have two or more beds.
Queen	A room with a queen-size bed. May be occupied by one or more people.
King	A room with a king-size bed. May be occupied by one or more people.
Twin	A room with two twin beds. May be occupied by one or more people.
Double-double	A room with two double beds. May be occupied by one or more persons.
Family room	A room with two double beds, meant for two, three or four persons
Studio	A room with a studio bed- a couch, which can be converted into a bed. May also have an additional bed.
Mini-suite or junior suite	A single room with a bed & a sitting area. Sometimes the sleeping area is in a bedroom separate from the parlour or living room.
Suite	A parlor or living room connected to one or more bedrooms.
Penthouse	A room that opens onto the roof and may be accompanied by a swimming pool, patio, a tennis court and other facilities and amenities.
Connecting Rooms	Rooms with individual entrance doors from the outside & a connecting door between.

	Guests can move between rooms without going through the hallway.
Adjoining Rooms	Rooms with a common wall but no connecting door.
Adjacent Rooms	Rooms close to each other, perhaps across the hall.
Cabana	A room adjacent to the pool area, with or without sleeping facilities, but with provision for relaxing in a sofa. These are mainly use for changing.
Lanai	A room overlooking a landscaped area, a scenic view, a water body, or a garden. It may have a balcony, a patio, or both. This type of room is commonly found in resorts.
Parlour	A living or sitting room; a room not used as a bedroom

5.5.9 The Guest Room:

Room Preferences:

- Are defined as the individual guest's choice of room type, configuration & designation

Room Types:

- Are based on the intended number of occupants
- The standard room type is typically referred to as one occupant or called **single occupancy** that has one bed
- The room rates will be lower than those with two people in a room or called **double occupancy** room rates
- **Triple occupancy** intended for three occupants
- **Quad occupancy** is for four guests, but it is rare for a standard room to house more than four people

Room Designation:

Simply identifies whether it is a smoking or nonsmoking room. The nonsmoking rooms are regularly deep cleaned, filters on vents changed & the air purifier. It is common to find entire floors of hotel sleeping rooms designated as nonsmoking. Today, most hotels have a minimum of 50% of their sleeping rooms designated as nonsmoking. Typically, the odd numbers are on one side of the floor, the even numbers on the other side. The actual assignment of the first floor is relative to the location of the front desk & lobby. Some hotels have built their lobbies above ground level. If the lobby is on the third floor, then the guest rooms will begin on the fourth floor whatever pattern is begun with the

initial guest room floor, it is carried on throughout the remainder of the floors. This is to assist the hotel personnel in recognizing individual room locations by the number alone

Room Status Reconciliation:

Defined as ensuring that rooms are properly designated by their current status, & assigned a new status as it changes. Both housekeeping & the front desk maintain room status. Each coordinates with the other to make sure that rooms are assigned, cleaned & assigned again to maximize room revenue while avoiding a miss-assignment Room status categories/designations are grouped by the guest room's state of occupancy, state of cleanliness & state of exception. The most commonly used room status codes are Occupied, Vacant, Dirty, Clean, Ready & Out of Order. State of Occupancy- Occupied- applies to a room that has been assigned to a guest & that guest has checked in, Vacant- the guest has checked out of the room and Ready-room is available for new occupancy.

5.5.10 Room Status Code:

Status Code	Meaning
Vacant/ Ready	Available for sale. A "V/R" room status is the only status a room can be sold in.
Vacant/Clean	Cleaned room, not yet inspected. All sleeping rooms are cleaned by a housekeeper & then inspected by a supervisor or manager to ensure it is ready for sale. These inspectors then change the code from "V/C" to "V/R".
Vacant/Maintenance	A "V/M" room has been taken out of inventory for some reason. This is the code assigned to out-of-order rooms.
Vacant/Dirty	A guest checked out, not serviced by housekeeping yet. "V/D" codes take top priority in housekeeping as they must be readied for resale.
Occupied/Dirty	Guest currently occupies the room, the night has passed, but the room has not yet been serviced by housekeeping.
Occupied/Clean	Guest currently occupies the room, & the room has been serviced by housekeeping. Typically, there is no inspection for rooms cleaned during the length of an individual guest's stay. The expectation is that all rooms are cleaned well, but an occupied room is generally easier to clean than one from which the guest has checked out.

5.5.11 Reservation Function:

Reservations are a contract of sorts between the hotel & the guest. In accepting a reservation, the hotel agrees to provide a room for a specific length of stay at a

predetermined rate. In turn, the guest arrives on the chosen date & purchase the hotel room as per request in the reservation.

The reservation area is critical to the success of a hotel. It is the area involved in selling rooms to future guests. In this sales capacity, reservation must work very closely with the marketing & sales department. The reservation department also cooperates with the front office or as a division of the room function department. In large hotels, the reservation staff usually specialized in telephone skills & a good salesperson. The agreed-on terms are simple & generally include the following: Rate, Date, Room type, Method of payment & guarantee, Guest name & address, Number of guests, Number of rooms, Applicable discounts and Special needs or requests. The different modes of reservation like In-person, Letter, Telephone, Toll-Free WATS (wide-area telephone service), Facsimile machines, Personal computer subscription service and computerized communication.

a) Documenting Reservation Details:

Once the reservation request is accepted, the reservation clerk will then complete a reservation form according to the details of the guest. The form will be used as a document that contents all the relevant information about the prospective guest & their accommodation request. When obtaining the reservation details from the guest, the reservation clerk should explain the difference between a guaranteed & non-guaranteed booking In Date- The check-in date, the date on which the client intends to check into the hotel, the room charges & tax take effect. Out Date- The check-out date, the date on which the client anticipates checking out, No room charges or tax are charged (except in the event of a late checkout time, or half-day usage charge)

b) Confirming Reservation:

Is a written acknowledgement sent either by the hotel to the guest or vice-versa**.** It confirms that a request for a room has been made with the hotel & is written evidence that a contract has made between a hotel & a prospective guest**.** If the client agrees to the rate, the reservation is confirmed by the reservationist, & a confirmation number is given to the client**.** If for some reason, the client's reservation cannot be located on arrival, the hotel will accept the confirmation number as proof that a reservation was made**.** The room type & rate should be repeated to the client by the reservationist when the reservation is confirmed.

c) Guaranteeing the Reservation:

Many hotels require a form of guarantee to hold a room for a confirmed reservation. A deposit or credit card number may be required to hold the reservation for late arrival. Some properties do not require any guarantee at all, except for group reservations. The following types of guarantee are wide: Advance-deposit, Credit card, Like American Express, MasterCard, Visa, Diners Club, Depending on the policy of the individual credit card company, it may be necessary to obtain authorization for an amount equal to one night's room charge plus tax, before accepting the card to guarantee a reservation.

d) Maintaining Reservation Records:

- Consists of two main types of activity:

A. **Filing booking-** Uses of the reservation form or card & relevant correspondence are usually filed in chronological order, that is by arrival date, surname & how many people
B. **Modification of the booking-** Uses the amendment reservation form

5.6 Summary:

A hotel can be called an organization i.e. it is also a business and it is set up to achieve certain goals or objectives by the production of food and beverages services and accommodation for its guest. An organization chart is a schematic representation of the relationships between positions within an organization. It shows where each position fits in the overall organization, as well as where divisions of responsibility & lines of authority lie. An organization chart should be flexible, reviewed & revised yearly. An organizational chart is an illustration of the grouping of responsibilities and of some of the authorities and relations that arising among certain groups. The different types of organizational charts are Skelton, Functional charts and Personnel chart. The front office is the most visible department in a hotel. Front office personnel also have more contact with guests than staff in most other departments. The front desk usually the focal point of activity for the front office & is prominently located in the hotel's lobby. The guest comes to the front desk to register, receive room assignments, and enquires about the available services, facilities & the city or the surrounding area & to check out. Traditional front office functions include reservations, registration, room & rate assignment, guest services, room status, maintenance & settlement of guest accounts & creation of guest history records.

5.7 Glossary:

1. Job description: a formal document that profiles the job.
2. Overbooking: receiving rooms' reservations beyond the hotel room capacity.
3. Room tariff: Room Rate.
4**. Room revenue day**: 12 Noon to Noon of the next day.
5. Walk inns: guest without prior Reservations.

5.8 Answer to Check Your Progress/Possible Answers to Saq:

1. **Front office** is a business term that refers to a company's departments that meet clients, counting the marketing, sales, and service departments. The Front Office role of Hotel is to act as the public face of the hotel, primarily by greeting hotel patrons and checking in guests.
2. **Front of the House -** Involve guest & employee interaction Include the front office, restaurants & lounges.
3. **Back of the House** - Interaction between guests & employees is less common

- Include housekeeping, engineering & maintenance, accounting & human resources.

- The employee indirectly serves the guest by cleaning the guest room, repairing a leaky faucet or correcting an error in a guest account.

4. Business centre Provide general secretarial services as well as re-confirmation & ticket handling.
5. The reservation area is critical to the success of a hotel. It is the area involved in selling rooms to future guests. In this sales capacity, reservation must work very closely with the marketing & sales department.
6. Concierge desk - provides information to guest in hotels, during their stay & offer mail & messaging services. They even provide personalized services such as providing box office tickets at nearby theatres, coach tickets for sightseeing/ table reservations at city restaurants.
7. Traditional front office functions include reservations, registration, room & rate assignment, guest services, room status, maintenance & settlement of guest accounts & creation of guest history records.
8. Fully automated is fully Computer-based in automated hotels. User-friendly software packages evolved for various hotel functions & applications, which did not require the sophisticated technical training demanded by earlier computer systems
9. The guest is not checking out today & will remain at least one more night is termed as stay over.
10. Overstay is the Guests who remain in the hotel beyond the scheduled departure date.
11. The guest has requested not to be disturbed is called a DND.
12. The suite room has consisted of a parlour or living room connected to one or more bedrooms.
13. A penthouse suite room that opens onto the roof and may be accompanied by a swimming pool, patio, a tennis court and other facilities and amenities.
14. A Cabana room adjacent to the pool area, with or without sleeping facilities, but with provision for relaxing in a sofa. These are mainly used for change.

5.9 References/Bibliography:

- Baker, S & Bradley, P (1990). *Front Office Operations.* Hong Kong: The Hong Kong Polytechnic
- Andre, S. (2011) front office operations Tata Mcgrahill

5.10. Suggested Readings:

Andre, S. (2011) front office operations Tata Mcgrahill

5.11. Terminal and Model Questions:

- Draw an organization charts of the front office department and explain the duties and responsibilities of the front office manager.

- Discuss in detail the importance and functions of the Front office department in five-star hotels.
- Discuss the role and duties performed by the cashier in star category hotels.
- Explain the different types of room rates and status terminology used in the hotels.

Unit-6
Food Production Department

Structure:

6.1 Introduction

6.2 Objectives

6.3 Food and Beverage Production department and its functions

6.4 Duties and responsibilities of F&B Production Personnel.

6.5 Summary

6.6 Glossary

6.7. Answer to check your progress/Possible Answers to SAQ

6.8. References/Bibliography

6.9. Suggested Readings

6.10. Terminal and Model Questions

6.1 Introduction:

The professional kitchen came to involve serving more customers in more and different ways, its organization inevitably became more complex. Highly elaborate dishes required highly specialized experts rather than general chefs who must handle all types of cookery at once. Modern restaurants and other foodservice systems with quite different styles and sizes of menus cannot adopt the original Partie system in its entirety, but they can apply the same basic principles of organizing to their production systems. Such a systems analysis approach should take into account the type of menu and style of service desired, the people (staff and customers) involved, and the physical resources (equipment and layout) of the kitchens to be used. It must organize all of these for efficient meal production. The quantity and quality of work skills required will be determined by the menu; the aim is to assign skilled work to the most skilled individuals so that their abilities are fully used. Repetitive jobs, such as those on the grill or griddle, may be broken down into simplified elements and assigned to staff with lesser or no skills. Many jobs may be considered for "deskilling" in this way.

The broad features of a kitchen organization soon began to emerge in divisions such as The storage of commodities, both perishable and nonperishable, the preparation of meat, fish, and poultry (larder work), the preparation and cooking of pastries and desserts (the pastry), the preparation of vegetables, the assembly and cooking of prepared food (the general stove section).

In small kitchens today, this basic arrangement can to some extent be contracted and simplified. As kitchens increase in size and volume of work, this basic arrangement can be expanded as needed.

The food and beverage department also plays a vital role in any hotel and it also coordinates with other departments like housekeeping, front office, food and beverage service etc. It is the responsible for the various things like preparation of the various dishes on menus, providing the varieties of food on various special occasions like marriages ceremonies, birthday's parties. Its main functions are to provide various types of dishes to the guest as per the menu, the different menus are available like ala carte menus; table d hote and special menus etc. to provide food for various buffet or banquet parties. There are various parties and other functions are organized by the banquets departments and of course, the food is served there with different layout and kinds of the buffet like sitting standing and the menus also originated from the various countries and to prepare the meal for the staff etc.

6.2 Objectives:

In this chapter, the reader will understand the profile of the food and beverage production department and the key role of the food and beverage personnel department in the hotel.

6.3 Food And Beverage Production Department:

The food and beverage department also plays a vital role in any hotel and it also coordinates with other departments like housekeeping, front office, food and beverage service etc. It is the responsible for the various things like preparation of the various dishes on menus, providing the varieties of food on various special occasions like marriages ceremonies, birthday's parties etc.

6.3.1 The Main Function Of This Department:

- To provide various types of dishes to the guest as per the menu. The different menus are available like ala carte menus; table d hote and special menus etc.
- To provide food for various buffet or banquet parties. There are various parties and other functions are organized by the banquets departments and of course, the food is served there with different layout and kinds of the buffet like sitting standing and the menus also originated from the various countries.
- To provide food to the staff of a hotel. of course, the large no of employees works in any hotel whether is small or large, there is need to arrange the food for them and this is the responsibility of the executive chef to make responsible for someone to prepare the food for the employees and serve them within the hotel.
- To prepare different types of dishes for special occasions.

6.3.2 Different Sections Of The Food Production Department:

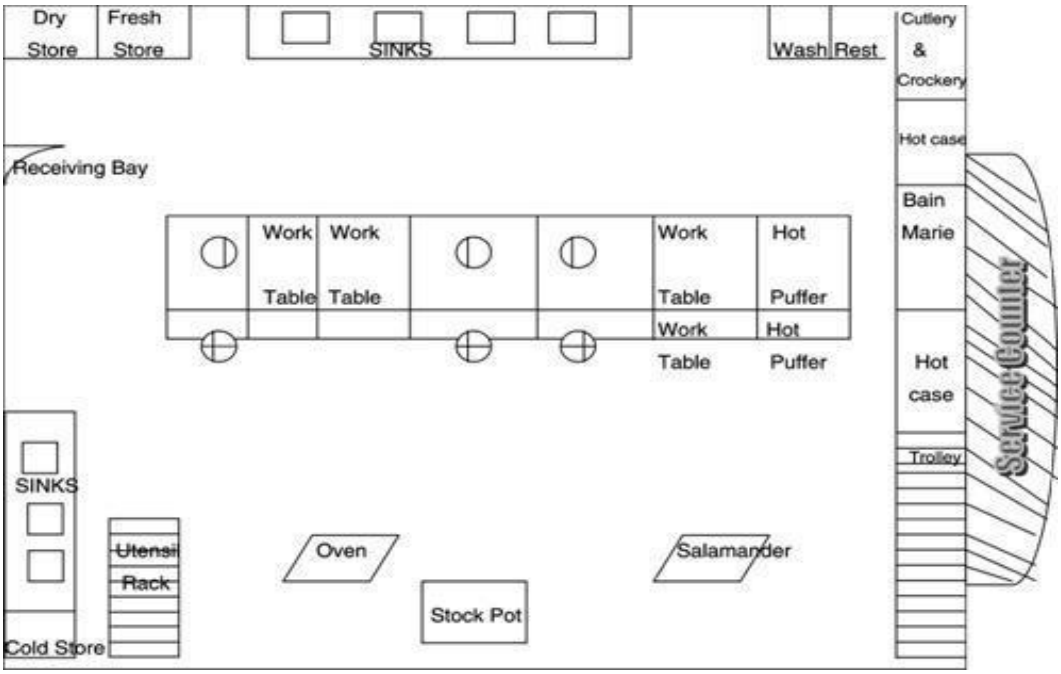
- **Hot Kitchen- North Indian**: is responsible for preparations of the various dishes on the menu originated from north India.
- **South Indian** is responsible for the preparations of the various dishes originated from south Indian like Masala dosa etc.
- **Tandoor section:** is responsible for the entire tandoor item like Naan, roti or roasted chicken etc.
- **Chinese or oriental kitchen** is responsible for preparations of the Chinese delicacies likes Manchurian hot and sour soup, sauces fried rice etc.
- **Halwai or Indian sweet section**: This sections also plays a vital role in preparation of Indian sweets like rasgullas, Gulab jamuns, Burfi, balusahi etc.
- **Pantry or salad section:** tea/coffee, juices, salads, breakfast items etc. are prepared in this section.
- **Butchery or cold kitchen**: for making different types of chicken, mutton, beef cuts etc.
- **Bakery and confectionary**: for making cookies, cakes, pastries etc.

6.3.3 Kitchen Layout:

A kitchen on the view must be able to withstand scrutiny, which means that in addition to the designing for practicality and efficiency, other factors are more to do with style.

The average commercial kitchen is not a thing of beauty. It has to be easy on the sympathetic environment for the staff.

Lighting has always been a key element in this process. Chefs and kitchen staff must be pleasantly surprised to find that they could work just as efficiently with a lower overall level of lighting. The bright overhead light is reserved for those areas, where it is essential, such as chef's preparation areas where it is vital, elsewhere, lighting should be softer. A halogen light over the pass tables at collection points gives a more attractive, sparkling effect as well as keep food hot. Light–coloured surfaces and the ceramic-tiled floor brighten the room. It is always better to have enough natural light in the kitchen.



6.2.3.1 Types Of Kitchen Layouts:

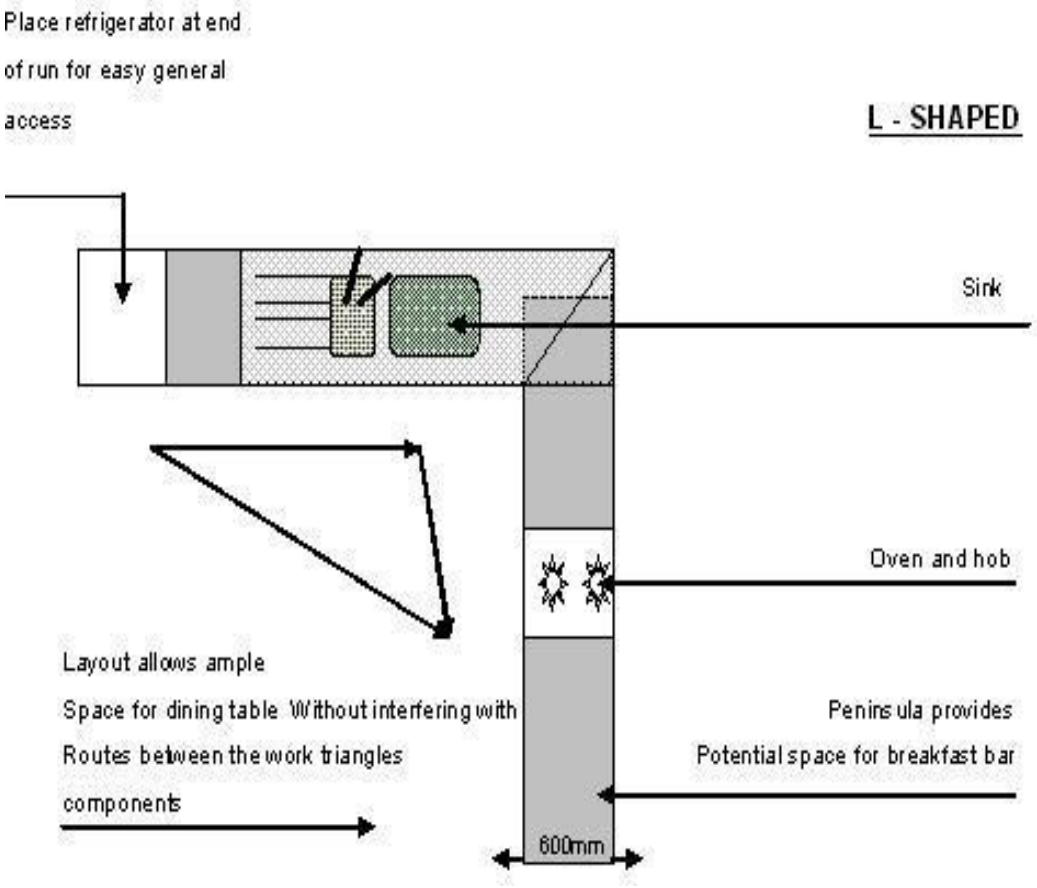
The **Island Kitchen** is usually only an option, where you have quite a lot of available floor space. Islands create a separate working area while allowing for a feeling of openness. This layout hungers for plenty of room and careful design to ensure economy of movement. At its simplest, the island may just be a wooden/stainless steel table around which several people can gather to do the peeling, chopping and slicing.

The L - Shaped or Peninsular Kitchen is a versatile layout. It combines well with a sitting area integrated into the same room, overcomes any shortage of wall space.

The U - Shaped Kitchen groups units and appliances around three sides of the room. Size is less of an obstacle. It is safe & efficient, offers maximum storage and workspace, and suits large and small rooms. The inherent danger with a U – shaped plan is that separate work centres can become remote and that there are potentially two 'dead' areas in the inside corners.

The **Perimeter Kitchen** positions fittings around most of the walls. Expanded U - shaped and L - shaped kitchens are forms of a perimeter kitchen. Ideally, the refrigerator, sink

and cooker should be situated at one end of the room so that you can get to them and move between them without having to face obstacles such as a central dining table, work table or chairs.



Today's kitchen functions very differently from those of 50 years ago when the work triangle was first devised. Hoteliers were more panicky about the combination of water and electricity and were still wary of new technology "invading" the hotel.

Every kitchen remodel has its quirks and peculiarities, and every chef has his or her predilections that might mean that elements of the triangle are partly sacrificed. However, if you want to prevent guests from becoming co-workers, the kitchen should be laid out so that guests are given subtle spatial clues about where they can or can't linger. The easiest way is to incorporate an island with seating at one end, away from the work area. Of the three activity centres on the work triangle, it's the fridge that is the most flexible. You may choose to move it to a more distant place since many cooks take all the ingredients out of cold storage at one time. Microwave ovens can also easily be placed outside the work triangle without sacrificing the most important ergonomic principles of the layout.

6.3.3.2 Tools:

A lot of kitchen equipment and gadgets end up buried at the back of cupboards, taking up valuable storage space. As a thumb rule, any item in the kitchen should be able to answer the burning question "What does it do?' on sight and should be put to regular use. If it is not, chances are it doesn't deserve the kitchen space. In the following pages you will find a collection of the most essential pieces of kitchen equipment. Some of the items illustrated are the very best of the range available and, as such, quite costly. But whilst it is worth buying the best knives and saucepans you can afford. Stock one of everything, you would not be able to work without; a lemon squeezer, sieve, funnel, colander, carving fork can opener, corkscrew, potato peeler, potato masher, apple corer, balloon whish, ladle, basting spoon, spatula, rolling pin, pastry brush (avoid one with nylon bristles), cheese grater, salt bowl, pepper mill, kettle and a good, sturdy, large chopping board. Well–made chef's knives make food preparation as effortless as possible. You'll need three-inch and 8 inch sizes, some skewers, a carving knife, a palette knife and a bread knife with a serrated edge. The best knives are forged by hand and hammered into shape when hot. Carbon steel edges last longest but rust, whereas stainless steel blades won't corrode, but are hard to sharpen. High carbon stainless steel is best of all, forming rust – and abrasion-resistant knife with a razor-sharp edge-and the sharpening steel will ensure that it stays that way. Wooden spoons are essential for a variety of tasks, and good enough to take to the table.

Three good–quality saucepans of different sizes should satisfy basic requirements. Plain, heavy-gauge anodized aluminium is a better conductor and retainer of heat than copper or enamelled cast iron. The bases of the pans should be thick and heavy, and the sides quite high, so that food can be stirred and liquid ingredients can be easily added at later stages. Make sure that lids are tight at fitting for efficient simmering.

A roasting tin is a must; non–stick tins are coated to resist fat and eases cleaning but, if you buy one, it's best to stick to brand name varieties since the term 'non-stick coating' has no legal definition. You will also want a frying pan and an omelette pan so that you can match the size to the type and quantity of food being cooked. Steel versions can be expensive but are multipurpose – beware of aluminium pans, which can affect the taste and colour of ingredients, such as wine and spinach. An enamelled cast-iron casserole and gratin dish are both perfect for cooking and handsome enough to serve from at the table. Judge the size you will need according to the number of people you regularly cook for.

6.3.3.3 Equipment:

The term equipment refers to all machinery, tools, utensils, crockery, cutlery and furniture, which may be used for preparation, service and storage of food. The classifications of equipment are:

- Receiving equipment

- Storage equipment
- Production equipment

6.3.3.3.1 Receiving Equipment:

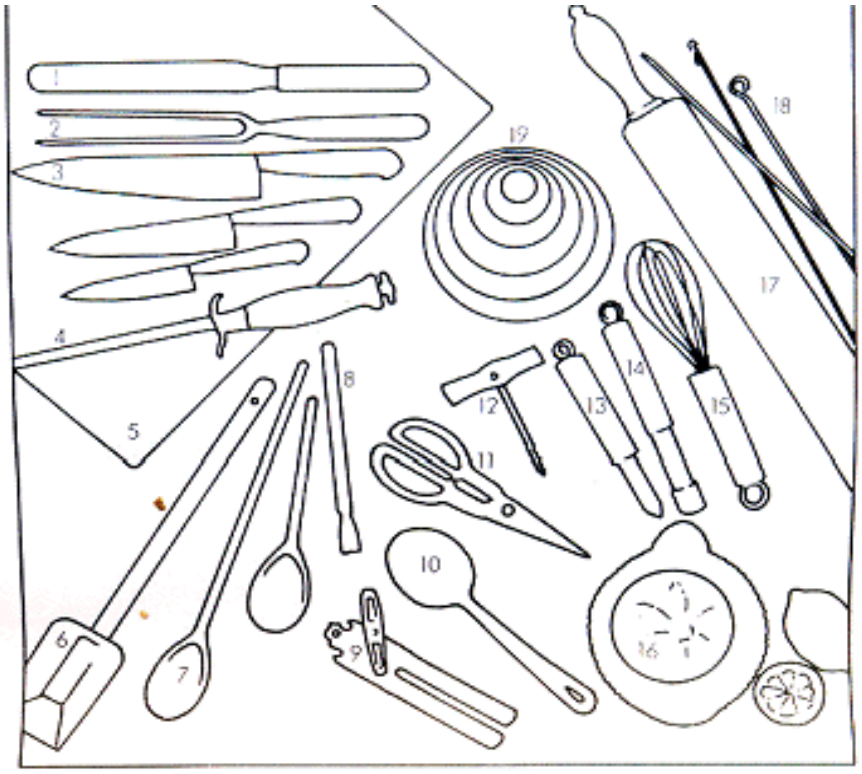
- Receiving platform
- Weighing scales
- Trolleys

6.3.3.3.2 Storage Equipment:

- Baine Marie (Double Boiler)
- Bulk food trolley
- Try carrier
- Cutlery trolley
- Storage Drums
- Glassworking machine
- Dishwashing machine

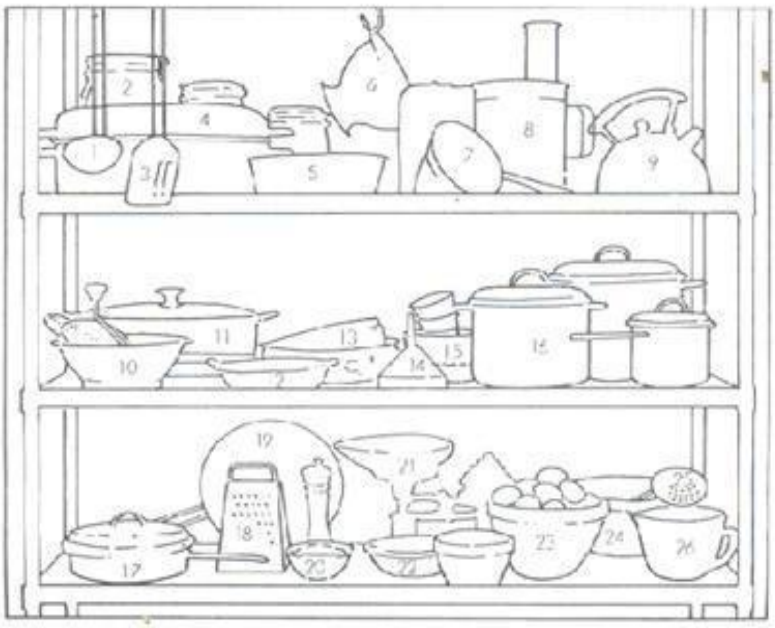
6.3.3.3.3 Production Equipment:

- Gas Ranges - 2 burner / ¾ burner and Chinese
- Tilting braising pan
- Salamander – Griller – Toaster
- Hot Pot
- Dough Kneader
- Chapatti Puffer
- Deep fat Fryer
- Wet Grinder
- Griddle Plate
- Microwave Oven
- Steamer
- Food Mixer
- Wall Mounted Refrigerator
- Deep Freezers
- Work Table
- Chopping Block
- Butcher Block
- Potato Chipper
- Milk and Tea Boiler



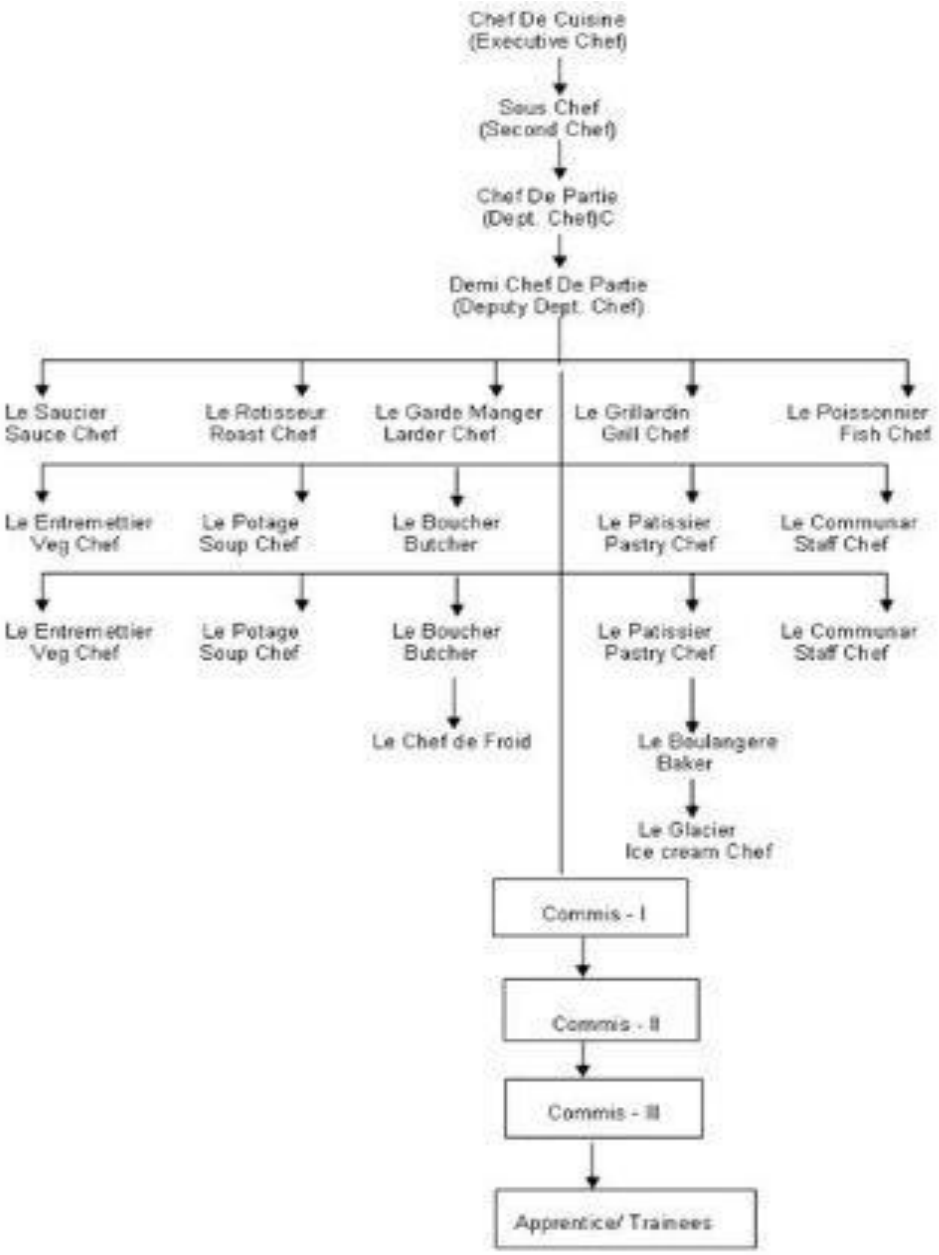
1 Palette knife
2 Carving fork
3 Chefs' knives
4 Sharpening steel
5 Chopping board
6 Spatula
7 Wooden spoons
8 Pastry brush
9 Can opener
10 Basting spoon
11 Kitchen scissors
12 Corkscrew
13 Potato peeler
14 Apple corer
15 Balloon whisk
16 Lemon squeezer
17 Rolling pin
18 Skewers
19 Pastry cutters

6.3.3.3.3 Small Kitchen Equipments:



1 Ladle
2 Storage jars
3 Slotted spatula
4 Roasting tin
5 Loaf tin
6 Colander
7 Sieve
8 Food processor
9 Kettle
10 Mouli-legumes
11 Cast-iron casserole
12 Cast-iron gratin dis
13 Cake tins
14 Funnel
15 Cocottes, soufflé d
loose-bottomed fla
16 Selection of saucey
17 Omelette pan
18 Cheese grater
19 Frying pan
20 Salt bowl and pep
21 Weighing scales or
weights
22 Pie dish
23 Pudding bowls
24 Mixing bowl
25 Potato masher
26 Measuring jug

6.4 Duties and Responsibilities of Food and Beverage Personnel:



The staff categories and duties defined in the partie system described in this chapter were developed in the past and survive today only in a few larger hotels and restaurants. Even in these few places, they have been radically revised. Nevertheless, the partie system operated by Escoffier has so affected present - day chefs that a detailed discussion is valuable; it remains an integral part of the culinary craft's tradition and illustrates the enduring principles involved in detaining task grouping. It can also serve as a starting point for meaningful future reorganization. The basis of the old partie system and its modern counterparts is the degree of specialization that must exist among an establishment's cooks. In a large food service establishment, the operation as a whole

runs more smoothly when each person has clearly defined tasks to perform and when these are all coordinated by a supervisor.

6.4.1 Chefs:

In the classic partie system, chefs belong to a clear-cut hierarchy much like that of a military organization.

Job Title: Chef de Cuisine (Head Chef)

Responsible to: General Manager

Purpose and Scope of Job: To plan organize, direct coordinate and control the overall functions of kitchen organisation

Duties and responsibilities of Executive Chef:

The chef de cuisine - who is frequently referred to in these pages as "the chef" - is in command of the kitchen and is second in status only to the overall manager of the establishment. In a large establishment, the chef de cuisine is more a departmental manager than a working craftsman - a person selected more for organizing and executive abilities than for culinary skills, though obviously, these should be present, too.

1. the principal functions of the person in this position are to plan, organize, and supervise the work of the kitchens to have smooth functioning of the department
2. To accomplish these functions, the chef de cuisine must have considerable freedom to operate in a personalized way. The menu is planned following higher management's costing and catering policies, and it becomes the "blueprint' for the kitchen's activities after consultation with F & b manager and control department and policies laid down by them.
3. The chef de cuisine bears major responsibility for staff selection and dismissal, in conjunction with the personnel department. Because of the complexity of the operation, it is essential to help subordinates develop their skills and art to the fullest extent possible.
4. To ensure that all the staff deployed under properly utilized and used in the department.
5. In smaller establishments, the head chef may be directly responsible for purchasing food supplies. Even in larger ones, where specialist buyers make purchases, the Chef de cuisine has the responsibility to give advice to the management for planning what must be ordered and must also be concerned with the condition of the physical plant and equipment of the kitchen.

6. It is clear, therefore, that in addition to craft skills and technical knowledge acquired as a result of technical training, apprenticeship, and experience, the chef de cuisine must acquire managerial qualities and administrative knowledge;
7. A full understanding of gastronomy, so that the menus and dishes planned and executed will accord with aesthetic as well as commercial considerations; an awareness of (or even ability to stimulate) modern developments equipment manufacturing and food

processing; and merchandising skills and even showmanship, to be an expert at meal presentation.

8. Coordinate with the other departments to the efficient functioning of the department and hotel as well.
9. Preparations of department budget.
10. Setting the hygienic standards and their enforcement.
11. Maintaining the food cost as per the laid down policies.
12. To ensure that the upkeep and maintenance of the kitchen equipment.

6.4.2 Job Title: Sous– Chef:

Responsible to: Executive Chef or General Manager
Scope of the job: To plan, organize and control the kitchen operations
Duties and responsibilities:

1. The Sous-chef, or under chef: is the principal assistant of the chef de cuisine. If the chef de cuisine is considered the commander, the Sous-chef is the executive officer, or second in command.
2. In large establishments, Sous-chefs have no sectional or partial responsibility, but aid the chef in general administration, in supervising the work of preparing food, and in overseeing its service. Where a very large kitchen preparing food and overseeing its service. Where a very large kitchen operation is involved, there may be more than one Sous-chef.
3. The position of Sous-chef is, of course, regarded as an intermediate step between control of a partie and complete control of a kitchen.
4. In smaller organizations, one of the principal chefs de parties such as the chef saucier (sauce cook) or chef-grade -manager (larder cook) may act as Sous-chef. The Sous-chef in an establishment that has only one will stand in for the chef de cuisine when the latter is off- duty and, more importantly, will tend to act as the direct supervisor of practical kitchen activities when the chef is engaged in office work, for example, menu planning, record checking, or similar administrative duties.
5. The Sous chef usually has the authority to make staff changes during the working day to relieve work pressure.
6. To assist the executive chef in the utilization of staff.
7. To assist the executive chef to formulate a preventive maintenance schedule. To assists the executive chef in formulating the training programs.
8. To assists in all the other functions of executive chef

6.4.3 Chef De Parties:

Job Title: Chefs de Partie
Responsible to: Sous Chef, Executive Chef or General Manager
Scope of the job: To organize and direct the staff in his functioning section.
Duties and Responsibilities

1. He is responsible for the smooth functioning of his /her sections in the kitchen.
2. Deployment and proper utilization of staff under him in his section.
3. Prepare the duty roster of staff working under him/her.
4. Requisitioning the raw material for day to day use in his section.
5. To assists the executive chef in the preparation of new menus.
6. To assists the executive chef in formulating the standard purchase specifications.
7. To ensure that all the records and sheets are to be submitted to the executive chef and control the wastage of the section.
8. To ensure strict portion control.
9. Quality control measures should be taken by him like accompaniments and presentations of the dishes.
10. To ensures strict hygienic standards.
11. Having the authority to indent the raw materials and to recommend the disciplinary action against the staff members in the section.

The principal chefs de partie are as follows:

- **Chef Saucier (Sauce Cook):**

Even if the role does not involve doubling as a sous-chef, the chef saucier is still regarded as only slightly lower in status- and is rivalled among chefs de parties only by the chef garde -manger (larder cook) and perhaps by the chef pattissier (pastry cook). The reason for the chef saucier's importance is that the duties to be fulfilled are very complex and play a vital role in meeting the requirements of the menu.

The required work comprises cooking, garnishing, and dishing all meat, poultry, and game dishes, except for those that are simply grilled or roasted (these are cooked by the chef rotisseur). The sauce partie is normally responsible for at least one of the plats du jour or specialties of the day. The work of the chef saucier thus involves quite a bit more than the preparation of sauces, important though that may be. (Actually, the chef saucier does not prepare every sauce in any case because the chef poissonnier (fish cook), for example, makes the sauces and garnishes for fish).

The chef saucier is not only the preparer of the sauce section's foods, but the assembler of food prepared and sometimes cooked by others. For example, when entrees require Italian pastas or vegetables as garnishes on the same dish, these will be sent to the chef saucier by the chef entremetteur, and the chef saucier may receive tournedos already cut and dressed from the larder or boucherie. The work of all the parties in the kitchen is similarly interrelated, but the chef sauceier has the greatest portion of such assembly work. Since the range of possible entrees is enormous, the work of the saucier necessarily covers a wide and varied field.

This in turn necessitates a substantial degree of training, experience, skill, and artistry in the chef saucier. Many know enough to be able to abandon the recipe book and operate by memory alone, at least for their commonly prepared dishes.

- **Chef Garde-Manger (Larder Cook):**

The chef garde-manager is in charge of the larder, the place where the raw materials of cookery are prepared and dressed. The general work of the garde-manger can be divided into two parts: the items for which thegarde-manger is solely responsible: and the items the garde-manger produces to be cooked and worked on by other parties.

The garde-manger's dishes include those commonly found on a cold table -for example, cold cuts and cold fish dishes. Sandwiches, too, are the responsibility of the garde-manger, except for some of the specialty hot or toasted sandwiches such as club sandwiches (ordinarily dealt with by the chef rotisseur).

The salad maker, who isresponsible for the preparatory work and assembling of salads, usually works in thegarde-manger's section. Salad dressings and other dressings and sauces for cold foodsare also undertaken by the chef garde-manger.

The garde -manger is normally accommodated adjacent to but not separated from the main kitchen, with its cooking facilities (which may, in some circumstances, be within the main kitchen itself). In the larger establishments, larder work is often broken into subsections, each related to another of the parties with which the garde-manger works. Smaller establishments do not need subdivisions of the larder, but the wide range of duties of the chef garde-manger explains why this position in the kitchen brigadeenjoys a status comparable to that of the chef saucier.

- **Chef Potager (Soup Cook**):

Reviewing the remaining parties in a sequence similar to that of the courses on a menu brings forward first the chef potager.

This chef de partie is responsible for preparing all soups for the establishment and for making all accompanying garnishes. Because of the chef potager prepares for the earliest course of lunch and dinner, the job's hours sometimes begin (and end) a little earlier than do those of the other cooks. The work of the potager is important because soup frequently creates the first gastronomic impression of the whole meal. The position requires the ability to produce wide repertory of soups including consommés (clear soups), cream soups, purees, broths, bisques (shellfish soups), and many specialty and national soups. Consommés alone can be composed with different flavorings and can be garnished in hundreds of ways. The foods used by the chef potager can be supplied by other parties - for example, garnishes may come from the garde-manger and stock for fish soups from the chef poissonnier - but a substantial amount of garnish reparation for the soup corner itself still remains, requiring skillful use of the knife and of other culinary tools. Particularly prominent is the need for producing vegetable adornments in a wide variety of shapes and sizes. As for all cooks, a cultivated palate is an important attribute of a potager, because the adjustment of seasonings and the finishing of a soup requires personal judgment as well as technical skill.

- **Poissonnier (Fish Cook):**

The chef Poissonnier is responsible for most of the cooking, garnishing, and sauce-making for the fish courses of a menu, including freshwater fish, saltwater fish, and shellfish such as crabs, crayfish, shrimps, scallops, lobsters, and mussels. However, there are exceptions: deep-fried fish are normally handled separately by an assistant cook; fish grilling may be done by the grill cook or bya subordinate in that section, and raw oysters are ordinarily served direct from either the fishmonger or the garden-manger (only when cooked are they dished directly from the chef poissonnier's corner).The chef poissonnier's partie works, as is the case with the saucier's partie, on a stove section in the main kitchen. The prior preparation of fish for this partie's cooking isunder taken either by the establishment's fishmonger (one possible role of the chef Grade-manger) or by an outside fish supplier. This means that cleaning, scaling, gutting, skinning, filleting, portioning, and bread crumbing is carried out not by the chef poissonnier but by someone else beforehand. It sometimes is arranged, however, that an assistant poissonnier be detached some of the time to assist in these preparatory functions. The subordinate engaged in egg and crumbing work, or example, is called the panadier in a French system.

- **Chef Rotissueur (Roast Cook):**

The work of the rotisseur's partie has changed more, perhaps, than that of any other section. Roasting with a spit over an open fire has largely been replaced by oven roasting, which is virtually the same as baking. Spitt roasting has recently been revived with special electrical heating equipment, but its use is normally limited to certain appropriate food stuffs, such as chicken. While the methods and equipment for roasting have changed.

The duties of the roast cook have remained similar. Foods to be roasted still cover a wide range of poultry, and game, and meat. In large establishments, the joints, poultry and game to be Cooke dare given basic preparatory treatment in the larder, by the butcher or poulterer, rather than by the rotisseur. However, this partie is responsible for several other processes in addition to roasting, including all deep-frying (such as of French-fried potatoes). The rotisserie may have an assistant, the friturier (frying cook), for the task. The chef rotisseur is also responsible for savory items such as Welsh rarebit, for hot sandwiches of the club sandwich-type, and for all stock for the gravies that accompany roasts. Dishes prepared by the roast cook are not as complex as many completed by the saucier or poissonnier, yet the chef of this partie needs many skills, such as how to gauge the correct cooking of roasted items of varying sizes and kinds. This section of the kitchen also tends to be most demanding physically. In large establishments, heavily loaded roasting trays can only be handled comfortably and safely by a person of strength. In addition to the physical demands is that this section is located in the main stove area, where many items of heating equipment are grouped together, making it one of the hottest in the kitchen. Larger establishments may have additional specialists in this partie. For example,a chef trancheur (carver) may be under the control of the rotisseur. The trancheur normally is skilled only in carving, not in

cooking, and may operate at the hot service counter behind the scenes, at a buffet table in the dining room, or by patrolling the restaurant with a heated cart. In some establishments, the work of the grill cook is simply undertaken by a subordinate of the chef rotisseur. A separate grillardin (grill cook), if needed, may deal with savories and combine the functions of the grillardin with those of the savourier (savoury cook) the grillardin, therefore, is a semiskilled specialty cook or assistant rather than a full chef de partie of experience. The specific skill required is to be able to deal with traditional charcoal grills, or more modern grills using electricity or gas, with care, experience, and judgment.

- **Chef Entremetteur (Vegetable, Egg, And Noodle Cook):**

The entremetteur in the kitchen brigade is concerned mainly with cooking vegetables, but also with preparing eggs (especially omelets), pasta, rice and other starchy dishes. When these are served as separate courses, they are cooked and assembled in the chef enteremetteur's corner .Other responsibilities may include passing vegetable garnishes to another partie for completion of a dish there, and sending items such as cooked spaghetti and rice to another chef as garnish for other dishes - for ex. Noodles to accompany Hungarian goulash. The chef entremeteur also cooks pancakes, usually with batter supplied by the chef patissier. Important though these items are, they are not more significant than the vegetables prepared and cooked as accompaniments to the main meat, poultry, and game dishes. The proper cooking, flavoring assembling, garnishing, and service of vegetables is of great importance to the culinary reputation of an establishment. Yet because of the nature of the commodities to be cooked by the entremetteur, the amount of food handled in this section usually is greater than that handled by any other. Cooking vegetables well in large quantities demands not only great experience and skill, but also a familiarity with a wide repertoire of methods (as is the case for other parties). To facilitate vegetable cookery, the portion required for the table d'hôte meals is often organized separately from the a la carte vegetable service. The peeling and cleaning, trimming, and other basic treatments of vegetables can be tedious and time-consuming, but modern processing methods such as deep freezing, dehydrating, and canning are reducing much of this workload in the kitchen.

- **Chef Patissier (Pastry Cook):**

The chef patissier in a large and important establishment has a status different from, but certainly not less than, the chef saucier and the chef garde-manger. The chef patissier is responsible for all hot and cold sweets such as pastry pudding, and ice cream. The work of this section is normally separated from the main body of the kitchen, and its area is self-sufficient - with its cold storage, specialist machinery, equipment for making ice cream, and days operate their bakerywith a full-time boulanger (baker). Where baking is normally restricted to a limited quantity of bread and rolls, the work is likely to be in the hands of one of the chef pattissier's subordinates. However regrettable it may seem to gourmets, the art of making various kinds of ice cream is also disappearing from all but the most exclusive hotels and restaurants. Such work formerly was in the hands of a chef glacier in the patisserie, but now icecream is usually purchased from outside or

made by machine from a standard mix. Desserts based on ice cream, sherbet and so on, regardless of the source of these, are still prepared and assembled in the patisserie. This includes speciality dishes such as peach melba, as well as the traditional ones such as sundaes and banana splits. Rather than being concentrated on a few exotic sweets, the work of the department is now devoted to producing a considerable volume of less spectacular pies, cakes, fruit salads, and so forth. But this still requires great skill and experience. The chef patissier, therefore, must have special skills as well as the ability to coordinate and organize the work of several subordinates.

- **Chef Tournant (Relief Cook):**

The chef tournant is simply the chef de partie's replacement - for any partie- when the latter is away on business, for training, or on vacation. Some chefs de partie choose an experienced commis (assistant) for this position, because this person has fresh memories of all the parties gained during apprenticeship. For a commis, the opportunity to serve occasionally as chef tournant also provides good experience for a future appointment as a chef de partie. As a result, the chef tournant is often a young, "up and coming" cook. Occasionally, however, the appointment may go to an older, more experienced person as a prelude to an appointment as a Sous-chef: this would provide a useful variety of experience for a chef de partie who had been specializing in a single partie for a long time.

- **Chef De Garde (Duty Cook):**

The term chef de garde means simply the "chef on guard"- that is, the duty cook in charge when the chef de cuisine and most of the kitchen staff are off-duty. This happens in the late evening after dinner or during the between-meal break in establishments in which the split-shift system is practised. The chef de garde role may be undertaken by any chef de partie or experienced assistant in the kitchen. During the period of duty, the chef de garde remains behind with a small number of assistants to continue any work that cannot be delayed until the remainder of the staff returns to work. In large establishments, separate chefs or commis de gardere main in the patisserie and in the garde-manger, as well as in the main section of the kitchen. Each may oversee the affairs of more than one of the kitchen parties.

- **Chef De Nuit (Night-Duty Cook):**

The chef de nuit is similarly a chef whose duty is to take over when the main kitchen staff has gone. A separate chef de nuit may be retained in the garde-manger, but normally one person suffices for the whole kitchen. The chef de nuit remains on duty all night at establishments that stay open that long. Otherwise, this person leaves when orders for late meals have ceased.

- **Chef Des Banquets (Banquet Chef):**

In the largest establishment's, completely separate arrangements may be provided for banquets and meals for special functions, with the chef des banquets in charge. The chef des banquets' responsibility includes overseeing the assembly and service e of the banquet, but not necessarily all of the cooking. Breakfast Cook. The traditional chefs de

partie normally appear with their commis in time to prepare lunch. The cooking and service of breakfast in hotels are commonly entrusted to a speciality cook whose range is limited to the needs of breakfast. This person does not rank as a full chef de partie but needs to possess good skills within the limited field. Breakfast meats are ordinarily prepared in advance by a subordinate of the chef garde-manger. Similarly, the preparation of fruit compotes and fruit salads is a matter for assistants in the patisserie. The breakfast cook and helpers are left with the relatively simple task of assembling and cooking breakfast dishes - for example, bacon and the various forms of eggs. The pastry chef might also be involved in the breakfast preparation of breads, pastries, and the like. Chef Communar (Staff Cook) in many small establishments, food for the hotel and restaurant staff is prepared by the same chefs de partie who cook for customers. But in larger houses, a separate section of the kitchen, or even a completely separate kitchen, may be allocated for producing staff meals. Either way, ; the chef communar, operating under the chef de cuisine, is in charge. Staff meals ordinarily imply meals provided for "rank and file" wage –earning staff, such a uniformed staff, chambermaids, waiters, and lower-grade clerical staff. The chef communar's staff prepares and cooks meals principally for this type of employee. Catering of this nature should be influenced by nutritional and aesthetic factors. The establishment managers should regard it as a personnel -management feature that contributes significantly to staff well-being, morale, and efficiency. In contrast to workers fed at staff meals, supervisory and executive staff at the level of department manager and above are often given dining facilities in the restaurant itself, or even in their quarters, from the regular table d'hote menus. In the case of more junior executives, some restrictions on the selection of higher-cost items on the menus may be imposed.

6.4.4 Commis I- III:

Job position: Commis I-III production
Responsible for: Exe. Chef/ Sous Chef/Chef de Partie
Nature and scope of Job: To prepare the food.

Duties and responsibilities:

1. Preparation of dishes as assigned to them
2. Misce -n -place and Mise-n- Scene.
3. Finishing and dishing of the dishes of al carte menus.
4. Assisting the chef de partie and sous chef I their duties and responsibilities.
5. Controlling of the wastages.
6. Portion of control of wastages.
7. Ensuring strict hygienic standards.
8. To inform the Exe chef of Sous Chef or Chef de Parties in case of any breakdown of the types of equipment in the kitchen.

6.4.5 Secretaire De Cuisine (Kitchen Clerk):

Job position: Kitchen clerk
Responsible to: Sous chef
Nature and Scope of Job: preparation and submission of records and reports.
Duties and Responsibilities:

- The maintenance of all the records.
- For the maintenance of all the ledgers consumption sheets.
- To assists the executive chef /chef in placing the order in provisions' and fresh supplies.

6.5 Summary:

Jobs change as new demand, new-style menus, and new technology affect the kitchen. In modern operations, some tasks may be regrouped and others may disappear. Ethnic exotic speciality restaurants, for example, require new staffing concepts and different designations for sectional cooks to deal with language barriers, special areas of cooking emphasis, and so on. And in different countries, even when everyone speaks the same language, task groupings and job titles differ. The International Labor Office in Geneva, Switzerland, is a useful source of information on job descriptions in the hotel industry throughout the world. Despite present and future variations, knowing how the great kitchens of the past operated to provide classic French service should long be of value in devising new approaches to new needs.

The food and beverage department also plays a vital role in any hotel and it also coordinates with other departments like housekeeping, front office, food and beverage service etc. It is the responsible for the various things like preparation of the various dishes on menus, providing the varieties of food on various special occasions like marriages ceremonies, birthday's parties

6.6 Glossary:

1. **Partie system:** the work is divided into different sections especially in the kitchen
2. **Chef de cuisine:** the executive chef
3. Misce -n -place and Mise-n- Scene refers to the putting everything in its place in food and beverage production like chopping, cutting the ingredients etc washing the utensils, before starting the work in food and beverage service it terms used for wiping the cutlery and crockery and put in their places and lighting the restaurants' checking out the table setup etc.

6.7 Answer to Check Your Progress/Possible Answers to Saq:

1. The food and beverage department also plays a vital role in any hotel and it also coordinates with other departments like housekeeping, front office, food and beverage service etc. It is the responsible for the various things like preparation of the various

dishes on menus, providing the varieties of food on various special occasions like marriages ceremonies, birthday's parties. Its main functions are to provide various types of dishes to the guest as per the menu, the different menus are available like ala carte menus; table d hote and special menus etc, to provide food for various buffet or banquet parties.

2. The Perimeter Kitchen positions fittings around most of the walls. Expanded U - shaped and L - shaped kitchens are forms of a perimeter kitchen.
3. A kitchen on the view must be able to withstand scrutiny, which means that in addition to the designing for practicality and efficiency, other factors are more to do with style.
4. Hot Kitchen- North Indian: is responsible for preparations of the various dishes on the menu originated from north India.

6.7. References/Bibliography:

- Arora K (2012) .*Theory of cookery* S .chand and sons.
- kainthola V.P (2012), principles of hotel management pp 398

6.8. Suggested Readings:

- http://train-srv.manipalu.com/wpress/?p=64379
- Food production and patisserie 2011, retrieved from www.b-u.ac.in/sde_book/bsc_food.pdf

6.9. Terminal and Model Questions:

- Draw an organizational chart of the food and beverage production departments in five-star hotels.
- Discuss the role of the executive chef in a hotel.
- Discuss the duties and responsibilities of chef de parties in five-star hotels.
- Write the role of Kitchen clerk in the food and beverage production department.
- What do you mean by the Parties system and draw an organization chart of the food and beverage production department in five-star hotels?
- Discuss the job description of Sous chef.

Unit-7
Food and Beverage Service

Structure:

7.1 Introduction

7.2 Objectives

7.3 Food and beverage service Department

7.4 Duties and responsibilities of Food and beverage service personnel

7.5 Attitude skills and knowledge of the F&B service personnel

7.6 Summary

7.7 Glossary

7.8 Answer to check your progress/Possible Answers to SAQ

7.9 References/Bibliography

7.10 Suggested Readings

7.11 Terminal and Model Questions

7.1 Introduction:

The food and beverage department comprises of two main operational areas: Bar (Service of Beverage and Restaurant (Dining services). The personnel related to this department must be professionally qualified in terms of service and hospitality. As we know that the role of this department is service-oriented, the staff need to be in the front line with the customers and ought to be well-groomed, smart and hygienic. The food and beverage staff play a significant role in promoting good manifestation and positive influence towards the guests by professional and world-class service in a hospitable manner.

Today's service industries are focusing on the concept of guest delight which is the improved expression of guest satisfaction. We need to delight the guests rather than satisfying because today's customers visit many corners of the world, hence they understand the level of service in many places and always look forward to a changing atmosphere in terms of taste and service. The term *food and beverage function* encompass all activities within the hotel and catering establishment that are together concerned with the provision of food and beverage services within that periphery of that establishment. The food and beverage service department are furnished with a qualified and skilful brigade headed by a food and beverage manager, who is responsible for planning and coordinating the different food and beverage activities inside the hotel. The food and beverage manager is a team leader in terms of food and beverage promotion and management. Down the line, the food and beverage manager is supported by the outlet executives who are responsible for the execution, implementation and control of food and beverage activities in their area of concern. All outlet executives are again supported by the line supervisors, and waiters and waitresses to delight the customers by serving their wants.

7.2 Objectives:

The main objective of this chapter be familiarized with the food and beverage department and understand the natural duties and responsibilities of the staff members of the food and beverage department in the hotel

7.3 Food And Beverage Service Department:

Staff organization is concerned with matters such as the decision of tasks within the restaurant, position of responsibility and authority and the relationship between them. It helps in introducing the concepts of the span of control, level of management and delegation of power and responsibilities. The typical organization Staff organization is concerned with matters such as the decision of tasks within the restaurant, position of responsibility and authority and the relationship between them. It helps in introducing the concepts of the span of control, level of management and delegation of power and responsibilities. The typical organization.

7.3.1 FOOD AND BEVERAGE SERVICE OUTLETS:

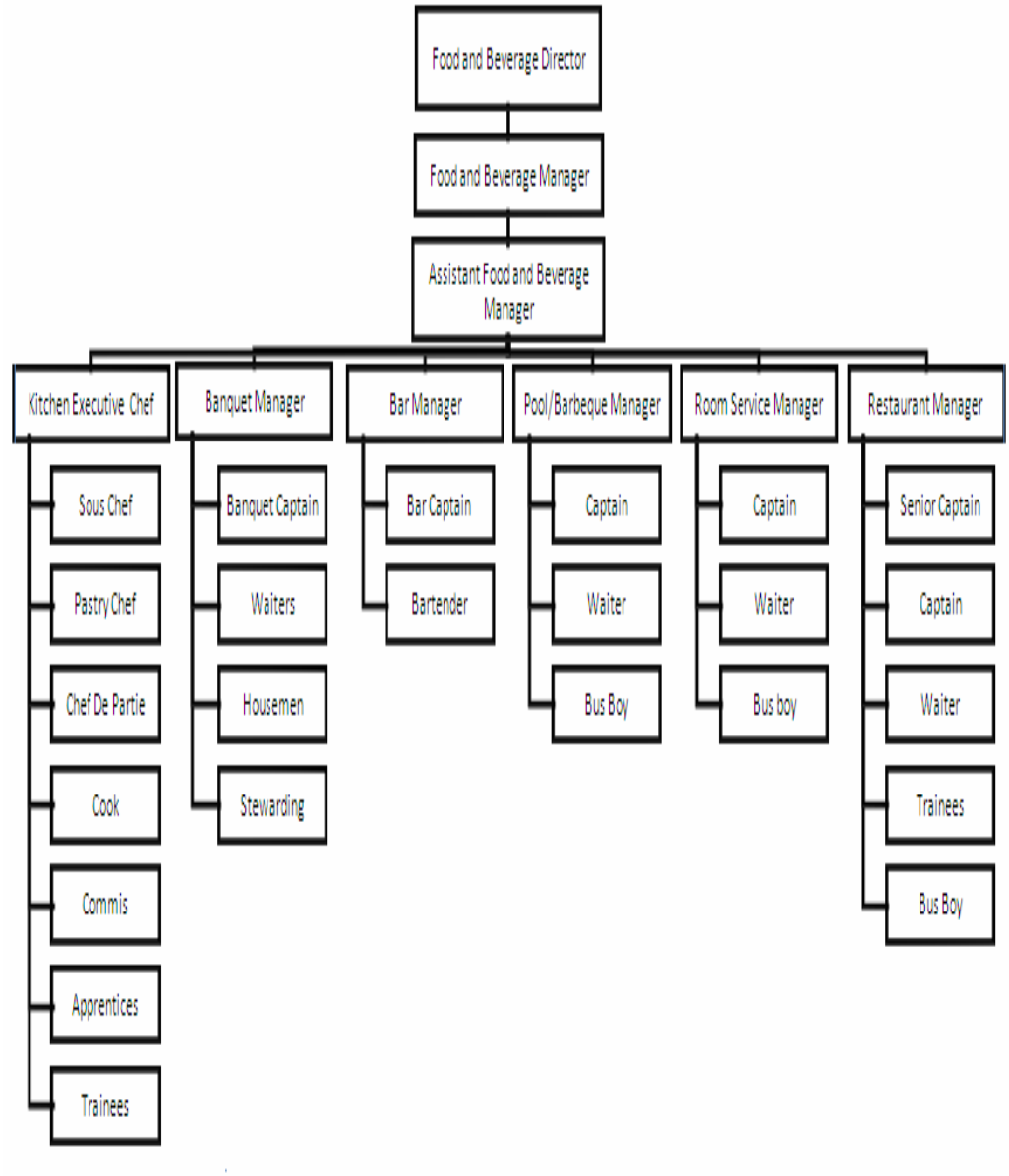
An outlet is a point of sale of food and beverage items. Food and beverage outlets alter depending upon the size of the hotel, the number of rooms, types of the menu offered

and the standard of customers' expectation. Some of the different types of food and beverage outlets are:

- **Specialty Restaurants:** Specialty restaurants deal with a particular theme or cuisine; and are mostly open at meal times only. The service is elaborated, décor is extensive, and the rates are considerably higher than the other outlets. The service provided as mainly of platter to plate or Russian service.
- **Banquets:** Banquet is the word derived from a French word "banque" which means 'mass or gathering'. Banquets are as old as history and the stories about older times are full of references to various feasts held in honor of the visiting guests or monarchs. Banquet is responsible for handling all type of functions like lunch, dinner, conferences, cocktail receptions, wedding parties, dinner dances, formal sit-down and state banquets**.** The menu offer is table d'hôte, service is varied and the price depends upon the type of customer, menu items and the type of function.
- **Barbecue restaurants:** In French, "barbe" means 'beard' and the "queue" means 'tail'. In ancient French cooking, whole animal is hung and roasted in touch of live charcoal. The smoke coming out of the dropped juices from the animal in live charcoal would give an authenticity to this type of cooking. This tradition is still alive in most of the barbecue restaurants. After the innovation of modern cooking technology, the term barbecue rests on grill bars and griddles with small joints of meat. Barbecue restaurants are generally located near swimming pool which acts as an extra dining attention to the guests. The service is generally informal which requires less time and effort.
- **Coffee Shops**: These are basically twenty-four hour restaurants, serving snacks and beverages throughout the night. Customers can readily get meals in these types of restaurants even long after the other outlets in the area are closed. Some coffee shops may serve bistro (light meals) and buffets. The service is mostly pre-plated or American service which is easy and fast.
- **Multi Cuisine Restaurants**: Found in medium and budget hotels where there is no need to have many restaurants. One restaurant serves all meals and different cuisine. However, they may have different timings for meals and snacks. Service depends on the menu and the rates are moderate.
- **Bars:** These are specialized outlets serving all types of alcoholic and non-alcoholic beverages with light snacks. Most of the bars are expensive as they focus on the niche customers having disposable money for drinks. Service can be elaborated depending on the category of the bar. There are normally two kinds of bars practised in hotels. One is "public" and the other is the "service or dispense bar". The public bar serves customers, whether residents or non-residents. Cocktail snacks may also be served here. The service of the dispense bar includes other outlets of the same hotel such as coffee shop, banquets, room service, etc**.** Students should not be confused when they encounter the word Mini bar. Mini bar is just a facility given in guest rooms by providing small refrigerator with some beverages on payment basis.
- **Pubs:** Pub is the word that signifies the public houses. A pub is defined as an establishment that serves alcoholic beverages for consumption on the premises, especially in Britain. Latest trend is developed to have a discotheque along with the Pub, which serves only beer and some non-alcoholic beverages with limited finger snacks. Pub is considered as meeting place for youngsters.
- **Pastry and Confectionery Shops**: Pastry and confectionary shops are the take- away type of outlets specializing in pastry, confectionary and bakery. Service is fast and most

of the pastry and confectionary shops now sell out pastries with tea/coffee and other non-alcoholic beverages.

- **Fast Food Outlets:** The concept of fast food is emerging in Nepal also. Fast food outlets deal with convenient food items which generally take less time to prepare. Fast food is operated with the concept of "help yourself". The rates are moderate as the cost of serving manpower is considerably less.
- **Room Service:** Room service refers to the service of food and beverage items in guest rooms. Star hotels have round the clock room service facility. Room service menu is the simplified version of a coffee shop menu and is priced slightly higher because the service in rooms need extra efforts, manpower and equipments. Clearance is another important aspect of room service. All trolleys and trays after the guests' use are cleared immediately.
- **Nightclubs:** A nightclub is a club which offers music, dance and cabarets only at night, has full staff strength and serves extensive À la carte menu along with beverages. Usually operates at night.
- **Cafeteria/Canteens:** These are self-service full meal outlets, operated within big industries, schools, hostels and hospitals. The menu offered is cyclic and the price range is very reasonable.
- **Café:** Serves snacks and coffee, mostly operated a 24 hour and has minimum staff strength.



7.4 Duties And Responsibilities Of Food And Beverage Servce:

All types of catering establishments require a variety of staff positions to operate effectively and efficiently. The food and beverage service department usually has the largest staff. Able leadership and supervision is required to effectively direct the department and guide the staff. The personnel in the food and beverage service industry require practical knowledge of operations as even a small error can cause displeasure to the guest. Coordination of activities of all outlets is essential to provide the guest with quality service at all times. Teamwork is the watchword in any food and beverage service department. A dedicated and committed team, with able leadership, under ideal working conditions, helps in fulfilling the establishment's ultimate goal of guest satisfaction. The important duties and responsibilities of the restaurant staff are discussed in this section.

7.4.1 Food And Beverage Manager:

The food and beverage manager is the head of the food and beverage service department and is responsible for its administrative and operational work. Food and Beverage Managers direct, plan and control all aspects of food and beverage services. Food and Beverage Managers require excellent sales and customer service skills, proven human resource management skills, and good communication and leadership skills. Desired knowledge for this position includes knowledge of the products, services, sector, industry and local area, and knowledge of relevant legislation and regulations, as well. Hence it is said that the food and beverage manager is a Jack-of-all-trades, as the job covers a wide variety of duties. In general, food and beverage manager is responsible for:

i) Budgeting:

The food and beverage manager is responsible for preparing the budget for the department. He should ensure that each outlet in the department achieves the estimated profit margins.

ii) Compiling New Menus and Wine Lists:

- In consultation with the chef, and based on the availability of ingredients and prevailing trends, the food and beverage manager should update and if necessary, compile new menus.
- New and updated wine lists should also be introduced regularly.

iii) Quality Control:

The food and beverage manager should ensure quality control in terms of efficiency in all service areas, by ascertaining that the staffs are adequately trained in keeping with the standards of the unit.

iv) Manpower Development:

- The food and beverage manager is responsible for recruitment, promotions, transfers and dismissals in the department.
- He should hold regular meetings with section heads, to ensure that both routine, as well as projected activities of the department, go on as planned.
- He must also give training, motivate and effectively control staff.

7.4.2 Assistant Food And Beverage Manager:

The assistant food and beverage manager assists the food and beverage manager in running the department by being more involved in the actual day-to-day operations. This position exists only in large organizations. Assistant food and beverage manager's job includes:

i) Assisting section heads during busy periods.

ii) Taking charge of an outlet, when an outlet manager is on leave.

iii) Setting duty schedules for all the outlet managers and monitoring their performance.

iv) Running the department independently in the absence of the food and beverage manager.

7.4.3 Restaurant Manager:

Restaurant Manager is responsible for directing and supervising all activities pertaining to employee relation, food production, sanitation, guest service and

operating profits. The restaurant manager is either the coffee shop manager, bar manager or the specialist restaurant manager. The restaurant manager reports directly to the food and beverage manager and has overall responsibility for the organization and administration of a particular outlet or a section of the food and beverage service department. The restaurant manager's job includes:

i) Setting and monitoring the standards of service in the outlets.

ii) Administrative duties such as setting duty charts, granting leave, monitoring staff positions, recommending staff promotions and handling issues relating to discipline.

iii) Training the staff by conducting a daily briefing in the outlet.

iv) Playing a vital role in public relations, meeting guests in the outlets and attending to guest complaints, if any.

v) Formulating the sales and expenditure budget for the outlet.

vi) Planning food festivals to increase the revenue and organizing advertisement campaign of the outlet along with the chef and the food and beverage manager.

7.4.4 Room Service Manager:

i) The room service manager reports directly to the food and beverage manager and is responsible for the room service outlet.

ii) The room service manager checks that the service rendered to the guests conforms to the standards set by the hotel.

iii) He also monitors all operational aspects of the outlet such as service, billing, duty charts, leaves and absenteeism, in addition to attending to guest complaints regarding food and service.

iv) The room service manager is also in charge of the sales and expenditure budget. The room service is most liable to have problems.

v) The room service manager should ensure coordination among the room service order taker, the captain and the waiter.

vi) The room service manager must be present in the outlet during peak hours to interact with other departments of the hotel and to take regular momentums of all the equipment used In the event of the hotel offering valet service and the room service manager takes charge of that service as well.

7.4.5 Bar Manager:

Bar Manager organises and controls a bar's operations. A bar manager arranges the purchase and pricing of beverages according to budget; selects, trains and supervises bar staff; maintains records of stock levels and financial transactions; makes sure bar staff follow liquor laws and regulations; and checks on customer satisfaction and preferences. The bar manager should have good interpersonal skills and good memory. He must be efficient and speedy, must enjoy working with people. He should have good cash-handling skills.

7.4.6 Banquet Manager:

The banquet manager supervises the banquet operations, sets up break-down service

according to the standards established by the hotel. His co-ordinates the banquet service in conjunction with other departments involved and prepares weekly schedules for the banquet personnel. From the time the bookings are done till the guest settles the bill, the banquet manager is in charge of all aspects of banquet and conference operations. He supervises the work of the banquet sales assistants, who do the banquet bookings and the captains and waiters who perform the food and beverage service activities under his guidance. He is responsible for organising everything right down to the finest detail. The banquet manager projects the budget of the banquets, and works in close coordination with the chef in preparing menus. He is responsible for making an inventory of all the banquet equipment and maintaining a balance between revenue and expenditure. Banquet managers may also be designated as assistant managers in the food and beverage service department. In short the following are the main duties and responsibilities of banquet manager.

He or she is the overall in charge of all types of banquets

- His/her main job is customer Liaison and finalization of arrangements.
- Receiving information and scheduling functions
- Overall management of staff, schedules and functions
- Briefing to the supervisors for each function.
- Meeting with the hosts for any last minute instruction to be given to the Senior Captain.
- Preparing function prospectus and its distribution undersigned.

Coordination with chefs for any alterations in the schedules and menu

7.4.7 Banquet Sales Executive:

They assist banquet sales manager in

- Liaising with the customer
- Receiving of calls regarding booking.
- Presentation about services of the banqueting department.
- Meeting with clients and getting preliminary information for the Manager
- On the day of banquets, meet and assist the guests.

7.4.8 Senior Captain or Maitre D' Hotel:

Senior captain is the overall in-charge of the Restaurant Service and executes the following responsibilities.

- Prepare a duty roaster for the staff and get it approved by the Restaurant Manager.
- Allot stations to the Senior Stewards and his team.
- Allocate mise-en-place to be done for each shift.
- Be responsible for maintaining service standards in the restaurant.
- Relief to the Restaurant Manager on his off days.
- Coordinate with chefs for any special functions and alterations.
- Be responsible for complaint handling

7.4.9 Reception Head Waiter:

This staff member is responsible for accepting any booking and for keeping the booking diary up-to-date. He / she will reserve tables and allocate these reservations to particular stations. The reception head waiter greets guests on arrival and takes them to the table and seats them.

7.4.10 Captain/Chef De Rang:

This position exists in large restaurants, as well as in the food and beverage service department of all major hotels. The captain is basically a supervisor and is in charge of a particular section. A restaurant may be divided into sections called Stations, each consisting of 4 to 5 tables or 20 to 24 covers. A captain is responsible for the efficient performance of the staff in his station. A captain should possess a sound knowledge of food and beverage, and be able to discuss the menu with the guests. He should be able to take a guest's order and be an efficient salesperson. Specialised service such as gueridon work involves a certain degree of skill, and it is the captain who usually takes the responsibility to do this work.

He/she represents senior captain in his/her absence. The job and responsibilities include:

- Be responsible for overall operation of the outlet.
- Keep a good command and supervise his subordinates.
- Be responsible for maintaining mise-en- place and mise-en-scene of the area under his control.
- Be responsible for the requisition of the short supplies of each stations of his outlet.
- Check the stock and handles inventory regularly.
- Be responsible of any breakages in his area.
- Handle all bills and modes of payments of guest bills.
- Coordinate with area chefs and build up proper flow of communication.
- Approach guests, take orders and handle complaints.

7.4.11 Waiters/Commis De Rang/Server:

A waiter/steward is a person who is responsible for all types of food and beverage to be served to the guests. His/her duties and responsibilities include:

- Assist senior waiter/steward in side station, set up or in mise-en-place and according to his order.
- Attend the daily briefing before the work.
- Mise-en-place(putting things into proper place) of his section
- Mise-en-scene (prepared environment for guest like putting table at the right place)
- Food and Beverage pick up and service on the table.
- Buss the trays and crumble on the table.
- Receive and greet the guests and get them seated.
- Remove soiled, plates and dishes from the guest table.
- Exchange of soiled linen from the housekeeping such as a napkin, wiping clothes, solied table clothes, etc.
- Take guest orders for Food and Beverage and making KOT (Kitchen Order Ticket) and BOT (Bar Order Ticket)
- Wipie of cutlery, crockery and glasswares for efficient service and stock.
- Attend to guest needs as per requirement.
- Present the check/bill, when requested by the guest.

7.4.12 Trainee / Commis De Barraseur:

The trainees work closely with the waiters, fetching orders from the kitchen and the

bar, and clearing the side station in a restaurant. They serve water and assist the waiter. They are mainly responsible for the mise-en-place, and stacking the sideboard with the necessary service equipment. The debarrasseur is the 'learner', having just joined the food service staff, and possibly wishing to take up food service as a career.

7.4 .13 Wine Waiter / Sommelier:

Wine waiters have an important role to play in reputed establishments. Their job is to take orders for the service of wine and alcoholic beverages and serve them during the meal. Hence they should be knowledgeable about wines that accompany a particular dish and how they should be served. They should also be aware of the licensing laws prevalent in the city and should be efficient sales persons.

7.4.14 Room Service Waiters/Chef D'etage:

Room service waiters work in the room service outlet, serving food and beverage to guests in their rooms. The order is placed by the guest on telephone, and is recorded on a Kitchen Order Ticket (K.O.T). It is then passed on to the duty captain. The duty captain in turn places the order in the kitchen or the bar, as the case may be. The room service waiter who has been assigned that order, sets the tray according to the food or beverage ordered, picks up and delivers the order when it is ready.

7.4.15 Carver/Trancheur:

The carver is responsible for the carving trolley and the carving of joints at the table as required. The carver will plate up each portion with the appropriate accompaniment.

7.4.16 Floor Service Staff/Floor Waiter:

The floor service staffs are often responsible for an entire floor in an establishment or, depending on the size of the establishment, several rooms or suites. Floor service of all meals and breakfast is offered either throughout the day or in a limited time depending on the size of the establishment. The floor service staff would normally work from a floor pantry or from a central kitchen with all food and drink reaching the appropriate floor and the required room by lift and in a heated trolley.

7.4.17 Lounge Staff / Chef De Sale:

Lounge staff may deal with lounge service as a specific duty only in a first class establishment. The lunge staff is responsible for the service of morning coffee, afternoon teas, aperitifs and liqueurs before and after both lunch and dinner, and any coffee top ups required after meals. They would be responsible for setting up the lounge in the morning and maintain its cleanliness and presentation throughout the day.

7.4.18 Cocktail Bar Staff:

The person who works on the cocktail bar must be responsible, well versed in the skills of shaking and stirring cocktails and should have thorough knowledge of all alcoholic

and non-alcoholic drinks, the ingredients necessary for the making of cocktails and of the licensing laws.

7.4.19 Buffet Assistant / Buffet Chef / Chef De Buffet:

The chef de buffet is in charge of the buffet in the room, its presentation, the carving and portioning of food and its service. This staff would normally be a member of the kitchen team. The cashier is responsible for the takings of the food and beverage operation. This may include making up bills from food and drink check or, alternatively, in a cafeteria, for example, charging customers for their selection of items on a tray.

7.4.20 Counter Assistants:

Counter assistants are found in cafeterias where they would stock the counter and sometimes serve or portion food for customers. Duties may also include some cooking of call order items.

7.4.21 Table Clearers:

Table clearers are responsible for clearing tables and trolleys, specially designed for good stacking of crockery, glassware, cutlery, etc.

7.5 Attitude, Skills and Knowledge (Ask):

In today's competitive business, it is very important that the service provided is of the best possible standards and is valued for money. This includes the quality of food as well as service. To be a good Food and Beverage service staff it is very important for them to learn the following skills.

7.5.1 Technical Skills:

These skills involve the intricacy of the service trade, techniques of Food and Beverage. Technical skills represent the following skills expected from service staff:

- Skill of handling or carrying trays and salvers.
- Handling of glasses, cutleries, crockery, Food and Beverage, etc.
- Clearing of soiled plates, glass wares and other equipment from table.
- Making different types of napkin folds.
- Laying of tablecloth.
- Laying of different types of covers for different types of menu.
- Clearing of dirt.
- Crumbing of the table.
- Mixing of drinks, their garnish and proper serving method
- Silver service procedures for all courses.
- Service of specialty items like cheese, fish, etc.
- Gueridon and flambé techniques.

7.5.2 Social Skills:

As the hotel industry is a customer service-oriented industry, it is very important for any successful venture, to have the service staff with social and manipulative skills to handle the guests in a best manner to achieve better guest satisfaction. The following social skills are expected from service staff:

- They should be able to recognize their regular customers and know their likes and dislikes.
- They should have full knowledge of the local news, events and current affairs so that they can enter into a proper conversation with the customers.
- They should have manipulative and leadership qualities to mould customers' choice.
- They should have tact to handle awkward and embarrassing situations in their stride.
- They should have pleasant and cheerful nature.

7.5.3 Knowledge about Food and Beverage:

Food and Beverage service personnel should have thorough knowledge of Food and Beverage/related works, which are as follows:

- Knowledge about coordinating departments within the hotel.
- Familiarity with the work place.
- Knowledge of different menus and their prices.
- Realization of norms and values of the hotel.
- Knowledge of hygiene and sanitation.
- Knowledge about recent happenings in and out-side the hotel.
- Complete knowledge of the Food and Beverage.
- Complete knowledge of service procedures for all types of food and menu courses.
- Complete practical knowledge of the service procedures.
- Complete knowledge of service equipments and skills to handle them in the right way.
- Should be well versed with service techniques.
- Knowledge and handling of glassware.
- Knowledge of all courses of meal

7.5.4 Golden Rules for The Service Staff:

- Must wish according to the time of the day (i.e. Good Morning/Afternoon etc.)
- Must maintain personal hygiene and grooming.
- Should avoid talking in high volume in restaurants and public areas.
- Must use civil words like "Thank You" and "Excuse Me" when required.
- Telephone calls must be addressed by saying "Department Name, Time of the Day, his/her name"
- Must carry service kits, (A click button type ball pen, writing pad, Opener and Match box.)
- Should have full knowledge of the menu being served in the restaurant.
- Should have full knowledge of the facilities offered by the hotel and its tariff.
- Should have the knowledge of the local places of interests and current news.
- Must remember the names of the regular customers and call them by their surnames.
- Always try to remember the likes and dislikes of a customer, which helps in serving them better.
- Never hide a mistake as it can become a reason for embarrassment.

- Always smile, do not gnash your teeth.
- Should know by heart, the control of billing and operational systems followed in the restaurant.
- Always keep your mise-en-place (requirements for service) ready.
- Follow the rules of the organization.
- Show interest in learning, decide your target of learning and try to achieve it.
- Must know the service styles and standards.
- Try to interact with customers and people and develop leadership qualities.
- Preferably address guests by his/her name which means that you remember the guests. Use the word like Sir, Madam, Mrs, Miss etc.
- Help the guest in seating by pulling the chair.
- Establish eye contact.
- Do not interrupt a guest, stand in front before taking orders.
- Stand straight and listen carefully to the guest orders.
- Do not carry pen/ball pen behind the ears/clip into the coat/shirt.
- Do not chew gum, betel nuts and play with one's hair and face.
- Remember a guest's special choice and remind him that you know it and suggest the menu items if required.
- Always present the bill in folder to the host.
- Do not solicit for tips unless the guest wishes to give.
- Enter and leave the restaurant only through the service entrance.
-

7.6 Importance of Personal Hygiene And Grooming:

Personal hygiene and grooming is the process of keeping oneself tidy and fresh at all times. People working with hospitality industry are different from other industries in context of style and out-look. Working in a hospitality industry is glamorous and one should follow personal hygiene and grooming standards to achieve a golden personality. "Your last look in the mirror will be the customer's first look"

Following are the important points to be considered to maintain personal hygiene and grooming.

- All staff should be well groomed and hygienic at all the times as this gives them a sense of well-being and confidence to do their job efficiently and effectively.
- Keep your body clean by taking daily bath and use of deodorant (body spray) and light perfumes are recommended if required.
- The hands of the staff should be given special attention as they are constantly under the scrutiny (visible) of guest.
- Nails and hair should be trimmed and kept clean. Playing with one's hair and face should be avoided.
- Chewing gum should be avoided in all public areas within the hotel.
- Expensive and extensive use of jewellery should be avoided.
- In case of sickness, the person should immediately consult the doctor.
- Uniform should be clean and well ironed. Shoes should be properly polished and should be well fitting.

7.7 Departments that Food and Beverage Coordinate with:

The different departments coordinating with Food and Beverage service department are as follows:

- ***Food and Beverage production*** (For hygienic and timely delivery of the food as per guest orders)
- ***Front office*** (Information regarding VIP in-house, room reports, billing, types of plan in which the guest-stay.)
- ***Kitchen Stewarding*** (Cleaning, polishing and inventory of all crockery, cutleries, glassware, hollow-ware, flatware used in service.)
- ***Purchase (Stores)*** (For the requisition of all condiments, service kits and necessary stationeries)
- ***Housekeeping*** (Placing of VIP amenities, exchange of soiled linen and cleaning of all the outlets.)
- ***Engineering and Maintenance*** (Repair and maintenance of the electrical equipments, checking of air conditioning and water supply)
- ***Accounts*** (Any discrepancy in bills and sales summary, maintaining of city ledger and handling all cashes.)
- ***Human Resource (Personnel)*** (Hiring and firing of staff, increment, appraisal, procurement, development and training)
- ***Sales and Marketing*** (Banquet reservations, food and beverage promotions, etc.)

7.8 Glossory/Terms:

1. **Unpretentious:** Not elaborate or showy, as in appearance or style.
2. **Busbo:** A restaurant employee who clears away dirty dishes, sets tables, and serves as an assistant to a waiter or waitress.
3. **Sommeliers:** A restaurant employee who orders and maintains the wines sold in the restaurant and usually has extensive knowledge about wine and food pairings.
4. **Dispensers:** One that dispenses or gives out, especially a machine or container that allows the contents to be removed and used in convenient or prescribed amounts.
5. **Buffet:** A counter or table from which meals or refreshments are served. A meal at which guests serve themselves from various dishes displayed on a table or sideboard
6. **Ethnic:** Of, relating to, or characteristic of a sizable group of people sharing a common and distinctive racial, national, religious, linguistic, or cultural heritage. Being a member of a particular ethnic group, especially belonging to a national group by heritage or culture but residing outside its national boundaries
7. **Bistros:** A small bar, tavern, or nightclub. A small, informal restaurant serving wine.
8. **Banquet:** A ceremonial dinner honoring a particular guest or occasion.
9. **Brasserie:** A brasserie is a café doubling as a restaurant and serving single dishes and other meals in a relaxed setting.
10. **Bistro:** A bistro is a familiar name for a café serving moderately priced simple meals in an unpretentious setting.

7.8 Summary:

1. The food and beverage service department comprises of two main operational areas: Bar (Service of Beverage and Restaurant (Dining services). The food and beverage

staff play a significant role in promoting good manifestation and positive influence towards the guests by professional and world class service in hospitable manner. The department generally consists of food and beverage service manager assistant food and beverage manager, captains, stewards and others as well. Food and beverage service department is furnished with a qualified and skillful brigade headed by food and beverage manager, who is responsible for planning and coordinating of the different food and beverage activities inside the hotel.

2. **Food and beverage manager is a team leader in terms of food and beverage promotion and management.** Down the line, food and beverage manager is supported by the outlet executives who are responsible of the execution, implementation and the control of food and beverage activities in their area of concern. All outlet executives are again supported by the line supervisors, and waiters and waitresses to delight the customers by serving their wants.
3. ***An outlet is a point of sale of food and beverage items.*** Food and beverage outlets alter depending upon the size of the hotel, the number of rooms, types of the menu offered and the standard of customers' expectation. Some of the different types of food and beverage outlets are: Restaurants pubs cafes, coffee shop fast food outlets, specialty restaurants like barbeques etc.
4. Kitchen Stewarding is responsible for Cleaning, polishing and inventory of all crockery, cutleries, glassware, hollow-ware, flatware used in service.
5. The technical skills involve the intricacy of the service trade, techniques of Food and Beverage. Technical skills represent the following skills expected from service staff.

6. Sommelier is the restaurant employee who orders and maintains the wines sold in the restaurant and usually has extensive knowledge about wine and food pairings.

7.9 References/Bibliography:

- Sudan Amrik Singh (2002), Restaurant Management, Anmol Publications.
- Dennis R. Lillicrap, John A Cousins (1991), Food and Beverage Service, Elbs.
- Loftus David (2007), Restaurant Notes, Ryland Peters & Small.
- Singarvelaven R. (2012) food and beverage service;
- Sudhir Andrews (1980), Food and Beverage Service Manual, Tata McGraw Hill.

7.10 Suggested Readings:

- Food and beverage service short notes f-b**service**.blogspot.com/2010/.../short-**notes**-on-basics-of-f-**service**.ht
- ***Manual for food and beverage service*** www.scribd.com/doc/17721021/Manual-for-**Food-Beverage-Service**
- Attributes of the food and beverage service www.slideshare.net/.../attributes-of-food-and-beverage-service-perso

7.11 Model Questions:

1. Explain in your own words about the various types of restaurants.
2. Give a brief note about the fast-food restaurants.
3. What are casual-dining restaurants? Explain a few in detail.

4. Discuss the duties and responsibilities of food and beverage manager in five star hotels.

5. Draw an organizational chart of food and beverage service department of five star deluxe hotels.

Unit-8
Housekeeping Department and Functions

Structure:

8.1 Introduction

8.2 Objectives

8.3 Housekeeping Organization

8.4 Duties and responsibilities of Housekeeping personnel

8.5. Qualities and attributes of the housekeeping personnel

8.6 Summary

8.7 Glossary

8.8. Answer to check your progress/Possible Answers to SAQ

8.9. References/Bibliography

8.10. Suggested Readings

8.11. Terminal and Model Questions

8.1 Introduction:

As the name signifies, housekeeping means up keeping of the house. Up keep means keeping a house clean, comfortable, safe. Housekeeping in simple words means maintaining a house on a daily or long term basis or looking after its cleanliness, tidiness, upkeep and smooth running. When you keep your house clean and well maintained, you would also like to make it as beautiful as possible. How do you make sure that everything in the house is in usable condition? None of the objects are broken or chipped and fabrics are not torn. All the fixtures like taps, geysers, electric wiring, bulbs, tubes, fans, plug points, are in good working condition, geysers are not leaking, electric wiring is proper and there is no danger of fire due to short circuiting, and so on. Thus, the different procedures followed to keep and maintain everything in the house in a good and presentable order, are collectively known as good housekeeping. In other words, we may also say that housekeeping is a process of keeping a place clean, beautiful and well maintained so that it looks and feels pleasant and inviting to all, living, visiting or working there.

The housekeeping department is responsible for the cleanliness, maintenance of the property. To make the hotel pleasing to the guest, it is the task of housekeeping which has to insure the basic human needs of comforts and security. Thus the personnel efforts of the department makes in giving the guest the desirable room which has a direct bearing on the guest experience and expenditure during their stay. The concept of housekeeping is simplistic but when one considers maintaining a house of several room s and numerous public areas the tasks becomes gigantic. It takes a well-organized approach and technical understanding to enable housekeeping to cope with the volume of work. This department is also responsible for every aspects of guest room i.e. to provide all the required guest supplies and materials according to the guest request during their stay. Generally it looks after three major functions Cleaning Maintaining and up keeping of the hotel public areas as well.

8.2 Objectives:

The main objectives of this unit are to make understand to the reader and be familiar with the housekeeping department and its sections and duties and responsibilities of the housekeeping staff involved into it.

8.3 Housekeeping Organsiation:

You must have understood by now how important good housekeeping is to your own house. Similarly, it is equally important for any other kind of establishment, be it a shop, a trading center, an office, club, guesthouse, hospital, hotel or a hostel. Every area in the establishments mentioned above needs to be kept clean and tidy and everything placed here has to be in a presentable and working condition. Thus, housekeeping is an essential and regular feature in all types of establishments. In commercial establishments, the housekeeping services are done by a team of specialized people according to different areas. Here is a detailed list of areas which need housekeeping.

8.3.1 Functions of Housekeeping:

Housekeeping department holds the responsibility of cleaning, maintenance and admirable upkeep of the hotel. The main functions of housekeeping are overall

cleanliness, bed making, ensuring maintenance of the building and its infrastructure, laundry, linen management, key control, pest control, safety and security of the guests as well as the infrastructure and interior decoration. All this ensure the ambience and promotes a congenial environment. The basic function of the housekeeping is explained briefly:

1. Cleaning Rooms and Public Areas:

Housekeeping department cleans the rooms and toilets and wash basins in the room. Apart from cleaning the guest rooms, housekeeping department is also responsible for cleaning floor, terraces, elevators, elevator lobbies, corridors of guest floors, floor linen closets, mop and janitor's closets, service lobbies and service stairways, function rooms, shopping arcade, cabanas, bars, dining rooms, offices, uniform rooms, tailor rooms, upholstery, shops, store rooms and swimming pools. To be concise, the housekeeping department is responsible for the total cleanliness of a hotel.

2. Bed Making:

A guest requires a comfortable bed to take rest, relax and enjoy. A bed that is well- made will provide the required comfort. Bed making is a skill that requires to be developed by the housekeeper, as it not only provides comfort to the guest, but also adds to the pleasant ambience of a guest's room. Guests should not be able to tell if anyone has slept in the room, so a clean environment and perfect bed making is major consideration of this department.

3. Linen Management:

One of the important jobs of the Housekeeping Department is clothes and linen management. This involves all functions from purchase of linen to laundering, storage, supplies and to condemnation. In a hotel different types of clothes and linen are used such as the bed sheets, pillow covers, napkins, towels, hand towels, table covers, curtains, cushion covers etc. All of these require regular maintenance.

4. Laundry Services:

It is the job of the Housekeeping Department to ensure clean and hygienic washing of all the linen items, and then distributing them to different areas of the hotel. The relationship between the housekeeping and laundry is significant for the smooth functioning of housekeeping services. One of the supporting roles of the laundry is to provide valet services to house guests.

5. Pest Control:

Pest Control is another major job of the Housekeeping Department. No matter how clean one keeps the surroundings, one cannot avoid the "uninvited guests" – the pests. It is not only embarrassing but also speaks badly of a hotel where one sees rats, cockroaches, and lizards running around. Therefore, pest control is one of the primary responsibilities of the housekeeping department.

6. Key control:

Key control is one of the major jobs of the housekeeping department. The room keys have to be handled efficiently and safely before and after letting the room.

7. Safety and security:

The Housekeeping Department is responsible for maintaining a peaceful atmosphere in the hotel. If the guests and staff always fear for their safety and the safety of their belongings, the atmosphere will be very tense. Hence the housekeeping department staff should be aware of ways to protect himself and others, especially the guests around him and the property of the hotel from accidents and theft. Several accidents could occur at the place of work. These include fire accidents, falls, wounds, injuries, negligence in

handling electrical equipment etc. It is important for all housekeeping personnel to know about first aid as they could be the first ones on the spot to give immediate attention to a guest and also an employee in trouble.

8. Interior Decoration:

Interior decoration is the art of creating a pleasant atmosphere in the living room with the addition of a complex of furnishings, art, and crafts, appropriately combined to achieve a planned result or design. These arts and crafts have to be well maintained by the housekeeping department. Decorating flowers is a creative and stimulating art which often carries a message or theme. Flowers and indoor plants add color and beauty to a room.

9. Room Maintenance:

Good housekeeping department is just as responsible for the hotel's maintenance as an engineering department. In an ideal environment, the housekeeping staff and managers should act as the eyes and ears of the engineering department. If damaged or broken items are not reported, they can't be fixed. Proper maintenance will make the perception of cleanliness easier to maintain and reduce guest complaints

8.3.1 Housekeeping Organisation Structure and Need:

Organizing refers to the executive housekeeper's responsibility to structure the department's staff and to divide the work so that everyone gets a fair assignment and all the work can be finished on time. The Housekeeping Department has multiple functions to perform. Housekeeping services may be requested any time of the day or night; hence the staff structure must be so arranged as to provide the necessary services. Personalized services remains very much an important part of "quality" care and this too is largely provided by the housekeeping department. An organization chart provides a clear picture of the lines of authority and the channels of communication within the department and also protects the employees from being over directed.

- **Organisational Structure Of Housekeeping Department:**

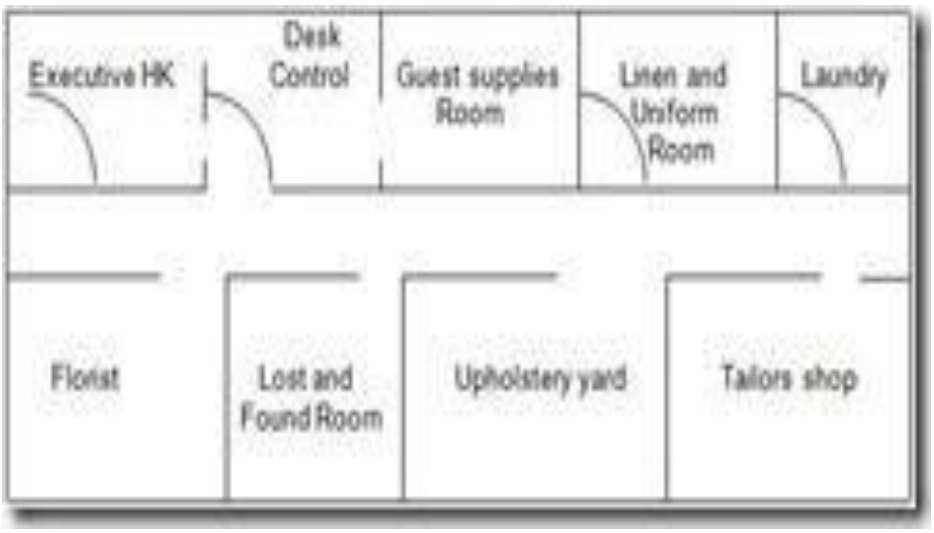
From the housekeeping point of view, hotels can be classified as small and large hotels. On the basis of level of service provided, hotels can be classified as economy, midmarket and first class/luxury hotels. As the size of the establishment increases, the housekeeper requires more supervisory and operational staff and one of his/her assistants may be his/her deputy or first assistant. Hence the Housekeeping department needs to be centrally located and close to the vertical transport system to facilitate easy movement of housekeeping materials and equipment.

Facilities and space requirements: Fig. 8.1 shows the layout of the housekeeping department explaining some of the aspects listed below:

Office for the Housekeeping Manager or Executive Housekeeper

- Clerical work area
- Storeroom for the housekeeping materials and equipment
- Control desk
- Housekeeping Pantry on the floors
- Linen room
- Uniform room
- Laundry
- Florist Room

Fig 8.1 layout of the housekeeping department.
Layout of large hotel



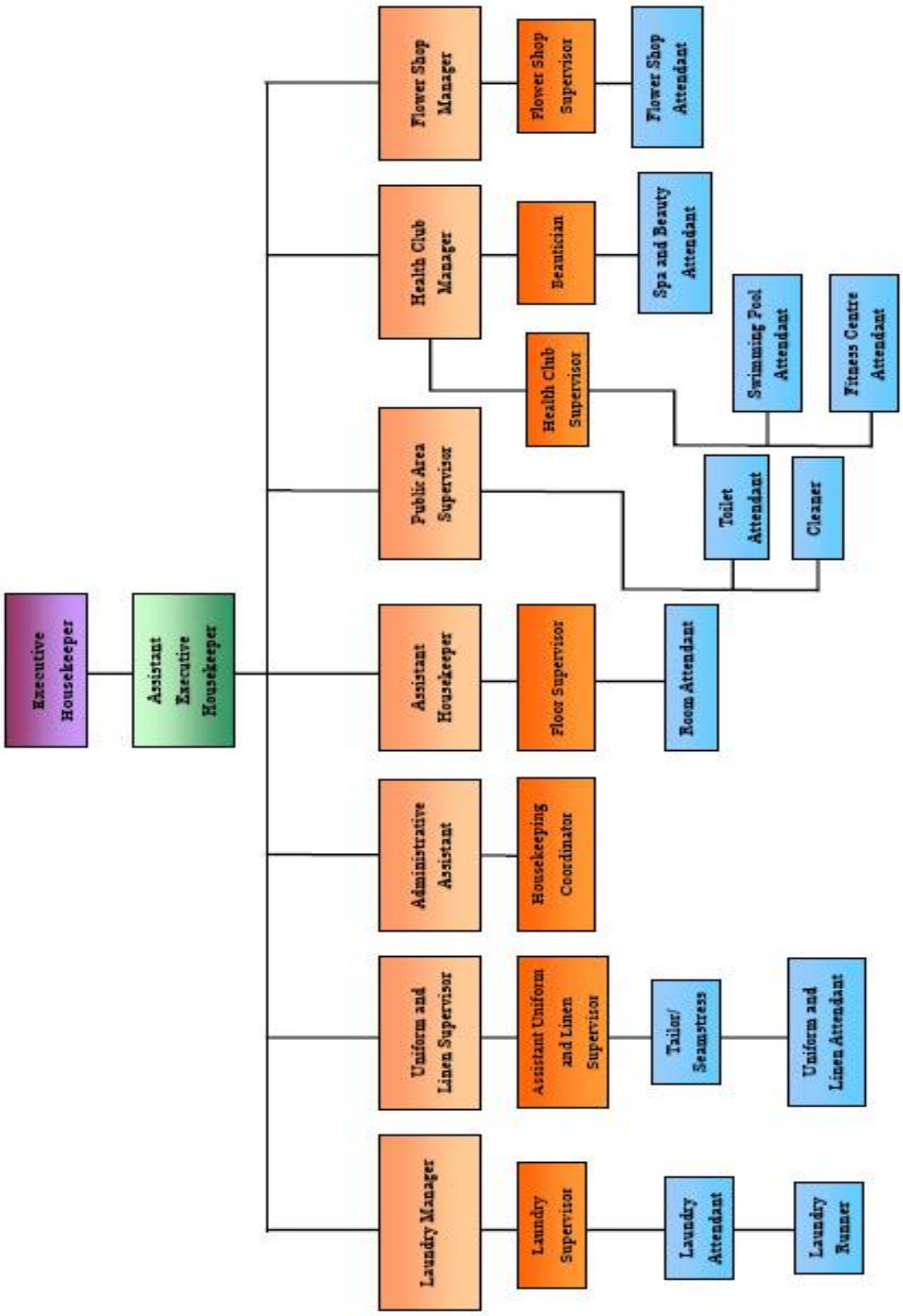


Figure 8.2 Organisation chart of housekeeping department in large hotel

8.4 Duties and Responsibilities of Housekeeping Personnel:

A) Job Description:
The job description refers to a written description of the job to be performed in a job position. This is done by developing a sequence of individual tasks that may be grouped and then assigned to a single person. The grouping of such tasks leads to the creation of the position and job description.
Objectives:
1) To find out the individual tasks assigned for the housekeeping work schedule.
2) To see how these tasks are grouped into position.
3) To understand the difference between position description and job description.
4) To see what goes into writing such documents.
B) Job specification:
The job specification refers to the minimum human qualities or traits required to perform in a job position.
Points that explain job specifications:
1. Name
2. Qualification
3. Age
4. Equipment skills e.g. handling vacuum cleaner.
5. Special physical traits
6. Mental ability
7. Experience
8. Special qualities

8.4. 1. Executive Housekeeper:

Job Description:
Title of position: Executive Housekeeper
Reports to: General Manager
Supervises: All Housekeeping employees
Co-ordinates with: All Departmental Heads of the Hotel
Duties and Responsibilities
The Executive Housekeeper has to

- Collaborate with other departments to ensure delivery of quality services
- Interview, select, train, evaluate and counsel staff in the hotel housekeeping department
- Instruct and advise staff on changes in policies, procedures or working standards
- listen to the problems if any, of the housekeepers and staff and try to resolve them
- Conduct meetings with the housekeepers and staff separately to exchange ideas and solve problems
- Attend to the complaints and queries, if any, from other departments, regarding the housekeeping functions and take necessary action.
- Go on rounds every morning to inspect the floors of the hotel and to correct any mistake on the part of the housekeepers and to prepare a report as required by the management
- Train all staff to efficiently perform the standard procedures as applicable to their job positions.
- Work closely with the administrator on day to day housekeeping requirements.

- Monitor departmental activities to ensure that maximum efficiency is maintained in the services being provided.
- Assist in developing, delegating and monitoring departmental goals, objectives and programs to ensure timely completion.
- Monitor the use of supplies and equipment and prepare a monthly request list including purchase.
-

8.4.2 Floor Supervisor:

Job Description:
Title of position: Housekeeping Floor Supervisor
Reports to: Assistant Executive Housekeeper
Supervises: Room Attendants and maids
Co-ordinates with: Front Office, Engineering, Laundry and
Room Service Departments
Duties and Responsibilities:
1. To assign duties to the attendants and maids.
2. To inspect each room completed by room attendants according to specified room checklist.
3. To check par stocks of linen and guest supplies in the floor pantry.
4. To handle guest request as well as guest complaints.
5. To check all safety system on the floor.
6. To inform about any maintenance work to the control desk.
7. To train room attendants and maids for maximum productivity and standard of efficiency.
8. To keep an account of the movement of linen from her/his floor.
9. To prepare room checklist report.
10. To check each of maids carts to ensure that it is well stocked with linen and supplies.
11. To check regularly the working conditions of the equipment.

8.4.3. Public Area Supervisor:

1) Responsible for the cleanliness of all public areas in the hotel.
2) To remove furniture, curtains and other fixtures, from the restaurants which require repairs, mending, washing.etc
3) To prepare schedule for the chandelier cleaning
4) To check and control equipment like vacuum cleaner, scrubbing machines.etc
5) To maintain cleanliness, safety and security systems in public areas.
6) To initiate and follow up maintenance orders for public areas.
7) To undertake daily rostering of staff when required.
8.) To train new staff.

8.4.4 Linen/Uniform Room Supervisor:

Job Description:
Title of position: Uniform/linen room supervisor
Reports to: Assistant Executive Housekeeper
Supervises: Linen room Attendants and helpers
Co-ordinates with : Laundry and other Food & Beverage

Outlets

Duties and Responsibilities:

1) To check periodically the condition of the uniforms and hotel linen.
2) To assign daily work to tailors.
3) To maintain the records and registers.
4) To conduct periodic inventories of linen and uniforms
5) To keep a record of discarded linen
6) To ensure that the linen room is kept neat and clean.
7) To ensure that all linen and uniform materials are neatly and systematically stacked and arranged
8.) Ordering a new linen

8.4.5 Night Supervisor:

Job Description:

Title of position: Night supervisor
Reports to: Assistant Executive Housekeeper
Supervises: All staff working at night in the housekeeping
Co-ordinates with: All departments during night.

Duties and responsibilities:

1) To ensure that cleanliness of all major public areas in the hotel during night time
2) Handling the control desk during night time.
3) Handling the keys
4) Handling the requests and complaints of guests
5) Preparing reports on special cleaning done.
6) To inspect all the vacant and departure rooms during night time.

8.4.6 Control Desk Supervisor:

Job Description:

Title of position: Control Desk Supervisor
Reports to: Asst Executive Housekeeper.
Supervises: All Housekeeping Attendants
Co-ordinates with: Front office and Engineering Department

Duties and responsibilities:

1) Handling guests and staff messages.
2) Providing relevant information about room status Executive.
3) Handling keys
4) Preparing Housekeeping Discrepancy report.
5) Maintaining lost and found articles and keeping a record of these articles.
6) Maintaining other records and registers at the desk.
7) Preparing task sheet for the morning shift attendants.
8. Co-ordinates with the front office and engineering departments.

8.4.7. Room Attendant:

Job Description:

Title of position: Room Attendant

Reports to: Floor Supervisor
Co-ordinates with: Control Desk, Laundry and Room Services
Duties and Responsibilities:
1) Cleans guest bathrooms and replenish supplies
2) Cleans guest bedrooms and replenish supplies as per room check list
3) Reports the missing or broken hotel property to the floor supervisor.
4) Attends daily briefing.
5) Checks if any bulb is fused in the rooms and inform the floor supervisor
6) Provide relevant information about the hotel to the guest.
7) Turns down beds in the evening and draw the curtains
8) Returns keys to the Housekeeping Control desk before going off day
9) Counts the soiled linen and hand it over to the linen room
10) Maintains a polite and helpful attitude towards the guests.

8.4.8 Linen/Uniform Room Attendant:

Job Description:
Title of position: Linen/Room Room Attendant
Reports to: Linen/Uniform Room Supervisor
Co-ordinates with: Room attendants and Laundry
Duties and Responsibilities:
1) Issuing uniforms to all the hotel employees
2) Daily checking the condition of the uniforms.
3) To count the soiled linen /uniforms which are received and issue the same number of fresh linen/uniforms.
4) To maintain the records and registers for the movement of linen and uniforms
5) To assist the supervisor during inventory time.
6) To check the damages (if any) while receiving soiled uniforms
7) To store the uniforms and linen according to the prescribed methods

8.4.9 Cloak Room Attendant:

Job Description:
Title of position: Clock Room Attendant
Reports to : Public Area Supervisor
Supervises: Helpers/Junior staff
Duties and responsibilities:
1) Collecting soiled hand towels from the rest rooms
2) Maintaining adequate stocks of soaps, and towels in public area rest rooms
3) Maintaining a polite and helpful attitude towards the guests.
4) Maintaining a shoe – shine kit and cleaning the shoes of the guests.
5) Maintain all cupboards and fixtures installed in the cloak room.

8.4.10 Housemen:

Job Description:
Job title: Housemen

Reports to: Floor supervisor and Public area Supervisor
Duties and Responsibilities:
1) Should clean and replenish the linen from floor and pool area.
2) Should clean all windows, doors, and ventilators.
3) Should polish all brassware.
4) Should clean the public areas like swimming pool, garden path.
5) Shift beds, chairs etc for cleaning the carpets beneath them.

8.4.11 Tailor:

Job Description:
Title of Position: Tailor
Reports to: Linen room supervisor
Duties and Responsibilities:
1) Mending all damaged linen / uniforms.
2) Keeping the records of the fabric which is used.
3) Preshrink all materials which have a tendency to shrink.
4) Estimate the requirement of material and request the linen room supervisor to present the requisition at the stores.
5) Responsible for the cleaning and maintenance of the equipment.

8.4.12 Gardener:

Reports to: Horticulturist:
Work performed:
(a) To clean and maintain the garden
(b) To take good care of the new plants.
(c) To take an interest in adopting new technology in the development of the garden
(d) To water and prune the plants
(e) To be creative in arranging the plants in a garden
(f) To attend work regularly

8.4.13 Role Of Executive Housekeeper in Housekeeping Department:

The Executive Housekeeper plays a very important role in the housekeeping department.

1) Like all other managers in a hotel, the executive housekeeper uses the available resources to attain the objectives set by the top management. By ''resources" we mean people, money, time, work methods, materials, energy, and equipment.
2) The executive housekeeper uses the objectives set by the General Manager as a guide in planning more specific, measurable goals for the house keeping department.
3) The executive housekeeper should delegate the authority to the supervisors and must ensure that each employee recognizes the authority structure of the department.
4) The executive housekeeper uses information from earlier planning activities to identify the number and types of positions that are needed and to develop task lists and job descriptions for each position.
5) Should maintain strict inventory and purchase control over all controllable items

6) Should develop an inspection program for all public areas and guestrooms.
7) With the assistance from the accommodation manager, develops budgets for the housekeeping and laundry.
8) Should be responsible for the proper scheduling of the department, keeping in mind the forecast of daily occupancy.

8.5 Qualities and Attributes of The Housekeeping Personnel:

1) Honesty:
This is an essential attribute for the housekeeping staff. The housekeeping personnel should be honest and sincere with everyone within and outside the department.

2) Grooming:
All Housekeeping staff, who has to be in contact with the guests require this quality. The staff members should wear the uniform which is clean and ironed. Their shoes should be well polished.

3) Personal hygiene:
Personal hygiene is very important for the housekeeping staff, who are in guest contact. All housekeeping staff must have nicely trimmed hair, well-manicured fingernails, and clean hands.

4) Courtesy:
Often guests make requests for some housekeeping service. It is essential that while talking to the guests, the housekeeping staff should speak gracefully and politely.

5) Tact and diplomacy
Often guests may demand extra supplies or other services that are outside the management policy. It takes a lot of tact and diplomacy to decline them without hurting the feelings of the guests.

6) Co-operativeness:
Housekeeping staff should be very helpful and co-operative in the work area

7) **Physical fitness:**
Physical fitness is very important for the housekeeping staff especially for the room attendants, housemen etc, because most of the housekeeping work is manual.

The house keeper requires the following qualities:
Basic knowledge of health care and sanitation, including principles of Bacteriology, Chemistry and related sciences applicable to the prevention and control of infections and communicable diseases. (The housekeeper should also have the ability to convey this knowledge in a simple and popular way to the subordinate supervisors and workers so that it can be applied in their daily work.)
Ability to plan, administer and develop all phases of a comprehensive housekeeping program that will provide a suitable environment for the hotel activities.
General working knowledge of sanitation, laundry operations, linen service and interior decoration.

- Ability to assign, supervise and evaluate the work of the subordinate supervisors and their personnel
- An interest in people and tact in handling them
- A pleasant personality and the ability to converse with all types of people
- An ability to hide personal likes and dislikes and to be conscientious, fair and just

- Be strict with respect to punctuality and observance of rules and regulations of the Hotel
- Loyalty to the Hotel and to her staff
- A sense of humour
- A cool head to deal with emergencies
- Adaptability and willingness to experiment with new ideas
- Powers of critical observation

8.5.1 Daily Routines and Systems of Housekeeping Department:

The daily routines and systems of housekeeping department is as follows

- At 7.00 a.m. when the staff come to work, they must first punch in their card to prove that they are on duty at the security /timekeeper's office.
- Then they go to the linen/uniform room for collecting the fresh uniform.
- Once they collect the fresh uniform, then they go to the locker room and change into their uniform and report to the housekeeping control desk for morning briefing.
- After briefing at the housekeeping control desk, the work is allotted to all staff and keys are distributed. Generally, the staff is made to sign for the keys in the key register.
- Normally each room attendant is given a work sheet with rooms of the section printed on: vacant and anticipated check outs are also noted on this. This helps the room attendants/maids to know the situation on their section.
- Once floor allotment is done, the attendants have to go their respective floors and clean their trolleys and stack the cart. They should keep all the supplies ready for the cleaning and giving services to the rooms.
- At about 2.00 p.m. each afternoon, each floor supervisor should check the floors to see if there are any rooms still with 'Do Not Disturb' (DND) notice. Later, he/she should then telephone these rooms to see if they require services.
- Room attendants/maids are not allowed to telephone the guests. if there is no reply on the phone, the supervisor and room attendants proceed to the room.
- If staff members finds any abnormality, say suspicious looking people or an abnormal noise, he/she should immediately report it to the housekeeping office.
- The floor supervisors should collect all the reports from the maids/attendants and these are taken to the housekeeping office where the housekeeping report is made out.
- At the end of the day, keys and work cards /sheet have to be returned to the office. It is very important to note down the room not serviced to be passed on to the evening shift for serving.

8.5.2 Interdepartmental Co-Ordination:

The Housekeeping department co-ordinates with two major departments.

a) Front Office Department:

Both Housekeeping and Front Office departments are dealing with the hotel's major product, i.e., Room. The housekeeping is responsible for the cleanliness of the room and Front Office is for selling of the room. The co-ordination between these departments is as follows.

i) Occupancy Report:

Each night the front office assistant makes an occupancy report, which is a list of rooms occupied that night and a list of guests who are expected to check out the next day. The

next day morning housekeeping uses this list to schedule the rooms for cleaning and also it helps the desk control supervisor to prepare a task/work sheet for the room attendant. No of occupied rooms: Signature of the Front office assistant, No of vacant rooms, Under Repair Rooms: Signature of the Executive Housekeeper, Signature of the Accounts office, Signature of the Room Service Order Taker

ii) Room Status Report:

At the end of the Housekeeping shift, Housekeeper prepares a housekeeping room status report, based on a physical check of each room in the property. The room status report indicates the current status of each room. It is compared with the Front office Occupancy report. If the Housekeeping status report does not match the records of the front desk, a room status discrepancy report is prepared. Signature of the Executive Housekeeper / Control Desk Supervisor, Signature of the Front Office Manager:

iii) Room Status Discrepancy Report:

The room status discrepancy report is prepared in a situation in which the housekeeping department's description of a room's status differs from the room status information being used by the front desk to assign guestrooms. To ensure efficient rooming of guests, housekeeping and the front office must inform each other of changes in a room's status.

b) Engineering and Maintenance Department:

It is important to maintain open communication between the housekeeping and engineering departments. Communication system must be efficient so that minor repairs can be handled while the room attendant or maid is cleaning the guest room

- Flow chart of Co-ordination between Housekeeping and Engineering Department
- Maintenance requirement is reported to
- Housekeeping control desk
- Work order report is filled by the control desk supervisor and sent to
- The engineering and maintenance control room
- The chief engineer takes one copy and retains with him or her and on copy give to the concerned trade person.
- Room attendant will open the room and the trade person will be dong the maintenance
- Acknowledge the slip signed by the Housekeeping department

i) Work Order:

Work Orders are typically 'three part forms' used by all the departments of the hotel for the purpose of maintenance and repairs. The said form is filled by the Housekeeping Department and sent to the Engineering and Maintenance Department for further plan of action. In 'three part forms'- one copy goes to Executive Housekeeper and other two copies are given to Chief Engineer. The Chief Engineer then retains one copy with him/her and forwards the second copy to *Trade Person* (Worker) assigned for the repair job. After completing the repair job, the *Trade Person* writes all the relevant information like - time taken to finish the job, any supplies or parts required for that job etc and then returns it to the Housekeeping Department to confirm that the job is completed**c) CO-Ordination With Other Departments**

I) Food and Beverage Department

1) Housekeeping provides/issues the clean table cloths, napkins etc to the restaurants and other outlets of the food and beverage department.

2) Provides daily clean uniforms to the entire food and beverage department staff.

3) Helps food and beverage outlets, with linen inventory plan.

4) At the same time, Food and Beverage Department gives the information about the future banquet functions in the hotel.

ii) Laundry Section:
Close co-ordination with laundry helps in washing the uniforms, every room linen, guest laundry, food and beverage linen and staff laundry.
iii) Security Unit:
Security helps in prevention of theft and other emergency cases in hotel.
iv) Purchase Unit:
This department issues various cleaning agents, equipment, guest supplies and amenities up on request.
v) Accounts Units:
Accounts department helps in sanctioning funds for various housekeeping related purchases and it issues the salary and salary statement.

vi) Personnel Department:
It conducts training programme for the housekeeping staff and helps in recruiting new staff and maintains the leave records etc.

8.5.4 Housekeeping Desk Control:

The housekeeping desk is a vital centre for the entire department and its efficiency determines the smooth operation and effectiveness of housekeeping. It is the focal point for the dissemination of information and communication to various points in the Housekeeping department as well as to other departments for co-ordination.
Usually the desk control is located adjacent to the executive housekeeper office. This desk is handled by the desk control supervisor. He/she is responsible for the cleaning and maintaining of the desk.
Desk control has a large notice board, which displays the following information to all housekeeping staff.
1) Duty chart for housekeepers and sweepers
2) Cleaning schedules
3) Other general information and important announcements
4) Weekly cleaning schedule
5) Number of VIPs in the hotel
6) Extra bed given to the room
7) Occupancy percentage
8. Room numbers of groups in the hotel.
Job Profile of the Control Desk Supervisor:
1) Handling guests and staff messages.
2) Providing relevant information about room status to the Asst. Housekeeper
3) Handling keys
4) Preparing Housekeeping Discrepancy report
5) Maintaining lost and found articles and keeping a record of these articles
6) Maintaining other records and registers at the desk.
7) Preparing task sheet for the morning shift attendants.
8) Co-ordinates with the Front office and Engineering Department
Records and Registers:
1) Guest Request registers:
It is a register maintained for the special requests from the guests like Extra bed, evening service, etc.

2) Work Order Report:
It is useful to communicate with the engineering and maintenance department for rectifying any maintenance problem.
3) Log Book:
It is a book, which is maintained by all departments for passing the special instruction to the next shift person.
4) Baby Sitting Register:
A special request for a baby sitter is entered.
5) Carpet Shampooing Register:
Here schedule for carpet shampooing is maintained.
Carpet Shampooing Register

Sl. No	Room no	Date done by	Signature of Housekeeping supervisor

6) Room Occupancy file:
It helps in determining the work load.
Room Occupancy File

Room No	Status	Name of the guest	Intercom no	Remarks

Signature of the Front Office assistant Signature of the HK Control Desk

7) Room Check List:
Room checklists are filled for an entire month.

Date---------- floor no: first

Room Number	101	102	103	104	125	Total
Items						
Bed sheets						
Beds						
T.V						
Floor supervisor signature						

8. Lost and Found Register:
Any articles in the hotel left or lost by the guests are maintained.
Lost and Found Register

SL. No	Date Description of articles	Number Pieces	Room no	Found by	Signature	Control signature	Desk

9) Key Register:
A register which is maintained to monitor the distribution of keys
Table Key Register for Hotel XYZ
Shift ----------control desk supervisor

Sl. No	Date	Key no	No of keys	Name of the employee	Time out	signature	Time in	signature	Contro l desk

10) Inventory File:
It is the physical count of each item maintained during the month end.
Table: Inventory File for Hotel XYZ
Month: _____ Year: _____ Desk Control Supervisor: _____

SL. No	Items	Opening stock	Total	consumption	Closing stock	Total

11) Guest Supply records:
Includes all records of the VIP guest supplies.

12) Duty Roaster Form:
It is to maintain the duties of a supervisor and the attendants and also to know details of employees working in various shifts.
Table: Duty Roaster Form for Hotel XYZ
From _____ To---------- Department_____

Days	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Occupancy %							
No of occupied room							
Today's arrival							
Today's departure							
Total							
Events							
Name of the employee	Designation						
Signature of Executive Housekeeper							

13) Room Status Report: It indicates the Housekeeping Status.
2 Keys
Since management has certain responsibilities for the safety of the guest's belongings, the proper care of keys is a very important aspect of security. Housekeeping department has a greater role to play in this regard.
A) Types:
The Housekeeping is primarily concerned with four categories of keys.
1) Emergency / General Master Key
2) Master Key
3) Sub Master Key
4) Individual key

1) Emergency / General Master Key:

It opens all doors in the property - even the guest rooms which have double lock. These keys should be kept in a secured place. Usually this key is carried by the General Manager and some times, Duty Manager and Executive Housekeeper.

2) Master Key:

It opens more than one guest room and is carried by the assistant housekeeper and by the housekeeping supervisor.

3) Sub Master Key / Section Master Key:

It opens all rooms in a maid's section. It is carried by room attendants / maids.

4) Individual Room key / Guest room Key:

This key is given to the guests. This type of key opens a single guest room and these keys are stored at the front desk when not in use.

5) Electronic Door locks:

Abuse of keys, particularly in hotels has led to development of key systems linked electronically to a computer. This is usually housed in reception area. An electronic key lock looks like a piece of plastic coated card board. However imprinted on the key are numbers of notches making it possible for a computer to allow the lock combination many thousands of time? This can be done as soon as a guest checks out. so that he will not be able to get admission to his room after this time.

B) Key Control procedure:

The Large number of multipurpose keys maintained within the housekeeping department makes it necessary for a key control program to be all encompassing and strictly enforced.

1) Keys must be properly accounted for all times, either as inventory in a key locker or properly logged out.

2) A log can be used to monitor the distribution of master keys. This log should include, the date, time and name of the person who signed for a particular key. Every time an employee receives or returns a master key, he or she should be required to initial or sign the log book.

3) Employees who get the keys should keep it with them all the time.

4) Key belts, wristbands, or neck chains are recommended devices for keeping track of master keys.

5) Master keys should never be left on top of a housekeeping Cart, in a guest room or in an unsecured area.

6) An employee should never loan the key to a guest or to another employee.

1. Lost and Found

Lost and found refers to those articles or items left or lost by guest in the hotel. (Those articles or items left behind or apparently lost by a guest in the hotel.). All the found items will be taken care of by the control desk, as that operation generally involves correspondence, wrapping, mailing and recording.

Lost and Found Procedure:

1) All the lost and found articles are brought to the housekeeping control desk where they will be listed in the lost and found register with date, found by, description of item, room no, package number etc.

2) The articles should not be forwarded to guests unless written request is received.

3) All the items should be wrapped and labeled with a lost and found slip. The lost and found slip includes date, article name, no of pieces, room number and the name of the person (who found it) followed by serial number.

Table: Lost and Found Slip

HOTEL ABC
LOST AND FOUND SLIP
Serial no
Date :---------- Room No----------
Item description----------

No pieces
Found by
Signature of control desk

4) The lost and found slip contains two slips, one with the article, and second duplicate is kept in a lost and found register.
5) The housekeeping department obtains the forwarding address of the guest from the front office.
6) The housekeeper may write to the guest to either claim it or give further instruction; if no reply is received from the guest, a reminder may be given.
7) If the guest returns to claim the articles, he/she would furnish the details of the article before it is handed to him/her; signature in acknowledgement of receipt would be taken on the slip and register.
8) If the guest does not claim the article in spite of reminders, the article is kept for a period of six (6) months and, after six months is gifted to the person who has found it.

8.6 Summary:

The Housekeeping Department is responsible for cleanliness, maintenance and aesthetic upkeep of the entire hotel. In this unit, we discussed the need for an organizational structure of the housekeeping department, the role of executive housekeeper in organizing the department and the hierarchy of both large and small hotels. We also emphasized on the duties and responsibilities of housekeeping personnel along with the qualities and attributes required for smooth functioning. We also discussed the routine and system which is being followed by the staffs of the housekeeping department on daily basis along with the procedures to be coordinated with Front Office and Maintenance Departments. We also talked about the role of control desk in the housekeeping department, different types of forms and register maintained in the control desk and types of keys and key control procedures along with lost and found procedures.

8.7 Answers/ Self-Assessment Questions:

1. Housekeeping in simple words means maintaining a house on a daily or long term basis or looking after its cleanliness, tidiness, upkeep and smooth running. When you keep your house clean and well maintained, you would also like to make it as beautiful as possible.
2. An organisation chart provides a clear picture of the lines of authority and the channels of communication within the department and also protects the employees from being over directed
3. The job description refers to a written description of the job to be performed in a job position. This is done by developing a sequence of individual tasks that may be grouped

and then assigned to a single person. The grouping of such tasks leads to the creation of the position and job description.

4. Like all other managers in a hotel, the executive housekeeper uses the available resources to attain the objectives set by the top management. By ''resources" we mean people, money, time, work methods, materials, energy, and equipment.
5. Accounts department helps in sanctioning funds for various housekeeping related purchases and it issues the salary and salary statement
6. Security helps in prevention of theft and other emergency cases in hotel.
7. The housekeeping desk is a vital centre for the entire department and its efficiency determines the smooth operation and effectiveness of housekeeping. It is the focal point for the dissemination of information and communication to various points in the Housekeeping department as well as to other departments for co-ordination. Usually the desk control is located adjacent to the executive housekeeper office. This desk is handled by the desk control supervisor. He/she is responsible for the cleaning and maintaining of the desk.

8.8 Glossary:

1. **Job Description:** The job description refers to a written description of the job to be performed in a job position.
2. **Job specification:** The job specification refers to the minimum human qualities or traits required to perform in a job position.
3. **Lost and Found** : Lost and found refers to those articles or items left or lost by guest in the hotel

8.9 References/ Bibliography:

- Hotel Housekeeping - Margert, M. Kappa, Aleba Nitschke Patricia, BS AHMA, USA
- Hotel House Keeping Training Manual - Sudhir Andrews, Tata Mcgraw- Hillia Publishing Company. Ltd.

8.10 Suggested Readings:

- Accommodation Operation retrievd from www.b-u.ac.in/sde_book/bsc_ accomodation.pdf
- Introduction to Housekeeping Department www.labour.gov.hk/eng/public/oh/ **Housekeeping**.pdf
- Managing Housekeeping operationswww.egyankosh.ac.in/bitstream/123456789/ 35739/1/UNIT-13.pdf.
- Staffing of the Hosekeeping department retrievd from media.wiley.com/ product data/excerpt/41/.../0471268941.pdf

8.11 Terminal Questions:

1. Explain the importance of an organisational chart.
2. State the difference between job description and job specification.
3. List any four qualities and attributes of the housekeeping personnel.

4. State the use of guest request register.
5. Draw an organizational chart of housekeeping department in large hotel
6. Discuss the duties and responsibilities of housekeeping personnel.
7. Discuss the interdepartmental coordination of housekeeping department.

Unit-9
Back Office and Ancillary Departments

Structure:

9.1 Introduction

9.2 Objectives

9.3 Back office In Hotel

9.4 Ancillary departments in hotel

9.5 Summary

9.6 Glossary

9.7 Answer to check your progress/Possible Answers to SAQ

9.8 References/Bibliography

9.9 Suggested Readings

9.10 Terminal and Model Questions

9.1 Introdution:

As the reader now have idea about the functions of the various departments like playas a vital role in operations of the hotel like food and beverage production department, food and beverage service, housekeeping and front office. but ancillary departments like human resource department, accounting department safety and security, engineering department these department also plays a very important role in support to the those main operational departments. A hotel back office is a room or space in a hotel that is set up to deal with some of the higher-level financial work and other issues facing this type of business. This section of the hotel also usually houses the offices of higher-level management personnel..One of the most important functions of a hotel back office is a setup to deal with long-term financial information. Software companies commonly sell "hotel back office software" that will help provide annual accounting reports or organize long-term financial details.

The others back office and ancillary departments like human resource department that generally deals with the designing the remuneration packages of the employees, To review requests for recruitment of staff made by various departments, identify suitable candidates, conduct interviews, draft contracts of employment and perform all other duties incidental to the selection and appointment of hotel personnel etc and many more related with disciplinary actions and welfare measures etc.

Likewise the security as an ancillary departments take cares of safety and security of the staff and guest valuables and others like terrorists attacks etc. engineering departments and others ancillary departments within service areas like still room plate room etc. play an vital role in the pertain of the hotel.

9.2 Objectives:

As the reader got the idea in the previous chapters about the main departments and their functions in the hotel now in this unit the reader will be an idea about the others necessary departments and their functions like kitchen stewarding sales marketing accounts , purchasing etc.

9.3 Back Offices Functions:

A hotel back office is a room or space in a hotel that is set up to deal with some of the higher-level financial work and other issues facing this type of business. This section of the hotel also usually houses the offices of higher-level management personnel. Larger hotels or franchises in a chain may have more elements set up in a hotel back office than smaller independently run hotels, which sometimes might not have a back office at all.One of the most important functions of a hotel back office is a setup to deal with long-term financial information. Software companies commonly sell "hotel back office software" that will help provide annual accounting reports or organize long-term financial details. This is in contrast to the front office, or front desk, of a hotel, where lower-level workers generally keep cash received from guests, and maintain current information on nightly or weekly financials, as well as credit card data for recent guests. Often, larger hotels have a sophisticated database for guest information and archiving data. This is often housed in the hotel back office or considered part of a hotel back office operation. This kind of information is important to be able to confirm past stays by a

particular guest, and also to help in generating complex reports on rates of rooms filled, along with all practical expenses for the hotel, on an annual or long-term bases. A total long-term budget for a hotel would generally be generated in the back office.

The comparison between the front desk or front office of a hotel and its back office is based on the ways that hotel workers are generally arranged. Usually, front desk associates handle current guest issues, and interact directly with guests. Guest's managers may also work from behind the front desk. By contrast, a general manager for a hotel will usually work out of the hotel back office, and would rarely interact with the clientele. Special sales managers or others who do not commonly deal with current guests will also usually work out of the back office area or some other separate office, along with bookkeepers, and managers of the maintenance or housekeeping staff.

A different way to understand a back office for a hotel is through evaluating franchise hotels that are part of a larger chain. In these hotels, much of what gets reported to the corporate headquarters will be housed in the back office. Where the front desk or front office is devoted to customer service; a back office may have a totally different style based on how the chain of hotels is run from the top.

As the name suggests these operations involve the activities which do not take place in front of the guests. The front office activities start the moment an enquiry or request regarding accommodation is made. This enquiry is answered keeping in view converting it into a reservation request. Although reservation is an activity of front office, major hotel lines/chain of hotels have centralized reservation system, operational 24 hours a day 365 days a year. (Reservation and its various intricacies will be discussed in the later sections). A confirmed reservation leads to browsing of information, i.e., guest record to determine whether this is a repeat guest and if yes what are the personal information and preferences of the guest. This helps you giving personal touch to guest's stay with the hotel. When the guest checks -in, his or her account gets activated. This account keeps track of the guest's financial interaction with the hotel. These financial interactions involve room rent, room services, laundry, food and beverage at the hotel's outlet and any other facility used by the guest during his or her stay. For instance, these financial transactions begin the moment when he/she while waiting for allocation of a room start making phone calls to his/her associates to inform them the arrival or order for something in the lobby itself. The daily night auditors help the back of the office department in the hotel in maintaining the guest accounts. Many hotels have a credit line extended to their guests or to the companies which they represent. The credit limit is predetermined and the hotel allows the guest to accumulate the amount before asking for either a full or partial payment. Many a times a guest is asked to provide his/her credit card during check-in while cash is expected mode of payment during checkout with multinational brands coming into India the concept of property management system has emerged which allows night auditors to flash guest's folio on day to day basis on their T.V. monitors. This kind of arrangement saves lot of guest's time at the time of checkout. It also co-ordinates with housekeeping and room sales to maintain the status of occupied as well as unoccupied rooms. Finally, the guest record or personal data is maintained by the front office, which is essentially a back-of-the-house activity. Thus, the Guest cycle which started by taking guest booking, receiving guests, providing for their stay and billing them on departure gets completed.

9.3.1 Back Office Tips:

There are various tips by which back office can be good enough in order to perform the functions smoothly in hotels are as follows

1. **Align with operations**: Get an operations person to work with the IT staff. Who not only ensures the back-office system is store-ready; it also gives the system an insider's stamp of approval.
2. **Build a working relationship**: Buying a back-office application doesn't end a process, it begins it. Better to maintain the long relationship with the supplier so that any problem occur you may contact.
3. **Ask the questions.** The employees should ask the questions on each and every aspect in order to run the functions on software or manually.
4. **Ensure flexibility**: Make the software accommodate the business, not the other way around. Managers should have to wait to close after every employee finished up and punched out. It should be developed so the back-office system in order to allow managers to start paperwork before staff punches out.
5. **Don't overburden**: Find tools that help back office management do their jobs better without burdening them.
6. **Use Back office software to educate employees:** Regard your back-office deployment not just as automating processes, but also as an opportunity to take your business up a notch. "The cultural changes that come along with such a system are good for a company,"
7. **Use the software to instill corporate rules**: During training, "we document how to use the system in accordance with our policies and procedures,"
8. **Train carefully:** The introduction of software to its users is a critical stage. "Getting buy-in can be the most challenging part of implementing a back-office software," Training is the all-encompassing, who, what, where, when, why, and what does it mean to me." It's important to create realistic goals for managers, include a facility for measuring performance and set incentives for meeting goals.
9. **Automate error prone tasks:** The various vendors provide a single invoice with an enormous number of line items. In the past, tens of thousands of entries had to be made every month. Now, accountants can press a single button to automatically update the system.
10. **Consider hosting centrally**: House the back-office accounting program on a server at the corporate office, making it accessible by both store and corporate personnel. "We have found this extremely beneficial," says Albrecht, at Al Copeland Investments. "The units can immediately see any entries that corporate accounting makes and vice versa. This eliminates double entry mistakes and P&L day surprises. The units are now compiling more accurate P&L estimates because of this technology. Additionally, P&L reconciliations are easier than ever."

Perhaps the most important tip for back-office system users, however, is not even listed above. Restaurant operators that are considered power users are not necessarily those that pursued extra training from the developer or those who have been using the application forever. Rather, power users do their homework before the purchase and during the implementation. And, learning does not stop after the roll out. Innovative users continuously seek more from their back-office software and from the software developer.

9.4 Others Ancilliary Departments:

9.4.1 Human Resurce Department:

This department is headed by the Human resource managers. The human resources department serves no customers, books no business, and prepares no meals, yet it plays a vital role in a hotel's efficient operation. The three functions of the Human resources department are employee recruitment, benefits administration, and training. The director of human resources is also expected to be an expert on federal and state labor laws and to advice Managers in other departments on these topics. The human resources department's major challenge is in its interactions with other hotel departments. Although the human resources department recruits, interviews, and screens prospective employees, the final hiring decision rests within the department in which the potential employee will be working. The same is true of promotion and disciplinary decisions; the human resources department's input is, in most cases, limited to advice and interpretation of legal questions. The human resources department's effectiveness depends on its manager's ability to form effective working relationships with managers of other departments.

This department consists of the training and developments managers, payroll managers and welfare officer. Each manger plays a vital role in this department.

The main function of the department is:

- To forecast the manpower for the specific period for the hotels in each department.
- With consultation to the others managers it is the responsibly of the human resource manager to recruit the suitable applicants.
- Taking care of the benefits of the employees.
- Arranging the training and development programme for new and existing man force.
- Make and regulate the health and safety measures.
- This departments incite applications screen it and conduct the interviews with respective head of department of the hotels.
- To control the absenteeism of the staff members.
- To prepare the salary and others admissible benefits of the staff in the hotels.
- Maintaining the employee relations within hotel.

9.4.2 Role of Human Resorce Manager For Hotels:

One of the most crucial departments in any hotel is the human resource department. Having a knowledgeable human resource manager can mean the difference between successful businesses versus a poorly run business. The human resources manager has control of the entire ambiance of the hotel.

- The basis of running a good hotel starts with its associates. This can make customers feel at home or just another place they have walked into to stay at night.
- As a human resources manager is very important since there are many areas to consider. One area the manager has to focus on is hiring a reliable staff. This is a key role and is crucial to hiring vibrant and an energetic work force for the hotel. The staff is what creates that friendly environment. It is important to train your staff with real live people and not with machines. Having customer service experience is key to have a good staff.

- Many people do not have hotel work, as a career goal in mind, so retaining employees is another hurdle human resource managers have to go through. There are ways to avoid employees leaving. When human resource managers offer proper training and introduce incentive programs from time to time. It is helpful to conduct surveys with the associates, then the manager finds out the level of satisfaction the employees have. When your staff feels that they are appreciated, people tend to stay longer. Another way the manager can retain the employees is advancement. It is critical for employees to receive the appropriate training so that they can be promoted within the company. For an employee to advance within the company help them get a sense of accomplishment. For a manager the cost of providing training maybe less expensive, whereas more time and energy can be spent trying to train and hire new people.
- Human resource manager has an open door policy. This is where the staff knows they can come to the manager with any problems or issues they may encounter. This shows, no matter how busy the manager is; they are willing to take the time to listen to the problems. For a manager to have a policy like this in place, makes the staff feel comfortable in their work environment. Because if the staff is not satisfied there work will be effecting.
- Having a human resource manager plays a liaison role between upper management and the staff. They are the ones that can help run operations smoothly and professionally. If the manager has a happy staff, they will automatically welcome and be friendly to the guests.

9.4.3 Accounting Department:

In many hotels, the accounting department combines staff functions and line functions, or those functions directly responsible for servicing guests. The accounting department's traditional role is

- To record the financial transactions of the respective hotel.
- preparing and interpreting financial statements,
- Providing the managers of other departments with timely reports of operating results (line functions).
- The assistant controller for finance, include payroll preparation, accounts receivable, and accounts payable (staff functions).
- Another dimension of the accounting department's responsibilities deals with various aspects of hotel operations, cost accounting, and cost control throughout the hotel.

The two areas of central concern to the accounting department are rooms and food and beverage. The accounting department's front office cashier is responsible for tracking all charges to guest accounts. At the close of each business day, which varies by hotel but typically occurs at midnight or after the bulk of guests' transactions have been completed (i.e., check-in, restaurant charges, retail charges, etc.), the night auditor is responsible for re-concealing all guest bills with the charges from the various hotel departments.

Although the front office cashier and the night auditor physically work at the front desk and, in the case of the cashier, have direct contact with guests, they are members of the accounting department and report to the assistant controller of operations. The food and beverage department may be responsible for food\ preparation and service, but the accounting department is responsible for collecting revenues. The food and beverage controller and the Food and beverage cashiers keep track of both the revenues and

expenses of the food and beverage department. The food and beverage controller's job is to verify the accuracy and reasonableness of all food and beverage revenues. In addition to tracking and preparing daily reports on the costs of the food and beverages used in the hotel, in many cases the accounting department is also responsible for purchasing and storeroom operations.

Finally, the director of systems is responsible for designing the accounting and control systems used throughout the hotel. As you can see, the accounting department is anything but a passive staff unit contending with routine recordkeeping. The accounting department is also responsible for collecting and reporting most of a hotel's operational and financial statistics, which provide important data for decision making and budget preparation purposes. The head of the accounting department may report not only to the hotel's general manager but also to the hotel chain's financial vice president of the financial and operating results of the hotel's owner. The reason for this dual responsibility and reporting relationship is to afford the hotel corporation an independent verification of the financial and operating results of the hotel.

9.4.3.1 Organsiational Hierarchy Chart:

1. **Director of Finance:**

   For some hotels, the position of controller has been elevated to director of finance, who is then also responsible not just for the accounting and purchasing functions but also for information technology. This individual sits on the executive committee of the hotel and works with the general manager and other executive committee members to make decisions for the operation.

2. **Assistant Director of Finance:**
   This is similar to the assistant controller. In a big hotel you may see one or a few assistant controllers. In smaller hotels, there may not be any. The controller divides the various functions to be performed so that the workload will be even. For ex works on special projects, budgets, and the like
3. **Payroll:**
   Payroll employees calculate the pay rate with the hours worked to generate the payroll register so that paychecks are released on time. Payroll functions also include filing all payroll taxes and tip credits for tipped employees, as well as keeping track of vacation pay, sick pay, and other payroll-related deductions
4. **Accounts Payable**
   A key area in accounting, accounts payable ensures that all bills are paid on time and that all discounts are taken, minimizing the costs of the hotel. Accounts payable clerks work closely with the purchasing department to verify that all invoices to be paid are indeed invoices of the hotel.
5. **Paymaster/General Cashier:**
   Pause for a minute and think how many cash banks there are in a large hotel: a few at the front office, at least one in each of the restaurant outlets, at least one in the gift shop, and so on. The general cashier, or the paymaster, is the person who is in charge of all the cash banks in the hotel. He or she also makes all deposits of checks and credit-card receipts.
6. **Night Audits/Day Audits:**

Night auditors get their title because of the hours they work. At the end of the day, after most hotel guests have retired, these auditors begin recording charges to guests' accounts and verifying the revenue for the hotel. However, with computers and various technologies, the hotel industry can post charges instantaneously. Some hotels actually have changed night auditors to day auditors

7. **Credit Manager:**
   A big hotel may have its own credit manager, whose function is to check and grant credit. In today's business world, many transactions are done on credit rather than cash or cashier checks. It is therefore the credit manager's responsibility to conduct investigations to ensure that a person or a company is creditworthy.
8. **Accounts Receivable:**
   Working under the credit manager are the accounts receivable (or A/R) clerks. Some A/R clerks are responsible for the guest ledger that is associated with the guests staying at the hotel, whereas other A/R clerks work with the city ledger, which contains all other billings. It is important that the accounting department have a person in accounts receivable working with the city ledger so that the hotel is able to bill and collect revenues due on a timely basis. Some hotels have a collection policy that states that for bills over a certain amount, for example, 25,000, the invoice will be sent via express mail. In today's hotel industry, where mixed used hotel development is becoming more common, there may be A/R clerks who work with the apartments and/or condominiums that are owned by the hotel.

9.4.3 Marketing and Sales Depatment:

Coordination is not as important an issue in the marketing and sales department, which is generally much smaller than the food and beverage department. The primary responsibility of the sales managers who make up the marketing and sales department is sales, or the selling of the hotel facilities and services to individuals and groups. Sales managers sell rooms, food, and beverages to potential clients through advertising, attendance at association and conference meetings, and direct contacts. The marketing and sales department is also removed from most of the day-to-day operational problems faced by other departments. The division of work among the sales managers is based on the type of customers a hotel is attempting to attract. Individual sales managers often specialize in corporate accounts, conventions, or tour and travel markets. Sales managers' accounts are sometimes subdivided along geographical lines into regional or national accounts. The sales staff of the largest full-service hotels usually does not exceed a dozen or so. These sales managers work more or less independently in their particular market segments.

9.4.4 Security Department Engineering Department:

The hotel and lodging business is vulnerable to security and safety problems. Problems can be created by guests, employees, or intruders. Security breaches can result in embezzlement, theft, arson, robbery, and even terrorism. Depending on the size of a hotel or a lodging establishment, the security function may be handled by a fully staffed department on site, contracted to an outside security company, or assigned to designated staff members or on-premises supervisory personnel in the rooms department. In a larger, full-service hotel, the director of security may report directly to

the general manager. In smaller hotels, the security function might become a task of the rooms department.

The various functions of the security departments are as follows

1. Lost and found
2. Guest theft in rooms and public areas as well.
3. Key control
4. Suspicious movements.
5. Departure procedure.
6. Standard issues in guest room
7. Entry /exit room
8. Employee theft.
9. Gate pass.
10. Spot checks
11. Limited access.
12. Par stocks.
13. Bomb Threats.

Typically, the engineering department's responsibilities include preventive maintenance; repair; replacement; improvement and modification to furniture, fixtures, and equipment (FFE); and ensuring Un interrupted provision of utilities (gas, electricity, water). Preventive maintenance involves routine checks and inspection of the key components of all equipment. Maintenance of recreational facilities May be part of the engineering department's responsibilities. In par- ticular, swimming pools require extensive maintenance to ensure proper filtration and to prevent the accumulation of algae and other conditions unsuitable for swimming. Prompt repair minimizes loss of productivity in other hotel operating departments and inconvenience to hotel guests. When a particular FFE has reached the end of its useful life and repair is no longer cost-effective, replacement is indicated. Improvement projects enhance the existing operation or reduce operating costs of the facility. Modification projects alter the existing operation to accommodate one or more new functions. One hotel might have a large engineering staff that includes plumbers, carpenters, painters, electricians, and other technicians. Another might have maintenance personnel who have general knowledge And understanding of the hotel's operations but rely on outside contractors for specialized jobs. In larger, full-service hotels, engineering may be a separate department, with a director who reports directly to the resident manager

9.4.5 Ancilliary Departments Within Service Area:

Ancillary department is a supporting or the extra helping sections within the service area which is located at the back of the outlet or any restaurant to support the restaurant steward or the waiters in order to carry out their daily restaurant activities during the busy or rush hours for enough replenishments of the restaurant equipment's that is required for the restaurant operations.

There are many sections within the service areas, which may be termed 'back-of-house'. Within the food and beverage service department. These are required to be well organized, efficiently run and supervised also well stocked with appropriate equipment. Various factors determine to overall successful back-up to the food and beverage operation.

The services areas are usually between the kitchen and food services areas. They are important units as they act as the link between kitchen or food preparation unit and the restaurant or food service units. They are meetings points for staff of various departments and therefore there must be close liaison between these various members of staff. The services areas is the busiest units of a catering establishment, especially over the service periods. Because of this, it is most important that department heads ensure that all staff knows exactly what their duties are and how to carry them out efficiently and quickly.

In general, especially in large operations, there are five main service areas. They are:

1. Stillroom/pantry
2. Silver or plate room/Burnishing room
3. Wash-up area that includes pot wash and dish washing.
4. Hotplate or pick up counter for service
5. Spare linen store
6. Dispense or service bar.

A well-structured layout of these areas is most important to ensure an even flow of work by various staff members. However, the layout may vary from hotel to hotel as per their needs.

9.4.5.1 Stillroom:

The main function of the stillroom is to provide items of food and beverages required for the service of a meal and not served by the other major departments in a hotel, such as the kitchen, larder and pastry.

- **Equipment:**

A wide range of food items is offered and, therefore, to ensure their correct storage, preparation and presentation, a considerable amount of equipment is used. They are as follows:

- Refrigerators for storage of milk, cream, butter, fruit juices etc
- Beverage making facilities
- Large double sink and draining board for washing-up purposes and a washing-up machine of suitable size to ensure efficient, turnover of equipment.
- Salamander or toaster: for breakfast or Melba toast.
- Bread slicing machine:
- Working top table and cutting board
- Storage space: for storing equipments such as china, glassware, silverware etc. for everyday use.
- Storage cupboard: for all dry goods and other items such as doilies, kitchen papers, paper napkins etc.
- Coffee grinding machine:

Still: A still is a chamber in which water is continuously boiling. For tea service a waiter may fill the teapot with tea leaves according to portions required and fill the pot with boiling water from the still. For a quick turnover of tea, the still may brew tea continuously, at low temperatures. The same applies to coffee service where ground coffee is brewed and instant coffee is placed in coffee pots to which water added from the still.

- **Provisions:**

Normally the following food items would be dispensed from the stillroom: All beverages: Tea, coffee, chocolate, Horlicks, Oval tine, Bovril, tisanes etc, Assorted fruit juices: orange, pine apple, tomato, mango etc, Milk and cream, Sugars, Preserves: marmalade, cherry, plum, raspberry, strawberry apricot and honey, Butter - Sliced and buttered brown, white and malt bread , Rolls, brioche and croissant. Melba toast: very thin toasted bread slices Breakfast toast:
Pastries, gateaus and sandwiches and Porridge and boileld eggs.

9.4.5.2 Silver Room or Plate Room:

In the larger establishments, the silver room or plate flat room is a separate service area. In smaller establishments it is often combined with the pantry wash-up.

- **Equipment:**

The silver room should hold the complete stock of silver required for the service of all meals. It is always ideal to have a slight surplus stock in case of emergency silver for banqueting service may be a different room and kept specifically for that purpose.
The large silver such as flats, salvers, soup tureens and cloches will be stored on shelves, all similar sizes together. All shelvles should be labelled. This makes it easier for stacking and for control purposes.
When stacking silver the heavier items should go on the lower shelves and the smaller and lighter items on the upper shelves. This helps to prevent accidents.
All cutlery and flatware, with other smaller items like ashtrays, cruets, butter dishes, table numbers, menu holders and special equipments are best stored in drawers lined with green baize. This helps to prevent noise and stops the various items sliding.

9.4.5.3 Hotplate:

The hotplate or pass may be regarded as the meeting point between the food service staff and the food preparation staff. Active co-operation and a good relationship between these two service areas help to ensure that customer receives an efficient and quick service of meal. This co-operation will also ensure that all dishes served are well served and attractively presented. At the same time all orders written by the waiter must be legible to the aboyeur so that there is no delay in calling-up a particular dish.

- **Duties and responsibilities of Aboyeur (Barker):**

The aboyeur is in charge, and controls the hotplate over the service period. The aboyeur would control the 'off board' which tells the waiter immediately any dish is 'off'. It should be displayed in a prominent place for all to see. The hotplate should be stocked up with all the china necessary for the service of a meal. For example, soup plates, fish plates, joint plates, sweet plates, consommé cups, platters, soup cups and demi – tasse etc.
The silver required for service is often placed on the top of the hotplate and used as required. The hotplate is usually gas or electrically operated- and should be heat well in advance of the service to ensure all the necessary china and silver is sufficiently heated.
The aboyeur who controls the hotplate over the service period will initially receive the food check from the waiter. He checks it is legible and that none of the dishes ordered are 'off' the menu. Then the order from the various corners of the kitchen is called up as each particular dish is required. It is important that, if a dish required has to be prepared

and cooked to order, then the aboyeur orders this is to be done before the waiter comes to the hotplate to collect it. Then there will be no major delay for the waiter who is going to serve the dish, or for the customer who is waiting for the next course to be served.
When a food check is finished it is placed into a control box. This 'box' is kept locked and can only be opened by a member of staff from the 'control department' who, for control purposes, matches the copy of the food check from the kitchen with copy of the cashier has and the duplicate copy of the bill.

9.4.5.4 Wash-Up Area:

The wash-up is the most important service area and must be installed correctly so that the staff can work speedily and efficiently when passing from the food service areas to the kitchens. Servers should stack trays of dirties correctly at the side board, with all the correct sized plates together, and tableware stacked on one of the plates with the blades of the knives placed under the arches of the forks. All glassware should be stacked on a separate tray and taken to a separate wash-up point.
The wash-up service area should be the first section the waiter enters from the food service area. Here he deposits all the dirty plates, stacking them correctly and placing all the tableware in a special wire basket or container in readiness for washing. The server must place any debris into the bin or bowl provided. All used paper serviettes, dollies or kitchen paper should be placed in a separate bin. The china itself may be washed by one of two main methods like manual/Tank method or semi-automated method and automatic conveyor.

9.4.5.5 Spare Linen Store:

Another back-of-house service area that is generally found within establishments is the spare linen cupboard or store. This is normally the responsibility of a senior member of the food service staff and is kept locked for control purposes. This spare linen stock is held near the food service area in case of emergency. The linen is changed when necessary on a basis of 'one clean for one dirty'.

9.4.5.6 Dispense or Sevice Bar:

This is the bar which is located at the back of the restaurant at the service area which dispenses or of issues only different kinds of alcoholic beverages as per the bar order ticket or as per the order of the guest from the restaurant where there is no public bar for the guest, that is why all the orders of such restaurant or outlet has to get the beverage order from the back bar or what we commonly known as dispense or service bar located at the back.

9.4.6 Purchasing Department:

Most major hotels and even some government organizations have a purchasing or procurement department as part of everyday operations. These departments provide a service that is the backbone of many manufacturing and fast food or hospitality Industry. Many individuals, even some who work for these companies, are unaware of

what the purchasing department does, why it exists or what purposes it serves. To understand better what the role of the purchasing department is, consider some functions it performs in hotel industry are as follows.

- **Procuring Materials:** One role of the purchasing department is to procure all necessary materials needed for production or daily operation of the company or government organization
- **Evaluating Price**: A purchasing department also is charged with continuously evaluating whether it is receiving these materials at the best possible price in order to maximize profitability. This can be challenging for a Hotel business that may purchase in lesser quantities than a larger vendor and which thus may not receive the same type of bulk discounts
- **Paperwork and Accounting:** Purchasing departments handle all of the paperwork involved with purchasing and delivery of supplies and materials. Purchasing ensures timely delivery of materials from vendors generates and tracks purchase orders and works alongside the receiving department and the accounts payable department to ensure that promised deliveries were received in full and are being paid for on time.
- **Policy Compliance:** The purchasing department also must ensure that it is complying with all hotel policies. For example, individual staff members may communicate with the purchasing department about purchasing needs for things such as office supplies or computers. Before making a purchase, the purchasing department must ensure that it heeds the proper protocols for purchase and budget approval and must ensure that any items are purchased in accordance with the overall purchasing policy of the organization.

9.4.6.1 Organizational structure of Purchasing Department:

Organizational structure refers to the hierarchy of decision-making power within a department. Built like a pyramid, the employee at the top has the most decision-making responsibility. While each job is considered vital to the department, everyone answers to the person above him. Each business refines its organizational chart based upon particular needs. The structure of one purchasing department won't necessarily look like another, although there are positions that appear within most hierarchies.

1. **Director:**
   The department director may be given any number of titles, including "procurement manager," "director of procurement" or "lead buyer." This individual is ultimately responsible for the purchasing department, it's day-to-day operations and how efficiently it operates.
2. **Deputy Director:**
   The deputy director is second in control. While companies may have different titles for this position, the deputy director essentially takes cues from the director, helping operate the daily activities of the department.
3. **Senior Buyers:**
   In a manufacturing business, a senior buyer must know which materials are needed and in what quantity they should be purchased. The purchasing department must maintain a balance between the amount of material coming in and what will be used in the manufacturing process, so corporate funds don't get bogged down by materials sitting unused on shelves. In consumer-driven businesses, the senior buyer must be able to predict what consumers will want to buy. Mistakes in that regard can cost the business money and damage its reputation. Senior buyers report to the deputy director.
4. **Assistant Buyers:**
   Assistant buyers answer to senior buyers but have their own responsibility for staying abreast of current inventory and trends. Assistant buyers also focus on evaluating suppliers -- finding the most reliable supply source at the greatest cost savings to the company.
5. **Support Staff:**
   Purchasing departments often work closely together in a team approach -- with each member of the team handling specific tasks -- but come together as a whole to make important decisions. Administrative assistants and clerks are part of that team. They are often multi-talented employees in that they are capable of handling any number of tasks at once in order to help the department work as a cohesive unit. It's not unusual for administrators or clerks to move into a buyer's position once they have become familiar with the department

9.4 Summary:

One of the most important functions of a hotel back office is a setup to deal with long-term financial information. Software companies commonly sell “hotel back office software” that will help provide annual accounting reports or organize long-term financial details. This is in contrast to the front office, or front desk, of a hotel, where lower-level workers generally keep cash received from guests, and maintain current information on nightly or weekly financials, as well as credit card data for recent guests. There are so many others departments in the hotels those are really play a vital role in hotel operations like human resource department generally deals with the recruitment promotions and transfers ,payrolls maintenance, deciding about the welfare of the employees and employees as well. The accounting department combines staff functions and line functions, or those functions directly responsible for servicing guests. The accounting department’s traditional role is to record the financial transactions of the respective hotel, preparing and interpreting financial statements,, Providing the managers of other departments with timely reports of operating results (line functions).

The marketing and sales department is also removed from most of the day-to-day operational problems faced by other departments. The division of work among the sales managers is based on the type of customers a hotel is attempting to attract. Individual sales managers often specialize in corporate accounts, conventions, or tour and travel markets. Sales managers' accounts are sometimes subdivided along geographical lines into regional or national accounts. The sales staff of the largest full-service hotels usually does not exceed a dozen or so. These sales managers work more or less independently in their particular market segments

The various functions of the security departments are as follows Lost and found, Guest theft in rooms and public areas as well, Key control, Suspicious movements, Departure procedure, standard issues in guest room, entry /exit room, Employee theft., gate pass, spot checks, limited access, par stocks and bomb Threats.

Ancillary department is a supporting or the extra helping sections within the service area which is located at the back of the outlet or any restaurant to support the restaurant steward or the waiters in order to carry out their daily restaurant activities during the busy or rush hours for enough replenishments of the restaurant equipment's that is required for the restaurant operations. This department includes like still rooms hotplate and dish wash etc.

Purchasing department consisted of purchasing director or manager is responsible for purchasing the raw material according to the purchase specifications given by the respective head of department of the different departments like food and beverage service, food and beverage production department etc. these head of department can make a requisition and sent it to the purchasing managers and the according to the same the order placed by the purchasing manager.

9.6 Glossary:

- **Assorted:** separated according to the kinds/types.
- Gateaux: a cake or pastry especially light one filled with custard, fruits and nuts.
- Demitasse: a small cup of strong black coffee or espresso. A small cup is used to serve the coffee.

9.7 Answer to Check Your Progress/Possible Answers to SAQ:

1. Stillroom, silver or plate room, wash-up, hotplate and spare linen store are the five main service areas in a hotel.
2. The main function of a stillroom is to prepare and provide food items and equipments which are not catered for in any other department such as kitchen, larder or pantry.
3. The equipment that we found in still room includes, coffee brewing machine, coffee bean grinding machine, tea dispenser, bread slicing machine, salamander, hot cupboard, steamer and hot water boiler, refrigerators, work table and cutting board, general storage space, shelves and cupboards, sinks, washing machine and dish washers.
4. The tank method and the machine method are the two methods of washing crockery and utensils.
5. The Aboyeur is in charge, and controls the hotplate over the service period.
6. Human resource department is responsible for maintenance of payrolls and training and development of the employees.

7. The engineering department's responsibilities include preventive maintenance; repair; replacement; improvement and modification to furniture, fixtures, and equipment (FFE); and ensuring uninterrupted provision of utilities (gas, electricity, water). Preventive maintenance involves routine checks and inspection of the key components of all equipment

8. Dispense bar which is located at the back of the restaurant at the service area which dispenses or of issues only different kinds of alcoholic beverages as per the bar order ticket or as per the order of the guest from the restaurant.

9. The primary responsibility of the sales managers who make up the marketing and sales department is sales, or the selling of the hotel facilities and services to individuals and groups. Sales managers sell rooms, food, and beverages to potential clients through advertising, attendance at association and conference meetings, and direct contacts. The marketing and sales department is also removed from most of the day-to-day operational problems faced by other departments.

9.8. References/Bibliography:

- Ann Bulleid (1996), Serving Food and Drink: Table & Function: Student Guide, Nelson Thornes.
- Dennis R. Lillicrap, John A Cousins (1991), Food and Beverage Service, Elbs.

9.9 Suggested Readings:

- Managing front office operations.www.egyankosh.ac.in/bitstream/123456789/35735/1/UNIT-12.pdf
- Back office tips: http://hospitalitytechnology.edgl.com/top-stories/10-Tips-for-a-Better-Back-Office54911,
- Hotel back office http://www.wisegeek.com/what-is-a-hotel-back-office.htm
- Role of pychasing department smallbusiness.chron.com/roles-**purchasing-department**-2... - united states
- The essential role of human resource manager for hotels http://www.content-dir.com/business/careers/the-essential-roles-of-human-resource-manager-for-hotels/

9.10. Terminal And Model Questions:

- Explain about the ancillary departments of a restaurant.
- Give a brief note about the stillroom.
- Explain in your own words about the hotplate.
- Discuss the functions and tips of back office in order to have smooth functions in hotel.
- How back office is support to main department comment.
- What is role of purchasing department and explain the hierarchy of the same

Unit-10
Classification of Hotels on basis of Location, Size, Clientele and Range of Service etc.

Structure:

10.1 Introduction

10.2 Objectives

10.3 Classification of Hotels

- **10.3.1 Classification on the basis of Location**
- **10.3.2 Classification on the basis of Size**
- **10.3.3 Classification on the basis of Clientele**
- **10.3.5 Classification on the basis of Range of Service**
- **10.3.6 Classification on the basis of Length of Stay**
- **10.3.6 Classification on the basis of Management and Affiliation**
- **10.3.7 Classification on the basis of Ownership**
- **10.3.8 Classification on the basis of Type of Plan**

10.4 Summary

10.5 Glossary

10.6 Answer to check your progress/Possible Answers to SAQ

10.7 References/Bibliography/ Suggested Readings

10.8 Terminal Questions

10.1 Introduction:

Development in the field of transportation, communication and increase in population had effect on the growth, type and location of hotels and supplementary accommodation. Today, we find many hotels and catering establishments of varied character, size and nature operating in different cities and tourist centers. Hotels are of various types depending on number of factors like the nature and facilities offered, size, location etc. Classification in the real sense separates accommodation into different categories or class on the basis of objective criteria, for example, by the type of accommodation, such as hotels, motels, tourist lodges, holiday camps etc. It seeks to present information about tourist accommodation units in a form, which enables the user to find information he requires. Information thus obtained will help to compare with identical classification and thus, separates accommodation according to physical features.

10.2 Objectives:

At the end of this lesson, students should be able to demonstrate appropriate skills, and show an understanding of the following:

- Classification on the basis of Location
- Classification on the basis of Size
- Classification on the basis of Clientele
- Classification on the basis of Range of Service
- Classification on the basis of Length of Stay
- Classification on the basis of Management and Affiliation
- Classification on the basis of Ownership
- Classification on the basis of plan offered

10.3 Classification of Hotels:

In a system of classification, hotels are ideally grouped into reasonably homogenous sections according to their important general characteristics. Any classification of the industry into its component sections is bound to be rough one as has been observed that hotels and catering services are in joint demand. Therefore, an attempt is made here to create such groups of undertakings which only share some common characteristics. Hotel is an establishment selling service: food, drink and shelter. The value and the potentiality of a hotel are assessed by the size, location, number of rooms and other revenue earning points it possesses. The classification of hotels within the industry is a complicated task. Hotels can be classified on different basis.

10.3.1 Classification of Hotels on the Basis of Location:

- **Down Town Hotels/City center**: These hotels are located in the heart of city within a short distance from business center, shopping arcade. Rates are normally high due to their location advantages. These hotels mostly cater to businessman, groups, free individual travellers, conference/seminar groups, etc. They provide a wide range of services and facilities to guests, like business centers, restaurants, airport pick up and

drop. They have high traffic on weekdays and the occupancy is generally high. Example: Taj Mahal, Mumbai.

- **Motels**: The term motel has been derived from word 'motor'. They are located primarily on highways, they provide lodging to highway travelers and also provide ample parking space. The length of stay is usually overnight. These hotels are generally small in terms of number of rooms. Example: Hotel Ashok, Jammu.
- **Suburban hotels**: As the name suggests these hotels are located in suburban areas i.e., on the outskirts of the cities and towns. These types of hotels cater to business groups for the purpose of conferences/seminars and even a trend of marriages/parties in such peaceful and calm environments away from the cities can be seen. These hotels provide various facilities rather than the basis facility of accommodation. They even provide a wide range of equipment's for conferences/seminars. In this type of hotel rates are moderately low. Example: Hotel Saffron, Kurukshetra.
- **Airport hotels**: These hotels are located in the near to international or domestic airports. They have transit guest who stay over between flights and airline crew members. They may stay for a short duration which would be one or two days. These hotels provide similar facilities, services and amenities like any other hotel. Example: Radisson, New Delhi.
- **Resort hotels**: These are the hotels which are generally located at the scenic places such as hill stations, beaches, deserts, etc. They cater to travellers, who want to relax, come for leisure purposes, and refresh themselves. They provide all needed facilities to the traveller like accommodation, food and beverage service, valet service, uniformed services, etc. These establishments provide various recreational facilities like tennis courts, skiing grounds, amusement parks, golf courses, etc. Most resort work to full capacity during peak season. Sales and revenue fluctuate from season to season. Example: Holiday Inn, Manali.
- **Floating hotels**: As the name implies these hotels are established on luxury liners or ship. These are generally located on river, sea or oceans. In cruise ships, rooms are generally small and all furniture is fixed down. It generally caters to long stay guest. It is a complete hotel in itself consisting of all facilities as provided by any hotel on land. It not only provides accommodation but other necessary facilities and services like food and beverage, recreational facilities, swimming pools, etc. Example: Royal Caribbean, Europe.
- **Boatels**: A house boat hotels is referred as boatels. The Houseboats of Kashmir and Kettuvallam of Kerala are houseboats in India which offers luxurious accommodation to travelers. Besides that other necessary facilities are taken care of such as food and beverage, etc.
- **Rotels**: These novel variants are hotel on wheel. Our very own "Palace on Wheels" and "Deccan Odyssey" are trains providing a luxurious hotel atmosphere. Their interior is done like hotel room. They are normally used by small group of travelers. They are costly and hence cater to elite guests providing with an elaborate menu and other services to the occupants.

10.3.2 Classification of Hotels on the Basis of Size:

The main yardstick for the categorization of hotel is by size the number of rooms available in the hotel. The main categories are as under:

- **Small hotel**: these are the hotels with less than 25 rooms as small hotels. Example: Hotel Pearl Mark, Kurukshetra.
- **Medium sized hotel**: these are the hotels with 25 to 100 rooms. Example: Hotel Maya, Jalandhar.
- **Large hotels**: these are the hotel with 100 to 300 rooms. Example: Sheraton Welcom Hotel, New Delhi.
- **Mega hotels**: these are the hotels having more than 1000 rooms. Example: Sheraton Phoenix Downtown, Phoenix. In India, there is no mega hotel, as on today. Las Vegas, USA has the maximum number of Mega Hotels.

10.3.3 Classification of Hotels on the Basis of Clientele:

- **Commercial hotel**: These hotels are generally located in the heart of city within a short distance from business center, shopping arcade. Rates are normally high due to their location advantages. These hotels mostly cater to businessman, groups, free individual travellers, conference/seminar groups, etc. They provide a wide range of services and facilities to guests, like business centers, restaurants, airport pick up and drop. They have high traffic on weekdays and the occupancy is generally high. These hotels may even be called as downtown hotels or city center hotels. Example: The Grand, New Delhi.
- **Convention hotels**: These are very large hotels having large convention complex to cater people attending a convention, conference. Convention hotels may have more than 1000 rooms. They offer various business services to the guest's right from internet, laptops, fax machines, photocopiers, etc. The other services like food and beverage, transportation, convention equipment's and so on are provided to the guests. Example: Le Meridien, Cochin, is a hotel with largest convention center in south India.
- **Resort hotels**: Resort hotels are generally located at the scenic places such as hill stations, beaches, deserts, etc. They cater to travellers, who want to relax and enjoy with the family, come for leisure purposes, and refresh themselves. They provide all needed facilities to the traveller like accommodation, food and beverage service, valet service, uniformed services, etc. These establishments provide various recreational facilities like tennis courts, skiing grounds, amusement parks, golf courses, etc. The occupancy varies as per season, most resorts work to full capacity during peak season. Sales and revenue fluctuate from season to season. The atmosphere is more relaxed. These are spread out in vast areas so many resorts have solar powered carts for the transport of guest. Example: Holiday Inn, Manali; Taj Exotica, Goa.
- **Suite hotels**: As the name suggests these hotels may have all or maximum rooms as suites. They offer rooms that may include compact kitchenette. They cater to people who are relocating act as like lawyers, executives, film personalities, politicians who are away from home for a long business stay. The suite hotel rooms provide bedroom, dining and sitting room to maintain the privacy of the guest and give a real feeling of 'home away from home'. The hotel provides various types of facilities and services to the guests. Example: Rio All suite hotel, Las Vegas.
- **Casino hotels**: Hotel with predominantly gambling facilities comes under this category, they have guest room and food and operation too. These hotels tend to cater leisure and vacation travelers. Gambling activities at some casino hotels operate 24 hours a day and 365 days a year. Las Vegas in United State is Famous for Casino hotels. The guests may be attracted through organising theme parties and shows to generate huge profits.

Besides the gambling facility these hotels provide luxury guestrooms and elaborate services and facilities to their in house guests. Example: CGH Earth Hotels, Cochin.

10.3.4 Classification of the Hotels on the Basis of Range of Service:

Based on the facilities and amenities provided by a hotel, they are generally classified into five main types:

- **Economy / Limited Service Hotels** – these hotels cater to budget travellers and hence may even be termed as budget hotels. These types of hotels provide efficient, clean, private rooms with attached bath. The furnishings and decor are moderate. Initially these hotels did not have telephones or television in the rooms; but now most of them have it. Food and beverage service may not be available or may be limited, and bell attendants, door attendants and concierge facilities may be absent. To maintain these economy hotels, they are located on inexpensive real estate areas and constructed at relatively low cost. Operating costs are kept low by eliminating food and beverage service and employing minimum staff to service the guests.
- **Mid-Market Hotels** - The modem mid-market hotel is a descendant of the first commercial hotel, offering comfortable accommodation with private baths, on-premises food and beverage service and uniformed bell staff. These hotels, also called standard or tourist class hotels, offer above average luxury and comfort, professionally designed decor and may also have scenic views or advantageous locations. The tariff and the facilities of these hotels are obviously more than the economy class hotels.
- **All-suite Hotels** - The all-suite hotel was invented to compete with first-class hotels by offering above-average facilities at mid-market rates. A typical all-suite hotel offers separate sleeping and living areas, along with other benefits like a kitchenette and a stocked bar. Generally all rooms or majority of rooms may be suites. Some hotels offer food and beverage service and employ bell staff. A variation of the all-suite hotel, the condominium hotel is a fully equipped apartment complex that rents accommodations for a short period. A typical condominium hotel is located in a resort area and marketed as an alternative to full-service hotels.
- **First-Class or Executive Hotels** - A typical first-class hotel is luxurious or semi-luxurious, with exceptional comfort and decor, highly trained staff and above average food and beverages. These hotels are also referred to as executive or superior hotels, often having luxury suites, two or more dining rooms and a cocktail lounge. Many accommodations have excellent views, refrigerators and fully stocked bars. Other services like, housekeeping, uniformed services, transportation, etc are offered to the guests of the hotel.
- **Luxury or Deluxe Hotels** - These hotels represent the highest standard of excellence in the level of luxury and comfort, cleanliness and efficiency, staff specialization, competence and courtesy, diversity and quality of food and beverage service. They generally cater to the elite clients like, politicians, filmmakers, writers, sports personalities, etc. A typical deluxe hotel has at least 10% of its space reserved for luxury suites, two or more dining rooms, usually a gourmet-style dining room, and a family style restaurant. Most of these hotels have excellent views, location and ambience. Some hotels offering a very high level of luxury are referred as grand-deluxe. These hotels provide an extensive range of facilities and services to the in house guests.

10.3.5 Classification on the Basis of Length of Stay:

We may classify such hotels in few categories like:

- **Residential Hotels** - Residential hotels are also called as apartment hotels or apartment house. Room in a residential hotel is sold on a monthly or yearly basis. Rooms may be furnished or unfurnished, single or suite. Almost all residential hotels may have a restaurant; offer telephone service, laundry and valet service. Advance rents are usually collected while other charges are billed weekly. These types of hotels normally operate on European plan. Recent developments in this area include cooperative hotels and condominiums in which the tenants own the apartment and pay the management a fee for maintenance. These hotels are cheaper as compared to luxury hotels because of the nature of the business i.e., the length of stay.
- **Semi Residential Hotels** - These hotels provide accommodation to guests on weekly or monthly basis like residential hotels as well as on per day basis like transient hotels. Reduced rates are provided to long staying guests. Transient guests who want to take advantage of reduced rates for longer stay also come to such establishments. These hotels even provide various required facilities and services to the guests. In room amenities may vary as of the nature of business and the rents associated with such properties. The staff may even be less due to the limited services provided to the residents of the hotels.
- **Transient / Transit Hotels** - Hotel guests who fall under the category of transient guests are those who are en route guests i.e. who are in the process of moving from one destination to another and stop at the hotel for a short period of time as against a terminal guest who has reached his final destination. Hence hotels, which cater to a transient / transit guest, are called transient hotels. They find their origin in olden days inns. The service and facilities may generally be found limited as the duration of stay is less and hence the demand of the guests also gets limited. Examples of transient hotels are motels, motor hotels, airport hotels etc.
- **Resort Hotels** - Resort hotels are located at resort places such as islands, exotic locations, hill stations, beaches and health resorts and spas i.e. summer resorts, winter sports resorts and all season resorts etc. with breathtaking beauty and typical scenery. People go to these places for relaxation, enjoyment, and to get away from the hectic and demanding city life or for health reasons away from hectic city life or to pursue a specific interest / activity. The stay at such hotels varies from guest to guest and may lead between two to ten days in general and may sometimes extend to a one month stay. These hotels are costly as compared to the other hotels discussed as they provide a wide range of services and facilities, amusement activities and so on.

10.3.6 Classification on the Basis of Management and Affiliation:

✓ Various types of hotels on the basis of **Affiliation** are independent and chain hotels.

- **Independent hotels–** These hotels are owned by an individual or a group and are based on the fact that they do not have any affiliation or contract through any other property, their advantage is that they do not need to maintain any type of image and can adapt to quickly changing standards Management Contract Hotels. Example: Hotel Bristol, Gurgaon.
- **Chain Hotels–** These hotels are affiliated to one another and may be owned or affiliated with other property. All such properties are competitively stronger edge

than the independent hotels as these hotels enjoy the benefit of marketing, being a part of brand which is promoted. Even the management information system, national purchasing contracts, standards of services, facilities, and amenities provided and the architectural design may be found to be same as of other properties of the chain.

Major hotel chains in India:

Many small and big Indian hotel groups are operating in various parts of India. Some of them are given below. Apart from India, some international hotel chains such as Sheraton, Hilton, Ramada, Sofitel, Meridian, Hyatt and Marriott are either operating or planning to operate in India on franchise basis.

Welcome Group:

It is the hotel division of ITC Ltd. The logo represents a traditional Indian welcome in the form of Namaste in an open doorway with the slogan "Nobody gives you India like we do." The motto of Welcome Group is "We enjoy people" Welcome Group has hotels in various cities such as Agra, Delhi, Aurangabad, Jaipur, Goa, Gwalior etc.

Oberoi Hotels:

Rai Bahadhur M.S. Oberoi established Oberoi Hotel Pvt. Ltd. in 1946. Many hotels like Oberoi Intercontinental in August 1965 in New Delhi and Oberoi Sheraton in 1973 in Bombay was added. It is now one of the largest and reputed hotel chains of India.

Hotel Ambassador:

It is one of the flagship hotels belonging to Lala Ram Parshad who is considered as one of the pioneers of the Hotel Industry in India (now managed by Taj Hotel in Delhi).

U.P. Hotels and Restaurants Ltd:

Famous as Clarke's Group of Hotels, it was established on 13th February, 1961. It started with its flagship hotel Clarke Shiraz Agra. Later hotels – Clarke's Awadh, Clarke's Amer, and Clarke's Varanasi at Lucknow, Jaipur and Varanasi, respectively, were added to this chain.

Ritz Chain: A chain belonging to R.N. Kapoor family with hotels at Mumbai, Hyderabad, Kolkata and Coonoor (in South India) Specialized in Italian cuisine.

Spencers: Started hotel business in 1912 in Calcutta. Purchased Connimera Hotel in Madras and opened West End in Bangalore, Malabar at Cochin and Trivandrum, Blue Mountains at Kotagiri in 1942 and Savoy in Ooty in 1943. Vegetarian hotels in Madras (Geetha, Ashoka and Ajanta) and Hotel Arakua in Bangalore.

Sinclairs: A chain of hotel operating in eastern part of the country with hotels at Darjeeling and Takadah.

Hotel Corporation of India (HCI): A corporation set up in 1971. It started with its first hotel at Bombay in 1974. Later hotels in Delhi, Srinagar, Rajgir etc. were added to this group.

The Leela Group: Founded in 1957 by Capt. C.P. Krishnan Nair, the Leela group is engaged in the business of ready-made garments and luxury hotels and resorts. The leela Kempinski, Mumbai and The Leela, Goa and the newly opened Leela Palace Kempinski, New Delhi are the some of the best hotels in India, and have also won considerable international acclaim.

Asian Hotels: The group has tied up with Hyatt chain and has two hotels in Delhi. It plans to have property in Jaipur and Agra.

Apeejay Surendra Group: It started with its first hotel Park Calcutta in 1967. Later a large hotel was added in Delhi, and Resort hotel at Visakhapatnam was added to the group.

Jaypee Hotels: Jaypee Hotels Limited primarily engages in the ownership and operations of hotels in India. The company owns three five star deluxe hotels, namely Jaypee Palace Hotel at Agra, and Jaypee Vasant Continental and jaypee Siddharth Hotel at New Delhi. It also manages the operation of the hotels Jaypee Residency Manor at Mussoorie and Jaypee Green Resorts. In addition, Jaypee Hotels involves in construction operations. The company is headquartered in New Delhi, India. Jaypee Hotels Limited is a subsidiary of Jai Prakash Associates Limited.

✓ Various hotels on the basis of **Management** are franchising, management contracted hotels and referral groups.

- **Franchising:** The concept of franchising was developed in 1960 in USA. A system in which the franchisee owner grants another the privilege to use his name and also assists him with management in exchange for a franchising fee. The hotel company called Franchisor agrees to grant the right to franchise to conduct the business according to the standards established by the company. The most successful franchiser is the Holiday Inn Company. Franchising must be looked at a 2 way benefit scheme. Franchiser provides certain services and provides certain rights to the franchisee.

Franchiser services are based at 3 levels:

i) **Methods and systems** – Proven methods of work are given to the franchisee in the form of operating manuals; at the same time the franchiser also makes arrangement for the providing of training to the staff of the franchisee.

ii) **Technical Services –** Provides technical services in the various stages. ,it helps in obtaining financial assistance , helps in the creation of capital budgets and also in procuring consumables –crockery , cutlery , glassware and linen etc

iii) **Marketing –** Marketing techniques, name of the franchiser and its good will, logo, sign, reservation systems, reservation system ownership and more importantly partnership.

Obligations of the franchisee:

i) **Definitive standard-** which define the size of rooms, size of beds, types of furniture, TV, VCR, VCD, laptop

ii) **Operational standard-** cleanliness behavior of staff , quality of service , tariff, frequency of changing linen

Benefits of the Franchisee system:

- Opening Assistance
- On the job training for the staff
- Accounting System
- Advertising
- Central Reservation system
- Central Purchasing
- Financial assistance
- Newsletters and brochures
- Good will and Name

- **Management Contracted hotels:**

The concept of management contract originated in the year 1970 in USA. It is an agreement between investors or owners of a hotel project, and a hotel management company hired for coordinating and overseeing a contract. It spells out the conditions and duration of the agreement and the method of computing management fees. The

hotel management company hired needs to have a fair knowledge about the management of hotel to run the administrative and the operational aspects related to the hotel property. Generally the hotel management company gets a commission called management fee almost 1% to 8% of the total revenue generated by the hotel, further some more incentives may be given to the company of the net profit generated. Besides of the overall responsibility of the management company still the financial obligations area part of legal and financial responsibilities lies with the owner of the hotel property. One of the major benefits of the management contract is that the total control of the standards and quality of each such property remains with the management company.

- **Referral Groups:**

The concept of referral groups even was originated from America by the independent hotel operators in order to compete with the chain hotels. The basic purpose of coming together to form a group is for achieving common objectives basically being sales of rooms. There are certainly various advantages to be a part of such group. Some common benefits like sales promotion, marketing strategies and the reference of business from one property to another. Such groups can give a tough competition to the chain properties and make them able to generate a brand image in the market. The other major advantage is of referring business to the members of the group.

10.3.7 Classification On The Basis Of Ownership:

- ✓ **Condominium Hotels**: A condo hotel or a Condotel, is a property used as both a condominium and a hotel. Condo hotels are generally apartment buildings developed and operated as luxury hotels, usually in major cities and resorts. These hotels have condominium units which allow someone to own a full-service vacation home. When they are not using this home, they can leverage the marketing and management done by the hotel chain to rent and manage the condo unit as it would any other hotel room. The concept of condominium hotels encourages the individual guest to purchase the ownership of an individual unit for the entire year. Only the time of staying in the unit/rooms needs to be communicated to the hotel management. Moreover, the guest can rent their purchased unit through the hotel management for rest of the time in the year. So we can say that condominium hotels have a single owner for each unit or cottage or apartment of the hotel or resort property. Condo hotels have many of the amenities one finds at luxury hotels. These hotels are sold fully furnished with high-end furniture, appliances and fixtures selected by professional interior designers. The price is included in the price of the condo unit. A guest enjoys a same sort of services as in a luxury hotel. The location of condotels is near to resort areas. Condotels tend to be costly than timeshares but gives more than your money through its services and facilities. Example, Tuscany Terraces, Neral.
- ✓ **Timeshare Hotels/Resorts**: The concept of timeshare hotels was introduced in Europe. In this concept the individual guest will purchase the ownership of a particular unit of a resort for a definite period of the year. Thus the same unit or cottage is shared by multiple owners over the year. In this concept a guest chooses a specific location for a specific time generally week or so for vacations every year. The average timeshare has a community pool and some common areas. Timeshares are generally sold fully furnished. The quality of furnishings depends on the individual development. The cost for the furnishings is built into the price. In timeshare, the

guest is responsible for his own housekeeping and unit keeping during the stay. Timeshares are located in highly desirable resort areas. Prices for timeshares vary but are typically lower than the condotels because it's been purchased for a week time only. Moreover, the guest has an option of renting the timeshare choosing rental program and the revenue needs to be split with the hotel management company during that specific one week time period. Timeshares depreciate in value from the time they are purchased because of the large resales made of that particular unit. Example: Panoramic Resort, Karnala.

10.3.8 On the Basis Type of Plan (Tariff Pattern):

- **European plan:** It is a plan where only the lodging that is bed is offered. Thus the charges are made for lodging facilities only. The guest is free to take or not to take teas, breakfast, and meals in the hotel. He has a choice of eating out at any other good restaurant. The guest is booked to pay for lodging only and is charged separately for all other things or services he enjoys or consumes. This system is generally followed by youth hostels or hotels which are situated in metropolitan cities. In India most of the hotels are being run on European plan. Almost all the public sector hotels are run on this basis.
- **Continental Plan:** In the case of continental plan, bed and breakfast are included in the tariff charges. Thus bed is offered along with breakfast and the guest is, however, free to take his meal and tea as he likes. Thus the guest tariff includes lodging and 'bed and breakfast' and for other he is separately billed.
- **American plan** - Hotel where American plan is prevalent, boarding and lodging is provided in the charge. The tariff fixed includes board and lodging. It is an all-inclusive full board tariff. Accommodation and three meals daily are included in the price of the room. It includes bed, breakfast and two principal meals and evening tea. It does not include early morning tea or coffee after lunch, or dinner. The needs are usually 'table d'hote menu'. It is also known as 'full pension'. This analysis is mostly used at those tourist resorts, which are not situated in big cities.
- **Modified American Plan** - The tourists mostly prefer this plan, as it is comparatively more flexible. It is offered in most of the good hotels and is normally by arrangement. It includes hotel accommodation, breakfast and either lunch or dinner in the price of the room. Thus, in this type of accommodation bed and breakfast and along with it one principal meal, lunch or dinner at the discretion of the guest is also included. It generally includes continental breakfast and either 'table d'hôte lunch or dinner in the room rates. It is also known as 'demi-pension'. It has been observed that the Indian style local hotels in India follow the European plan. However, and the western style hotels operating in India which cater the foreign tourists, operates on the American plan.

Check Your Progress:

Answer the following questions.
1. Define Resort?
2. What are floating hotels?
3. Describe European plan.
4. Discuss various types of hotels on the basis of size of rooms.
Check your answer with the one given at the end of the unit

10.4 Summary:

On the basis of client's needs, the organized sector of hotel industry has created variety of hotels to meet the same of guests. The category falls between luxury hotels to small properties trying to give their best to the residents of such rooms or units or apartments or condos. It even becomes the duty of the hotel operators as well as travel planners to identify the needs of the guests such as location, facilities, and services and then provided them with such accommodation. As above we have seen how the hotels can be classified into various categories like, ownership, location, star, size, management, etc. Furthermore, the unit describes how each category or type is different from others keeping in view the tariff, services, facilities, and amenities.

10.5 Glossary:

- **Business centre:** It is an area in the hotel where business related facilities could be provided such as photocopy, fax, lamination, stationery, internet, etc.
- **Hotel:** A place where a bonafide traveller receives accommodation, food and beverage and other facilities, if the person is in a position to pay for the services and in a fit condition to be received.
- **Table d'hote menu**: It is a pre fixed menu in which the guest receives a limited number of dishes for a defined price. Example is thali system.
- **Suite**: these are the types of rooms found in luxury hotels providing a bed, dining area, sitting area and sometimes a kitchen facility. There are even various types of the same.
- **Houseboat**: A facility which is in the shape of boat providing bed and other required facility to the guests. Houseboat is half in water and half on shore of the river/lake.
- **Cocktail**: A mixture on two or more alcoholic beverages served generally chilled.

10.6 Answer to Check Your Progress/Possible Answers to Saq:

Answer to Check Your Progress:

1) See sec. 1.3.1
2) See sec. 1.3.1
3) See sec. 1.3.8
4) See sec. 1.3.2

10.7 References/Bibliography/ Suggested Readings:

- Front Office Training manual – Sudhir Andrews. Publisher: Tata Mac Graw Hill
- Managing Front Office Operations – Kasavana & Brooks Educational Institution AHMA
- Front Office – operations and management – Ahmed Ismail (Thomson Delmar).
- Managing Computers in Hospitality Industry – Michael Kasavana & Cahell.
- Front Office Operations – Colin Dix & Chris Baird.
- Front office Operation Management- S.K Bhatnagar, Publisher: Frank Brothers
- Managing Front Office Operations By Kasavana & Brooks
- Principles of Hotel Front Office Operations, Sue Baker & Jermy Huyton, Continum
- Check in Check out- Jerome Vallen
- Hotel Front Office Management, 4th Edition by James Socrates Bardi; Wiley

International.

10.8 Terminal Questions:

- Discuss various types of hotels on the basis of their location.
- How can one differentiate between various types of hotels on the basis of various plans offered?
- How does range of service differ in hotels?
- How are chain hotels different from individual hotels?

Unit-11
Star Classification: Criteria and Procedure Adopted in India

Structure:

11.1 Introduction

11.2 Objectives

11.3 Star Classification

11.3.1 Detailed procedure for star classification

11.3.2 Eligibility for Star classification

11.3.3 Criteria for classification for a star hotel

11.3.3.1 Five star category

11.3.3.2 Four star category

11.3.3.3 Three star category

11.3.3.4 Two star category

11.3.3.5 One star category

11.4 Summary

11.5 Glossary

11.6 Answer to check your progress/Possible Answers to SAQ

11.7 References/Bibliography/ Suggested Readings

11.8 Terminal Questions

11.1 Introduction:

Hotels may be classified under various categories to differentiate one property from another. And one of the main categories of classifications is done as per the stars given by the Ministry of Tourism, Government of India. The Department of Tourism classifies functioning hotels under the star system, into five categories from 1-star to 5-star and for this purpose a permanent Committee, the Hotel and Restaurant Approval and Classification Committee (HRACC) has been set up which inspects the applicant hotels to assess their suitability or otherwise for award of the star category applied for. Based on the recommendations of the HRACC, deserving hotels are awarded the appropriate star category and are placed on the approved list of the Department. Approved hotels become eligible to various fiscal reliefs and benefits. The Department intercedes on behalf of such hotels whenever necessary to ensure that their needs get priority consideration from various concerned authorities. These hotels also get worldwide publicity through tourist literature published by the Department of Tourism and distributed by the Government of India Tourist Offices in India and abroad. Approved hotels become eligible for obtaining foreign exchange for their import of essential equipment and provisions and for their overseas advertising, publicity and promotion under the Hotel Incentive Quota Scheme.

11.2 Objectives:

At the end of this lesson, students should be able to demonstrate appropriate skills, and show an understanding of the following:

a. Star Classification of hotels.
b. Criteria for Classification of hotels.
c. Procedure for star Classification of hotels in India.

11.3 Star Classification:

11.3.1 Detailed Procedure for Star Classification

1. Star Classification- As one of the important elements of tourism Hotel Criteria and Procedure Adopted plays an important role to contribute in the overall tourism experience through the standards of facilities and services offered by them. To provide contemporary standards of facilities and services available in the hotels, the Ministry of Tourism has formulated a voluntary scheme for classification of operational hotels which will be applicable to the following categories:

Star Category Hotels: - 5 Star Deluxe, 5 Star, 4 Star, 3 Star, 2 Star & 1 Star

2. The Hotel & Restaurant Approval & Classification Committee (HRACC) inspects and assesses the hotels based on the facilities and services offered.

- Hotel Projects are approved at implementation stage
- Operational Hotels are classified under various categories

3. Details of the criteria for Project Approval/ Classification along with the documents required for this purpose are given below. Applications for project approvals under the category of Heritage, 4 star and 5 star as well as applications for Classification of operational hotels in the category of 4 star, 5 Star and 5 star Deluxe as well as Heritage (Basic, Classic & Grand) categories along with the requisite fee (paid vide Demand Draft) may be sent to: **Member Secretary (HRACC)/**

Hotel and Restaurants Division, Ministry of Tourism, C-1 Hutments, Dalhousie Road, New Delhi 110011.

4. For project approval/classification in 3, 2 and 1 Star categories, application along with the requisite fee (paid vide Demand Draft) may be forwarded to the Regional Director, India tourism Office in whose region the hotel/ project is located.

The list of offices of the Regional Directors is as under:

i. Regional Director, India tourism (Western & Central Region), 123 Maharshi KarveRoad, Mumbai - 400 020

ii. Regional Director, India tourism (Northern Region), 88 Janpath, New Delhi - 110 001

iii. Regional Director, India tourism (Southern Region), 154 Anna Salai, Chennai-600002

iv. Regional Director, India tourism (Eastern Region), 'Embassy', 4 Shakespeare Sarani, Kolkata - 700 071

v. Regional Director, India tourism (North Eastern Region), Assam Paryatan Bhawan,3rd Floor, Near Nepali Mandir, A.K. Azad Road, Paltan Bazar, Guwahati - 781 008

5. The detailed Guidelines for Project Approval are at Annexure I and that for Classification / Re- Classification at Annexure II

6. The Ministry of Tourism reserves the right to modify the Guidelines / Terms and Conditions from time to time.

Annexure-I:

GENERAL TERMS, CONDITIONS & APPLICATION FORMAT FOR APPROVAL OF HOTELS AT THE PROJECT LEVEL & CLASSIFICATION / RECLASSIFICATION OF OPERATIONAL HOTELS

Approval of Hotel at the Project Stage:

1. The Ministry of Tourism will approve hotels at project stage based on documentation. Project approval is given to 1, 2, 3, 4, 5 Star and Heritage (Basic) categories. Hotel projects approved under 5 Star and Heritage category after becoming operational may seek classification under 5 Star Deluxe they fulfil the prescribed norms.

2. Project approvals will be valid for 5 years. The Project Approval would cease 3months before the date of expiry of project approval or from the date the hotel becomes operational, even if all its rooms are not ready. The hotel must apply for Classification within 3 months of commencing operations. The application for Project Approval will be submitted complete in all respect as per details given below. Incomplete applications will not be accepted.

3. Application Form should have the following details:

i. Proposed name of the Hotel.

ii. Name of the promoters with a note on the business antecedents in not more than 60 words.

iii. Complete postal address of the promoter with Telephone, Fax and Email address.

iv. Status of the owner/promoter.

a) If Public/private limited company with copies of Memorandum and Articles of Association.

b) If Partnership, a copy of Partnership Deed and Certificate of Registration.

c) If proprietary concern, name and address of proprietor/certificate of registration.

v. Location of hotel site with postal address.

vi. Details of the site.
a) Area (in sq. meters).
b) Title – owned / leased with copies of sale / lease deed.
c) Copy of Land Use Permit to construct Hotel from local authorities.
d) Distance (in Kms) from (a) Railway station (b) airport (c) main shopping centre.
vii. Details of the project:
a) Copy of Feasibility Report.
b) Star category planned.
c) Number of rooms (with attached bathrooms) and size for each type of room (in sq. ft.).
d) Size of bathrooms (in sq. ft.).
e) Details of public areas with size in sq. ft. – Lobby / lounge; restaurants; bar; shopping; banquet/conference halls; business centre; health club; swimming pool; parking facilities (no. of vehicles).
f) Facilities for the differently able guests (room with attached bathroom earmarked for this purpose, designated parking, ramps for free accessibility in public areas and to at least one restaurant, designated toilet (unisex) at the lobby level etc.).
g) Eco-friendly Practices **(a)** Sewage Treatment Plant **(b)** rain water harvesting **(c)** waste management **(d)** pollution control method for air, water and light **(e)** introduction of non CFC equipment for refrigeration and air conditioning.
h) Energy / water conservation (use of CFL lamps, solar energy, water saving devices / taps)
i) Details of Fire Fighting Measures/ Hydrants etc.
j) Date by which project is expected to be completed and become operational
k) Any other additional facilities
l) Security related features
m) The architecture of the hotel building in hilly and ecologically fragile areas should incorporate creative architecture keeping in mind sustainability and energy efficiency and as far as possible in conformity with local art and architecture with use of local materials.

4. Blue prints / Building Plans signed by the owner, the architect and approved by the competent authority showing:
i. Site plan
ii. Front and side elevation
iii. Floor plans for all floors
iv. Detail of guest rooms and bath rooms with dimensions in sq.ft.
v. Details of Fire Fighting Measures/ Hydrants etc.
vi. Air-conditioning details for guest rooms, public areas

5. Local approvals by
i. Municipal Authority
ii. Concerned Police Authority
iii. Any other local authority as maybe applicable / required (viz. Pollution Control Board / Ministry of Environment & Forests etc.)
iv. Approval / NOC from Airport Authority of India for projects located near the Airport

6. **Note:** The above mentioned approvals / NOCs are the responsibility of the promoter / concerned company as the case may be. The Ministry's approval is no substitute for any statutory approval and the approval given is liable to be withdrawn in case of any violation without notice.

7. Proposed capital structure
a) Total project cost
b) Equity component with details of paid up capital
c) Debt – with current and proposed sources of funding
8. Submission of 'Undertaking' for observance of regulatory conditions / terms & conditions to be furnished by the applicant (Format enclosed at Annexure III).
9. The application should indicate whether a few rooms or all rooms are to be let out on a Time Share basis. Hotels which propose to let out part of or all its rooms on time-share basis will not be eligible for Classification under this scheme.
10. Application fee in the form of a Demand Draft payable to "Pay & Accounts Officer, Department of Tourism, New Delhi" (further details are given at point No. 14)
11. In the event of any change in the project plan, the applicant should apply afresh for approval under the desired category.
12. Authorised officers of the Ministry of Tourism should be allowed free access to inspect the premises from time to time without prior notice.
13. The hotel must immediately inform the Ministry of the date from which the hotel becomes operational and apply for Classification within 3 months from the date of operation.
14. The fee payable for the project approval and subsequent extension, if required is as under. The Demand Draft may be payable to" Pay & Accounts Officer, Department of Tourism, New Delhi ".

STAR CATEGORY	CLASSIFICATION- RECLASSIFICATION FEES IN Rs.
1 Star	6,000
2 Star	8,000
3 Star	10,000
4 Star	15,000
5 Star	20,000
5 StarDeluxe	25,000
Heritage (Grand , Classic & Heritage Categories)	15,000

Source: Ministry of Tourism, GOI

15. The promoter must forward quarterly progress reports failing which the project approval is liable to be withdrawn
16. All documents must be valid at the time of application. All copies of documents submitted must be duly attested by a Gazetted officer / Notary. Documents in local language should be accompanied by a translated version in English which should also be duly certified.
17. Projects, where it is proposed to let out part or whole of the hotel on Time Share basis, will not be covered under these guidelines. (Such facilities, however, will be covered under a separate Guideline of Timeshare Resort).
18. Any change in the project plan or management should be informed to the Ministry of Tourism (for 5-D, 5, 4 Star and Heritage categories) or Regional Director's Office (For 3, 2 & 1 Star categories) within 30 days, failing which the approval will stand withdrawn/ terminated.

19. The project approval is only applicable for new hotels coming up and not for additional rooms coming up in existing hotels.

20. The minimum size of rooms and bathrooms for all categories has been specified in the Guidelines. Hotels of 1, 2, 3 and 4 star categories availing subsidy / tax benefits /other benefits from the Central / State Government would be subject to a Lock- in period of 8 years so that these hotels continue to serve as budget category hotels. Hotels would be permitted to apply for up- gradation to a higher star category after the completion of the lock in period.

21. Applicants are requested to go through the 'Checklist' of facilities & services contained in this document before applying for project approval of new hotel projects /classification of operational hotels.

22. Application for Hotel Project Approvals forwarded through post will not be accepted if incomplete and applicant will be asked to complete the application and furnish required documents / information.

Annexure-II:

Classification / Reclassification of Operational Hotels:

1. Classification for newly operational hotels if approved by Ministry of Tourism at project stage, must be sought within 3 months of completion of the project. Operating hotels may opt for Classification at any stage. However, hotels seeking Re-classification should apply for reclassification at least six months prior to the expiry of the current period of classification.

2. If a hotel fails to reapply six months before the expiry of the classification period, the application will be treated as a fresh case of classification.

3. Once a hotel applies for Classification/ Re-classification, it should be ready at all times for inspection by the inspection committee of the HRACC. No request for deferment of inspection will be entertained.

4. Classification will be valid for a period of 5 (Five) years from the date of approval of Chairman HRACC or in case of Re-classification, from the date of expiry of the last classification, provided that the application has been received within six months prior to the expiry of the current period of classification, along with all valid documents. Incomplete applications will not be accepted.

5. The application should indicate whether a few rooms or all rooms are to be let out on a Time Share basis. Hotels which propose to let out part of or all its rooms on time-share basis will not be eligible for Classification under this scheme.

6. Hotels applying for Classification must provide the following documentation:

i. Name of the Hotel.

ii. Name and address of the promoter/owner with a note on their business antecedent in not more than 60 words.

iii. Complete postal address of the hotel with Telephone, Fax and Email address.

iv. Status of the owner / promoter.

a) If Public/private limited company with copies of Memorandum and Articles of Association.

b) If Partnership, a copy of Partnership Deed and Certificate of Registration.

c) If proprietary concern, name and address of proprietor/certificate of registration

v. Date on which the hotel became operational.

vi. Details of hotel site with postal address and distance (in kms) from (a) airport **(b)** Railway Station **(c)** city centre / downtown shopping area.

7. Details of the hotel:

a) Area of Hotel site (in sq. metres) with title – owned / leased with copies of sale/ lease deed.

b) Copy of Land Use Permit from local authorities.

c) Star category being applied for.

d) Number of rooms and size for each type of room in sq.ft. (single/ double/suites- all rooms to have attached bathrooms)

e) Size of bathrooms in sq.ft.

f) Air-conditioning details for guest rooms, public areas

g) Details of public areas**: (i)** Lobby / lounge **(ii)** restaurants with no. of covers **(iii)** bar **(iv)** shopping area **(v)** banquet / conference halls **(vi)** health club **(vii)** business centre **(viii)** swimming pool **(ix)** parking facilities (no. of vehicles which can be parked)

h) Facilities for the differently abled guests: dedicated room with attached bathroom, designated parking, ramps, free accessibility in public areas and at least to one restaurant, designated toilet (unisex) at the lobby level etc. All operational hotels will require conforming to the requirements by 01.09.2010

i) Eco-friendly Practices **(a)** Sewage Treatment Plant **(b)** rain water harvesting **(c)** waste management **(d)** pollution control method for air, water and light **(e)** introduction of non CFC equipment for refrigeration and air conditioning and other Eco- friendly measures and initiatives. All operational hotels will require conforming to the requirements by 01.09.2010. In regard to Sewage Treatment Plant it is not mandatory for hotels which have already submitted their applications for classification before 1st July 2012 or already classified and have applied for Re-Classification. Sewage Treatment Plant will be mandatory for all hotels which apply for classification after 30th June, 2012.

j) Measures for energy and water conservation, water harvesting (use of CFL lamps, solar energy, water saving devices / taps etc.)

k) Details of Fire Fighting Measures/Hydrants

l) Security features viz. CCTV, X-Ray check, verification of staff etc.

m) The architecture of the hotel building in hilly and ecologically fragile areas should incorporate creative architecture keeping in mind sustainability and energy efficiency and as far as possible in conformity with local art and architecture with use of local materials.

n) Any other additional facilities

8. Copies of certificates / No Objection Certificate's to be furnished (copies should be current / valid and duly attested by a notary / gazetted officer):

a) Certificate / licence from Municipality / Corporation to show that the establishment is registered as a Hotel.

b) Certificate / licence from concerned Police Department authorizing the running of the Hotel.

c) Clearance Certificate from Municipal Health Officer / Sanitary Inspector giving clearance to the establishment from sanitary / hygiene point of view.

d) No Objection Certificate from the Fire Service Department (Local Fire Brigade Authority).

e) Public liability insurance (optional).

f) Bar Licence (necessary for 4, 5 and 5 Star Deluxe, categories). Wherever bar license is prohibited for a hotel as per local law, the bar will not be mandatory and wherever bar

is allowed as per local laws, then the hotel will have to obtain bar license first and then apply for classification to the Ministry of Tourism.

g) Building Plans sanctioned by the competent authority and occupancy certificate

h) If classified earlier, a copy of the Classification Order issued by Ministry of Tourism.

i) For Heritage property, certificate from the local authority stating the age of the property .and showing the new and old built up areas separately.

j) Clearance / NOC /approval required from any other local authority (viz. Pollution Control Board / Ministry of Environment & Forests etc.) whichever is applicable

k) Approval / NOC from Airport Authority of India for projects located near the Airport

l) Application fees

The above-mentioned approvals / No Objection Certificates are the responsibility of the owner / promoter / concerned Company as the case may be. The approval of the Ministry of Tourism is no substitute for any statutory approval and the approval given is liable to be withdrawn without notice in case of any violations or misrepresentation of facts.

9. All applications for Classification and Re-Classification must be complete in all respects – application form, application fee, prescribed clearances, NOCs, certificates etc. Incomplete applications will not be accepted.

10. Hotels will qualify for classification as Heritage Hotels provided a minimum of 50% of the floor area was built before 1950 and no substantial change has been made in the façade. Hotels, which have been classified /, re-classified under Heritage categories prior to issue of these Guidelines, will continue under Heritage categories even if they were built between 1935-1950.

11. The application fees payable for classification/reclassification are as follows. The Demand Draft may be payable to "Pay & Accounts Officer, Department of Tourism, New Delhi" Star Category Classification/Reclassification.

Star Category	Classification- Reclassification Fees In Rs.
1 Star	6,000
2 Star	8,000
3 Star	10,000
4 Star	15,000
5 Star	20,000
5 StarDeluxe	25,000
Heritage(Grand , Classic & Heritage Categories)	15,000

Source: Ministry of Tourism

12. Upon receipt of application complete in all respects, the hotel will be inspected by a classification committee which will be constituted as follows:

(a) For 4, 5, 5 Star Deluxe and Heritage (Basic, Classic & Grand) categories –

• Chaired by Additional Director General (Tourism), Govt. of India/ Chairperson (HRACC) or a representative nominated by him
• Representative from FHRAI
• Representative from HAI
• Representative from IATO
• Representative from TAAI
• Principal Institute of Hotel Management
• Regional Director, India tourism Office / local India tourism office
• Member Secretary HRACC
• In case of Heritage category, a representative of Indian Heritage Hotels Association (IHHA) (The HRACC representatives / nominees of FHRAI, HAI, IATO and TAAI should have requisite expertise and experience of the hospitality and tourism industry hands on experience)

(b) For 1, 2 & 3 Star hotels

• Chairperson, Secretary (Tourism) of the concerned State Govt. Or his nominee who should not be below the rank of a Deputy Secretary to the Government of India. In his absence the Regional Director, India tourism who is also Member Secretary, Regional HRACC will chair the committee
• Regional Director, India tourism Office/ local India tourism office
• Representative from FHRAI
• Representative from HAI
• Representative from IATO
• Representative from TAAI
• Principal Institute of Hotel Management

(The HRACC representatives / nominees of FHRAI, HAI, IATO and TAAI should have requisite expertise and experience of the hospitality and tourism industry (hands on experience)

(c) The Chairperson and any 3 members will constitute a quorum.

(d) The recommendations duly signed by the committee will be sent to HRACC Division (Ministry of Tourism, Government of India) by next day through speed post and the recommendation of the HRACC inspection committee will be approved by the Chairperson (HRACC) / Addl. Director General (Tourism) expeditiously.

(e) Appellate Authority: In case of any dissatisfaction with the decision of HRACC, the hotel may appeal to Secretary (Tourism), Government of India for review and reconsideration within 30 days of receiving the communication regarding Classification / Re-classification. No request will be entertained beyond this period.

13. Hotels will be classified following a two stage procedure:

a) The presence of facilities and services will be evaluated against the enclosed checklist available at Annexure IV

b. The quality of facilities and services will be evaluated by the HRACC inspection committee as per the prescribed parameters

14. The hotel is expected to maintain required standards at all times. The Classification Committee may inspect a hotel at any time without previous notice. The Committee may request that its members be accommodated overnight to inspect the level of services.

15. Any deficiencies / rectifications pointed out by the HRACC must be complied with within the stipulated time, which has been allotted in consultation with the hotel representatives during inspection. Failure to comply within the stipulated time will result in rejection of the application.

16. The committee may assign a star category lower but not higher than that applied for.

17. The hotel must be able to convince the committee that they are taking sufficient steps to conserve energy and harvest water, garbage segregation, and disposal/ recycling as per Pollution Control Board (PCB) norms and following other Eco-friendly measures.

18. For any change in the Star / Heritage category, the promoter must apply afresh along with requisite fee.

19. Any changes in the plans or management of the hotel should be informed to the HRACC, Ministry of Tourism, Govt. of India within 30 days otherwise the classification will stand withdrawn / terminated. In case of change of company name / hotel name, a copy of the fresh 'Certificate of Incorporation' or a copy of the 'Resolution of the Board of Directors' regarding the name change along with any other relevant documents may be submitted

20. The minimum size of rooms and bathrooms for all categories have been specified in the Guidelines. Hotels of 1, 2, 3 and 4 star categories availing subsidy / tax benefits / other benefits from the Central / State Government would be subject to a Lock- in period of 8 years so that these hotels continue to serve as budget category hotels. Hotels would be permitted to apply for up- gradation to a higher star category after the completion of the lock in period.

21. Applicants are requested to go through the CHECKLIST' OF FACILITIES AND SERVICES contained in this document while applying for Classification / Re-classification.

The checklist may be duly filled up and signed and stamped on each page which should be submitted along with the application

22. The Hotel should adhere to the tenets of the Code of Conduct for "Safe & Honourable Tourism" for which the following action would have to be taken:

(i) A signed copy of the Pledge and Undertaking of commitment towards"Safe & Honourable Tourism" should be attached with the application. The format of the 'Pledge & Undertaking - Code of Conduct for Safe & Honourable Tourism' are attached at **Annexure V** and **Annexure VI** respectively

(ii) On the day a new staff member joins the Hotel, he/ she would be required to take/ sign the pledge. The pledge would be incorporated in the appointment letter / joining report of the staff

(iii) Two focal points/Nodal Officers would be nominated (i.e., from HRD, security side etc.) at the time of applying for approval by the Hotel in the case of hotels which have more than 25 personnel. In the case of Hotels with less than 25 personnel, one focal point would have to be nominated.

(iv) The training would be provided to the staff of the classified/approved hotel by MOT under its Capacity Building of Service Providers (CBSP) scheme in connection with "Safe & Honourable Tourism". The focal points of the hotel would be trained first within first six months of MOT approval. Subsequently, the trained focal points in turn would impart further in - house training to the staff which would be arranged within next six months.

(v) The Pledge of Commitment towards "Safe & Honourable Tourism" would have to be displayed prominently in the staff areas / back areas of the Hotels / Restaurants etc. and in the office premises of all the Head of the Departments (HODs)

(vi) The signatories of the Code of Conduct would be required to maintain a record of action taken by them in compliance of the provisions of this para, which shall be kept in their office & shown to the Committee(s) at the time of

Classification/Re-classification.

23. It will be mandatory for the hotel to participate in the Skill Development initiative to meet the manpower needs of the tourism and hospitality industry. For this, the following action would have to be taken:

(i) Classified hotel would be required to train a minimum number of Persons, in every calendar year in the short duration Skill Development Courses under 'Hunar Se Rozgar' scheme as per following norms:

Rooms per hotel	1st year No. of persons to be trained	2ndyear No. of persons to be trained	3rd year No. of persons to be trained	4th year No. of persons to be trained	5th year No. of persons to be trained
100+	20	20	25	25	30
50 to 100	10	10	15	15	20
20 to 50	5	5	5	5	5

(ii) A minimum of ten persons will constitute a training class. Since a hotel with rooms between 20 to 50 will not be expected to have facilities / infrastructure necessary for the conduct of trainings, an arrangement can be worked out between 2 to 5 hotels to conduct this obligatory training (only the theory part) in one cluster and the practical part being carried out in the respective hotels.

(iii) Operational guidelines for the training programme will be circulated separately.

(iv) Each hotel would achieve the above mentioned yearly target and submit it to Ministry of Tourism in the reclassification application so as to be considered for reclassification.

24. Incomplete applications will not be considered. Efforts will be made to ensure that all cases of classification are inspected within three months from the date of application if complete in all respects and Classification Order will be issued within 30 days subsequently.

Annexure III:

Format for Undertaking

(To be on official company letterhead)

To

The Secretary (Tourism)

Govt. of India

Ministry of Tourism

New Delhi

Undertaking

I have read and understood all the terms and conditions mentioned above with respect to Project Approval / Classification-Re-classification under the Star /Heritage categories and hereby agree to abide by them. The information and documents provided are correct and authentic to the best of my knowledge. I understand that the Ministry's

approval is no substitute for any statutory approval and the approval given is liable to be withdrawn in case of any violation or misrepresentation of facts or non-compliance of directions that may be issued by the Ministry of Tourism, Govt. of India, without notice. It is to certify that the hotel would not seek upgradation to a higher category for a period of eight (8) years in the event the hotel avails of subsidy / tax benefits / other benefits from the Government.

In case of any dispute/ legal measure, the same may be eligible in the jurisdiction falling under the NCT of Delhi.

Place:_____ Signature and name in block letters

Date:_____ Seal of the applicant

Annexure IV

Checklist of Facilities for Classification/Re-Classification of Hotels

Annexure– V Pledge for Commitment Towards Safe & Honourable Tourism and Sustainable Tourism (for Internal Circulation and Use of the Hotel)

I / We solemnly pledge and reiterate our commitment to conduct our business in a manner that befits the culture and ethos of our rich and ancient civilization, and the tolerant and accommodating nature of our multicultural society and protects all individuals, especially women and children from all derogatory acts which are contrary to the spirit of our country. We hereby commit to abide by the Code of Conduct for Safe and Honourable Tourism. Recognizing that every earth resource is finite and fragile, I / We further pledge to fully implement sustainable tourism practices, consistent with the best environment and heritage protection standards, such that my/our present tourism resource requirements optimize both local community benefit and future sustainable uses.

Signature

Name

On behalf of

In the presence of

Annexure VI

Format of 'UNDERTAKING' in respect of the "Pledge for Commitment towards Safe & Honourable Tourism"

(To be on official company letterhead)

To

The Secretary (Tourism) Govt. of India

Ministry of Tourism

New Delhi

Undertaking:

It is to hereby confirm that I / We have read and understood the "Code of Conduct for Safe and Honourable Tourism" adopted on 1st Oct. 2010 as per copy attached with application with respect to Project Approval / Classification - Re-classification of hotels under the Star / Heritage categories and hereby agree to abide by them.

That I / We have read solemnly pledge and reiterate our commitment to conduct our business in a manner that befits the culture and ethos of our rich and ancient civilization, and the tolerant and accommodating nature of our multicultural society and protects all individuals, especially women and

children from all derogatory acts which are contrary to the spirit of our country. I / We hereby commit to abide by the Code of Conduct for Safe and Honourable Tourism.

Recognizing that every earth resource is finite and fragile, I / We further pledge to fully implement sustainable tourism practices, consistent with the best environment and heritage protection standards, such that my / our present tourism resource requirements optimize both local community benefit and future sustainable uses.

Signatures

Name in **Block Letters**

Seal

Place: _____

Date: _____

11.3.2 Eligibility for Star Classification:

The following are the minimum basic requirements which an operational hotel would require to fulfil so that it becomes eligible for applying for classification:-

i) The hotel must have at-least 10 lettable bedrooms.

ii) All rooms should have proper ventilation and ceiling fans.

iii) Carpet areas in respect of rooms and areas of bathrooms should by and large adhere to the following limits prescribed:

Category of Hotel	Area Standards	
5-Star / 5-Star Deluxe Hotels (Fully Air conditioned)	Single Room	180 sq.ft
	Double Room	200 sq.ft
	Bathrooms	45 sq.ft
4-Star & 3-Star Hotels (Air-conditioned/ Non-A/C)	Single Room	120 sq.ft
	Double Room	140 sq.ft
	Bathrooms	36 sq.ft
(Extra area may be provided if twin beds are to be provided)		
2-Star & 1-Star Hotels (Air conditioned/ Non-A/C)	Single Room	100 sq.ft
	Double Room	120 sq.ft
	Bathrooms	30 sq.ft or subject to local bylaws
Note: All rooms should have proper ventilation and ceiling fans		

In case a hotel fails to adhere to above condition it will not be eligible for classification.

11.3.3 Criteria for Classification for a Star Hotel:

The following are the general features, Facilities and services that are required to be fulfilled by different hotels applying for classification of a star category hotel:

11.3.3.1 Five Star Category:

General Features – The hotel of this category should have

i) The hotel of this category should have at least 25 lettable bedrooms with attached bathrooms. Bathrooms should be of modern design equipped with modern bathroom fixtures with 24 hr hot and cold running water.

ii) The hotel should be fully air-conditioned
iii) The interiors of the hotel should be designed in consultation of an interior designer so that the best/superior quality furniture and fixture when used adds to the luxury of the hotel
iv) The architectural design of the hotel should be different and may define luxury, the hotel should be approachable easily
v) A hotel which is more than two stories should have a 24 hour lift service.
vi) There should be a well-designed lobby with separate cloak rooms for ladies and gents which are equipped with fittings and furniture of high standards
vii) There should be adequate parking space and a separate designated area for a swimming pool.

Facilities:

i) A reception area with separate sections/area for cashier desk and registration desk.
ii) Conference rooms, Banquet halls, Ball rooms, Convention halls and private dining rooms for large gathering.
iii) A utility store having basic medical supplies, a book stall, a beauty parlour, a barbershop, and florist.
iv) Each room to have a communication system (telephone) and proper entertainment source (TV, DVD player etc.)
v) Depending upon the number of rooms adequate dining outlets like restaurant, coffee shops should be there so that the guest can enjoy the delicacies of different cusine.
vi) A highly modernised kitchen, pantry and separate storage areas for veg. and non-veg. food including cold areas should be there so that there is smooth flow of work during rush hours.

Services:

i) Both International and Indian Cusine should be served to the guest.
ii) The Food and Beverage service standards should be of the highest quality.
iii) The F&B outlets should use cutler, crockery and glassware of best/international quality.
iv) A provision for laundry and dry cleaning is to be provided.
v) The housekeeping of the hotel needs to have the high standards of service. An adequate stock of linen, blankets, towels etc. need to be maintained so the hotel does not fall short during peak hours.
vi) All guest rooms to be equipped with proper guest supplies, drinking water, minibar etc.
vii) A highly trained and skill full staff is required to manage the operations of the hotel.
viii) The staff should have a designated uniform and should have good command over English.

11.3.3.2 Four Star Category:

- The hotel of this category should have at least 25 lettable bedrooms with attached bathrooms. Atleast 50% of the Bathrooms should be of modern design equipped with modern bathroom fixtures, long baths and shower chambers with

- The hotel should be fully air-conditioned.
- The interiors of the hotel should be designed in consultation of an interior designer so that the best/superior quality furniture and fixture when used adds to the luxury of the hotel.
- The architectural design of the hotel should be different and may define luxury; the hotel should be approachable easily.
- A hotel which is more than two stories should have a 24 hour lift service.
- There should be a well-designed lobby with separate cloak rooms for ladies and gents which are equipped with fittings and furniture of high standards
- There should be adequate parking space and a separate designated area for a swimming pool
- 24 hr supply of hot and cold running water.

Facilities:

- A reception area with separate sections/area for cashier desk and registration desk.
- Conference rooms, Banquet halls, Ball rooms, Convention halls and private dining rooms for large gathering.
- A utility store having basic medical supplies, a book stall, a beauty parlour, a barbershop, florist, left luggage room, money changing facilities.
- Each room to have a communication system (telephone) and proper entertainment source (TV, DVD player etc.)
- Depending upon the number of rooms well-furnished and well maintained adequate dining outlets like restaurant, coffee shops should be there so that the guest can enjoy the delicacies of different Cusine. Wherever applicable by law a licences bar to serve alcoholic drinks
- A highly modernised kitchen, pantry and separate storage areas for veg. and non-veg. food including cold areas should be there so that there is smooth flow of work during rush hours.

Service:

i) Both International and Indian Cuisines should be served to the guest.
ii) The Food and Beverage service standards should be of the highest quality.
iii) The F&B outlets should use cutlery, crockery and glassware of best/international quality.
iv) A provision for laundry and dry cleaning is to be provided.
v) The housekeeping of the hotel needs to have the high standards of service. An adequate stock of linen, blankets, towels etc. need to be maintained so the hotel does not fall short during peak hours.
vi) All guest rooms to be equipped with proper guest supplies, drinking water, minibar etc.
vii) A highly trained and skill full staff is required to manage the operations of the hotel.

vii) The staff should have a designated uniform and should have good command over English.

viii)

11.3.3.3 Three Star Category:

General Features:

i) The hotel of this category should have at least 20 lettable bedrooms with attached bathrooms. At least 50% of the Bathrooms should be of modern design equipped with modern bathroom fixtures, long baths and shower chambers with

ii) At least 50% of the hotel rooms must be air conditioned

iii) The interiors of the hotel should be designed in consultation of an interior designer so that the best/superior quality furniture and fixture when used adds to the luxury of the hotel

iv) The architectural design of the hotel should be different and may define luxury, the hotel should be approachable easily

v) A hotel which is more than two stories should have a 24 hour lift service.

vi) There should be a well-designed lobby with separate cloak rooms for ladies and gents which are equipped with fittings and furniture of high standards

vii) There should be adequate parking space and a separate designated area for a swimming pool

ix) 24 hr supply of hot and cold running water.

Facilities:

- A reception area with separate sections/area for cashier desk and registration desk.
- Conference rooms, Banquet halls, Ball rooms, Convention halls and private dining rooms for large gathering.
- A utility store having basic medical supplies, a book stall, a beauty parlour, a barbershop, florist, left luggage room, money changing facilities.
- Each room to have a telephone for guest and visitor use
- Depending upon the number of rooms well-furnished and well maintained adequate dining outlets like restaurant, coffee shops should be there so that the guest can enjoy the delicacies of different Cusine. Wherever applicable by law a licences bar to serve alcoholic drinks
- The kitchen, pantry and cold storage should be clean and organised for orderliness and efficiency.

Service:

- Good quality Indian and continental cuisine to be served with high standards of service quality
- Skilled/semiskilled staff in neat and clean uniform and have basic understanding of English. The senior staff to have good command over English
- A provision for laundry and dry cleaning is to be provided.
- The housekeeping of the hotel needs to have the high standards of service. An adequate stock of linen, blankets, towels etc. need to be maintained so the hotel does not fall short during peak hours.

11.3.3.4 Two Star Category:

General Features:

- At least 10 lettable bedrooms with at least 75% rooms with attached bathrooms with showers and a common bathroom for remaining rooms with modern sanitation standards
- Well constructed building with an easy approach to that hotel.
- Supply of hot and cold running water.
- All the rooms to be well ventilated, clean and comfortable with at least 25 % of them to be air conditioned.
- A well-furnished lounge

Facilities:

i) A reception counter with a telephone
ii) Telephone or call bell in each room with one telephone on each floor
iii) A well-equipped and well maintained dining room serving hygienic food.
iv) A well equipped kitchen and pantry

Service:

i) Experienced and courteous staff in neat and clean uniform, the supervisory staff to know English.
ii) Provision for laundry and dry cleaning in house or outsourced
iii) The housekeeping needs to have adequate stock of linen, blankets, towels etc.
iv) Cutlery, crockery and glassware to be of good quality

11.3.3.5 One Star Category:

General Features:
i) At least 10 lettable bedrooms with at least 25% rooms with attached bathrooms and showers, and a common bathroom for remaining rooms with modern sanitation standards
ii) Well constructed building with an easy approach to the hotel.
iii) Supply of hot and cold running water.
iv) All the rooms to be well ventilated, clean and comfortable with at least 25 % of them to be air conditioned.
v) A well-furnished lounge

Facilities:

i) A reception counter with a telephone
ii) Telephone or call bell in each room with one telephone on each floor
iii) A well-equipped and moderate dining room serving hygienic food.
iv) A well equipped kitchen and pantry

Service:

i) Experienced and courteous staff in neat and clean uniform, the supervisory staff to know English.
ii) Provision for laundry and dry cleaning in house or outsourced
iii) The housekeeping needs to have adequate stock of linen, blankets, towels etc.
iv) Cutlery, crockery and glassware to be of good quality.

Check Your Progress:

Answer the following questions.

1. What do you understand by star classification?

2. Who does star classification in India?

3. Discuss criteria for five star category?

4. Differentiate between features and facilities?

Check your answer with the one given at the end of the unit

11.4 Summary:

On the basis of star classification, the organized sector of hotel industry with the help of Ministry of Tourism has created variety of hotel categories to meet the needs of guests according to their choices. The category falls between five star deluxe luxury hotels to one star category small properties trying to give their best to the residents of such rooms or units or apartments. It even becomes the duty of the hotel operators to classify there hotels so as to meet the requirements of the approval committee and even the expectation of guests by maintaining all such features, facilities and services as directed by the Ministry of Tourism. As above we have seen how the hotels can be classified through the approval process by adopting various standards prescribed by the Ministry of Tourism and the local governing bodies. Furthermore, the unit describes how each star category requires maintaining such features, facilities and services. And above all various formats required to be submitted at the time of classification or re-classification of any property in India.

11.5 Glossary:

- **HRACC:** The Hotel & Restaurant Approval & Classification Committee (Ministry of Tourism, Government of India) inspects and assesses the hotels based on the facilities and services offered.
- **Hotel:** A place where a bonafide traveller receives accommodation, food and beverage and other facilities, if the person is in a position to pay for the services and in a fit condition to be received.
- **Public area**: Various places of the hotel where guests can move freely besides their room, like lobby, parking area, etc.
- **Eco-friendly Practices**: Practices followed by hotel management in concern to environment issues such as sewage treatment, rain water harvesting, waste management, pollution control method for air, water and light, introduction of non CFC equipment for refrigeration and air conditioning, etc.

11.6 Answer to Check Your Progress/Possible Answers to Saq:

Answer to Check Your Progress:

1) See sec. 11.3.1

2) See sec. 11.3.1

3) See sec. 11.3.3.1

4) See sec. 11.3.3

11.7 References/Bibliography/Suggested Readings:

- Front Office Training manual – Sudhir Andrews. Publisher: Tata Mac Graw Hill
- Managing Front Office Operations – Kasavana & Brooks Educational Institution AHMA
- Front Office – operations and management – Ahmed Ismail (Thomson Delmar).
- Front office Operation Management- S.K Bhatnagar, Publisher: Frank Brothers
- Managing Front Office Operations By Kasavana & Brooks
- www.tourism.gov.in

11.8 Terminal Questions:

- Discuss the procedure of hotel star classification followed in India.
- How can one differentiate between criteria required for five and three star category?
- What is the role of HRACC in providing honest star classifications to various hotels in India?
- Prepare a checklist of facilities for classification / re-classification of hotels in India as per guidelines of Ministry of Tourism?

Unit-12
Resort Properties, Heritage Hotels and Ecotels- Concepts and Emerging Dimensions

Structure:

12.1 Introduction
12.2 Objectives
12.3 Resort Properties, Heritage Hotels and Ecotels
- **12.3.1 Resort**
  - **12.3.1.1 Different Types of resorts**
  - **12.3.1.2 The Butler's tourist Life cycle of resort**
  - **12.3.1.3 Growth trend of Indian resort market**
  - **12.3.1.4 Resort designing and planning process**
  - **12.3.1.5 Problems and challenges**
- **12.3.2 Heritage Hotels**
  - **12.3.2.1 History of heritage hotels**
  - **12.3.2.2 Details of Heritage hotels**
  - **12.3.2.3 Classification under the category of heritage hotels**
- **12.3.3 Ecotels**
  - **12.3.3.1 Characteristics of Ecotel**
  - **12.3.3.2 A Zero Waste Approach**

12.4 Summary
12.5 Glossary
12.6 Answer to check your progress/Possible Answers to SAQ
12.7 References/Bibliography/ Suggested Readings
12.8 Terminal Questions

12.1 Introduction:

Hotels play a very important role in tourism activities and there are various types of hotels. The Resort Properties, Heritage Hotels and Ecotels are some of the important categories widely used concepts in terms of providing accommodation to the tourists. Further, we can say that resort is a place that has an exclusive feature which can be developed and promoted. In other words, resort in itself is a destination for tourists and travellers. Markouic identifies, "Large number of tourists are attracted by tourist resorts and resorts endow tourism with many special characteristics as a result resort is developed by the direct and indirect impacts produced by tourism." The architects who have succeeded in the scheme, that they have achieved twin objectives of running an attractive project for promoting tourism, and at the same time successfully and meaningfully preserving some of India's most valuable monuments helped in the concept of heritage. Both the achievements of this project have been largely complementary to each other. In the following sections you will be provided with the details of the scheme and also an attempt is made to appraise the performance of the project, both commercially as well as from the viewpoint of historical presentation. Any hotel or accommodation that has made important environmental improvements to its structure in order to minimize its impact on the environment can be identified as an Ecotel. "Environmentally-responsible lodging that follows the practices of green living" can be a basic definition of Ecotel. The three above mentioned existing and emerging concepts of the hotels will be discussed in this lesson.

12.2 Objectives:

At the end of this lesson, students should be able to demonstrate appropriate skills, and show an understanding of the following:

- Concept of Resort, Heritage and Ecotel development.
- Growth patterns of Resorts in India.
- History of heritage.
- Measures to be adopted for improving the natural and heritage surroundings.

12.3 Resort Properties, Heritage Hotels and Ecotels:

Some of the interesting and distinct categories of hotels are Resort Properties, Heritage Hotels and Ecotels. These three categories of hotels are uniquely different from all other general types of the hotels and will be discussed below in the chapter.

12.3.1 Resort:

Resorts are identified as a type of hotel categorized on the basis of location of the property basically these are the properties which are usually located in the outskirts of the city away from the noise of the city and close to the nature. In other words Resort can be a building, structure or enclosure located on property which is close to nature, any lake, stream, skiing or hunting area, resorts also provide recreational facilities with services like sleeping accommodations are furnished to the public, and primarily to those who want a break from their daily life stress by recreation for periods of one day, one week, or longer. As the categories of hotels differentiate between resorts, hotels and

motels, the recreation word is willing included in the description of resort? By including the word recreation it is clarified that a property should provide recreational activities, to be classified as a resort. Though it is a bit difficult for one to find a perfect definition for resort, the word carries different meanings for different people. Resort can be defined as a lodging facility that provides world class services and offers a range of amenities and recreation facilities to give an experience of life time to the guest. The word resort is a synonym to remedy and way out, which associated here as a rest or break from the hectic and exhausting schedule of daily life. In earlier days, people went to visit holiest cities and other places for the purpose of taking brake from daily routine. But nowadays due to increased availability of leisure and disposable income this concept has changed and as a result various types of resorts have come into existence. So resort are "hotels classified under the category of location, located in a area close to nature" or "a place visited by people for the purpose of recreation and rest" By looking at these definitions we can see an evolution from just a lodging facility in a holiday location towards a fully integrated leisure development.

In the basic definition of hotel it is a home away from home which means basically it is a temporary residence away from home. Both hotel and resort provide lodging facilities to guests/ visitors but the basic purpose of a resort property is not only to provide lodging, it is also to provide recreation so that the guest can break his stress. Fundamentally resort is a place of recourse whereas a hotel is a temporary residence while away from home. A Resort Hotel is a Hotel located in a resort destination which typically offers some recreational amenities which are sometimes seen more as a necessary complement to the basic lodging product rather than exploited as a significant revenue generator, over and above the accommodation, meals and other basic amnesties a greater focus is on recreation through sports, entertainment and various health oriented services like spa. The main characteristic of resort, which distinguishes it from hotel, is that it combines a hotel and a variety of other services for recreations; it serves food, drink, lodging, sports, entertainment, relaxation such as spa and shopping. Generally hotels located inside resorts are known as resort hotels.

The other difference lies in the purpose of visit of the guest/visitor. A person who travels from one place to another place with a purpose to attend a conference, a function, a wedding or an official meeting or even it can be vacation will book in to hotels. On the other hand people will specifically visit a resort property for relaxation or for recreation. Further it can be said persons who are unable to spend the night at their home, as they are away, are likely to send the night in a hotel room. They may or may not stay with their families. This is because of the fact that they are away from home for that matter. On the other hand purpose of staying in a resort is entirely different; people spend their vacation or holidays in recreation with their family at a particular destination and are likely to stay in a resort. Holiday resort is a type of resort that provides facilities entertainment, sports, relaxation and shopping and tour arrangements to the guests staying there.

One more of the major difference between hotel and resort are that hotels are meant for short stay whereas resorts are meant for little longer stay. At times the stay duration may also be long as the case may be but when we talk about resorts the length of stay is always long.

12.3.1.1 Different Types of Resort:

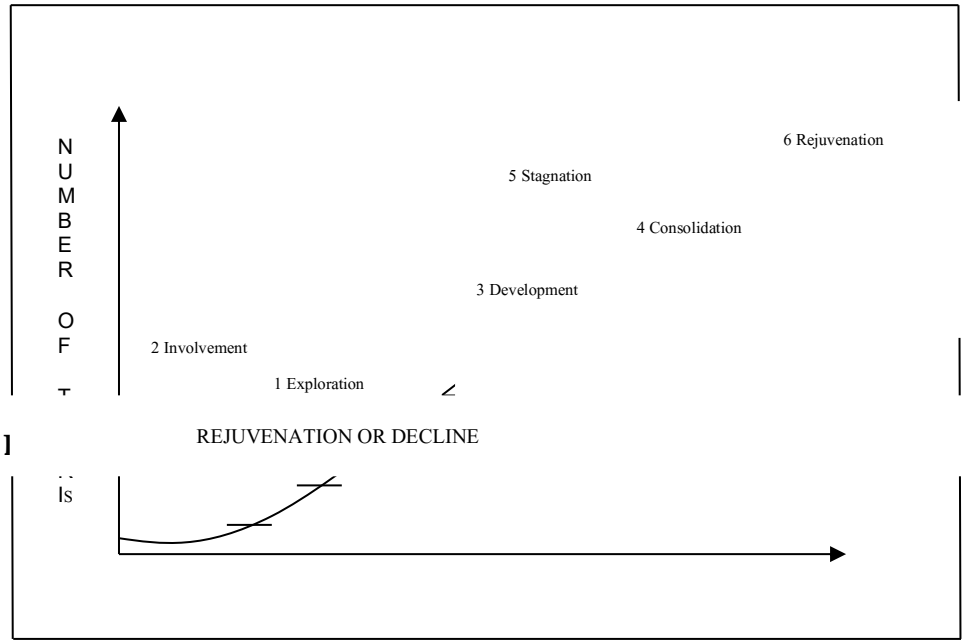
Mega Resorts:
Usually resorts of a very large size property, the size and the complexity of large resort properties rose to a new dimension when several mega resorts were built in Hawaii. Also known as destination resorts, they are of a size and scope not previously seen. The swimming pools are immense, embellished with islands, water slides, fountains and waterfalls. Marina Bay Sands, Singapore.

Beach Resorts:
A seaside resort (or called beach resort) is a resort located on the coast; its main attraction is the beach. Island resorts are resorts located on an island. Many of these resorts have activities that include sun bathing, swimming, fishing, boating, snorkelling, kayaking, scuba diving, Para-sailing, and other types of water sports. Eg. Majorda Beach Resort, Goa.

Mountain resorts:
Mountain resorts are resorts located on or at the base of a mountain, attracting tourists with facilities for skiing, mountain trekking, sightseeing and more. Eg. Ananda in the Himalayas, Rishikesh.

Island Resorts:
Island resorts are great attractions for travellers. These are small islands converted into a resort, they can be found on each continent of the world (with the exception of Antarctica). Some of the loveliest resorts are located in Bermuda, the Bahamas, the Hawaiian Islands and the islands of the south pacific, isolated in the middle of the ocean. For example, Barbados is a year- round warm weather destination with sandy beaches.

12.3.1.2 The Butler's tourist Life cycle of resort



In this phase small numbers of visitors attracted towards natural beauty or cultural characteristics as a result tourist numbers are limited and only few tourist facilities exist.

Involvement:

In this phase limited involvement by local residents is observed to provide some facilities, tourist season can be recognized and a definite tourist market begins.

Development:

Large numbers of tourist arrivals are seen in this phase, the Control passes from the locals to external organizations and tension between local people and tourist's increases.

Consolidation:

In this phase tourism becomes a major part of the local economy, Visitors start to level off (at a high number) and some older facilities are seen second- rate also.

Stagnation:

The optimum numbers of tourists have been reached and the resort is no longer considered fashionable.

Rejuvenation/Decline:

Attractiveness continues to decline**, v**isitors are lost to other resorts and destinations, resort becomes dependent on day visitors and weekend recreationalists from a limited geographical area and long term decline will continue unless action is taken to rejuvenate the area and modernize.

12.3.1.3 Growth Trend of Indian Resort Market:

In the 1980s when the tourism market was growing in India, tourist resorts also started to develop in the country but in a disorganised manner. The new concept was attracting the travellers who were looking for more than lodging in the hotel on their vacation and wanted to enjoy the facilities of recreation that too at a low price which was on offer by emerging resorts. In response to the increasing demand for resorts the rapid development of previously untouched coastline in places like Goa, Kerala, Maharashtra, and Tamil Nadu etc started. Initially the prices were low to commence with, these coastlines were viewed as low price high density townships and were lacking not only visual attraction but also basic services. The strategies of offering low prices was useful in the beginning and also helped in attracting travellers as they were benefited. But as the profits started to fall short it affected the resortiers and hoteliers. In recent years, tourist movement towards the resorts has shown a considerable growth in the accommodation industry. This upswing growth trend is due to the entry of global players like Royal Resorts, Le Meridian, Marriot and many more to hold to this list. Resorts work very successfully as 1ong as the guests' prime concern is relaxation and recreation in a climate among people whom they feel comfortable. The very artificiality of the resort enhances the sense of the holiday as a break from the real world. The familiar symbols in a warmer/cooler climate create a relaxed mood in which the normal social inhibitions are suspended.

The function of the resort in this holiday experience is primarily to provide leisure at prices based on lower wage costs and favourable exchange rates. It also gives the holiday an exotic background often experienced as superficially as that of a themed bar or restaurant at Error! These are not defined as tangible in the form of souvenirs of the local or national stereotyped symbols – famous buildings, wildlife or local customs – which bear little relation to the content of the holiday. Often they are not relevant to the particular region of location of the resorts as the wooden articles (Kerala), etc. The

souvenirs and gifts help to give the guest/tourist status on his return to home from the resort which is at an exotic place.

12.3.1.4 Resort Designing and Planning Process:

Process of planning a resort is not an easy task; a lot of things have to be kept in mind some of important factors are:

a) Market Assessment:

The first and most important step in the planning of a resort is to go for the assessment of market, which would include strategies of market and requirements of market customers. What are the fields and where we have to establish the resort? What will the planning phases of Resort be? Who are our competitors? These are main factors which lead to the market assessment before planning the resort in any area and particular places.

b) Role of Intermediaries:

Another important factor to be considered in the planning process of a resort is to understand the role and importance of intermediaries these are the Government and Non- Government bodies involved with the planning and development of resorts in the country and region. Some of the intermediaries are listed below.

i) RCI (Resorts Congress of Indian Government)

ii) Mahindra and Mahindra Group

iii) Government bodies, i.e., state and national bodies, like, ITDC, GMVN (Garhwal Mandal Vikas Nigam), JKTD (Jammu and Kashmir Tourism Department), HPTDC (Himachal Pradesh Tourism Development Corporation), RTDC (Rajasthan Tourism Development Corporation), etc.

iv) Sita World Travel – Sita's Resorts near International Airport, New Delhi.

v) Private sector (well established financial bodies) - Chokhi Dhani, Chopta (GMH), Monal (Rudraprayag)

Intermediaries are the connecting link between the developer and consumer; they are like retailers and distributors in between developer and consumer.

Developers > Distributors > wholesaler >Retailer > Consumer

Intermediaries.

For any planning of Resort, intermediaries play a vital role for development. They are directly related to consumer and services also.

c) **Planning Variables**

One other key factor for the planning of resort is to identify and plan the variable these are of two kinds controllable and uncontrollable.

i) Controllable Variables- these are variables which are in the control of the developer like; Location, facilities, standard of service, Price and Promotion plans.

ii) Uncontrollable Variables- these variable cannot be controlled by the developer these are; Climate, Natural Hazards, Earthquakes, Diseases etc.

d) Market Survey

It basically depends on market strategies developed in the market assessment and relies on 4Ps of market survey Price, Place, Product and Promotion.

f) Management planning

For the planning purpose of management a proper assessment of various requirements for the management of resort which are developer, financial bodies, technical services, accommodation and food respectively. Developers will include the agency or body interested in coming up with a resort property, developers may be one or combination of tour and travel agency, hotels group and private bodies. On the other hand the financial bodies are the bodies which will help the management in planning for the required amount of funds these bodies may include Reserve Bank of India, FDIs, IFDC and other bank loans.

Technical services are concerned with the facilities like water, electricity, communication. While the management of accommodation and food will be the concern of hotels and restaurants. All these aspects of management, mentioned above, must be planned as a factor of resort planning.

12.3.1.5 Problems and Challenges:

Like any other process of development or change planning and developing a resort is also concerned with some problems and challenges the ultimate challenge for the developers of tourist resort is to protect, conserve, upgrade and not to destroy or degrade the environmental wealth of both kinds natural as well as heritage. These considerations can be further understood in detail below.

1) Conservation of ecosystem:

Any resort is a part the of ecosystem of its surroundings which not only includes human beings and other living creatures those can be seen by bare eyes but also includes millions of microorganisms and their species. Many ecologists believe that human beings are responsible for the loss of one species every day. The existence of every living being is equally important for the ecosystem any misbalance may even affect the actual climate of the region. Thus it becomes one of the major concern is to conserve and protect the ecosystem in the region while planning for a resort.

2) Contribution in the development of the area:

A resort in itself is a infrastructural development for the area but other than that the local area development authorities, tourism development corporations and residents expect a resort to contribute to the development of area in terms of civic infrastructure, employment to the local residents and earning opportunities for the local craftsman and others.

3) Support from the Government:

Now we know that in the process of planning a resort the developers also have plan for the conservation of the ecosystem and development of the area as well simultaneously. In other words one can say that the planning of resort should involve sustainable practices, which is not possible without Government aid. Thus getting the support from the Government is also essential for developing a resort.

4) Control of the government:

Other big problem is that whenever a resort is developed in some area, land speculation takes place and the price of nearby land shoots up. This makes it difficult for the other interested parties to contribute in tourism development. Government should play a controlling role by stabilizing the land price for a longer time or by imposing a progressive tax or by taking a tax on added value.

12.3.2 Heritage Hotels:

Heritage Hotels should cover running hotels Castles/Forts/Havelies/Residence of any size, which were built prior to 1950.

12.3.2.1 History of Heritage Hotels:

Heritage hotels are the properties catering to the special interest tourists. As we know heritage hotels are the hotels running in old havelis castles or forts and these were not meant for the stay or hospitality at a large scale. These are the properties usually visited by couples or small families, they are not meant for the big groups or busloads of the visitors. The term heritage hotel is not new the world. Many European countries have heritage hotels consisting historic properties some examples are French chains of "*Relasis et Chateaux*", Spanish "*Paradores*".

In India the concept of heritage hotels came in to existence almost after a decade of independence. India got its independence in the year 1947, at the time of Independence, over 500 ruling princes combined their lands to join the present British territories and form the new, democratic nation of India. However after the independence things changed, the royalty which was once allied closely to the British were now not liked very much by the independent country and the royalty was marginalized by the ruling Government. The jaagidari system of India, which was once a earning for the royals, was abolished by the Government in 1950. Now the nobles had to learn to earn. In 1970 the rulers become the common citizens of India after the Government abolished the title ruler.

After it this became a matter of pride for the royals as it was getting difficult to maintain the forts, royal palaces within and outside the cities, hunting palaces, out houses, and beach houses. Due to the negligence these properties began to fall into disrepair. This change was not easy to digest by the rulers of the time as they were not ready to leave the palaces and they too were not thinking of doing something constructive with the palaces.

Ram Bagh Palace was the palace converted into the Ram Bagh Palace hotel by the maharaja of Jaipur on 8th December 1957 making him the first active princely hotelier, in 1972 Ram Bagh Palace came under the management of the Taj Group of Hotels.

The story of Ram Bagh Palace was soon followed by Udaipur during the period of 1961 to 1969 the Jag Niwas Palace of Udaipur was converted into, from a degraded palace, the marvellous Lake Palace. Which was also, in 1971, taken under the management of the Taj Group of Hotels.

In states like Kerala and Goa the term heritage hotel took a new dimension when a developer took the traditional wooden houses of Kerala dismantled from different places and putted them near the back waters in an area and a new resort 'Coconut Lagoon' came into existence while in some landlords converted the traditional villas that housed Portuguese officials in to hotels.

12.3.2.2 Details of Heritage Hotels:

Now we know that the forts, palaces and havelis have become a major tourist attraction in India. At some time the ruling princes or maharajas had these palaces as their ancestral properties. Many rulers who could not keep up with the mounting cost of up keeping

the huge properties joined their hands with the leading hotel chains and converted their palaces in to hotels. India still has many royal properties which are not in good condition and still lies with the original lords. In the state of Rajasthan many princes have such properties and they have taken active interest in converting their properties into hotels. Recently some of the owners, particularly in Rajasthan have taken the initiative to convert their own properties into hotels. These princes have not made any contact with the existing hotel chains but they themselves have made certain improvements in the properties, like toilet fittings, to meet the requirement but at the same time have kept the authenticity and ambience as original. This change has been quite successful with tourists who are interested in seeing the country and wanted to stay in these heritage hotels rather than conventional hotels.

But one major concern with this type of hotels is that system adopted by Ministry of Tourism (GOI) for the classification and approval of conventional hotels cannot be used for heritage hotels, as the system have considerations like size of room and toilet, carpet area etc. That makes it difficult to approve or classify the heritage hotels under the norms of conventional hotels as doing so will result in the loss of originality of authenticity and traditionalism of these properties, which is the major attraction for visitors.

12.3.2.3 Classification Under the Category of Heritage Hotels:

After noticing that the conventional system of classification of hotels cannot be adopted for classification under the category of heritage hotel the following guidelines were been issued.

1) A heritage hotel should cover running hotels/Forts/Havelis/Residence of any size, which was built prior to 1950.

2) The general construction and architecture should have the distinctive traditional qualities and ambience of the places.

3) The parking space should be adequate for cars as per number of rooms in the property.

4) There should be proper arrangement for the maintenance with quality carpets area rugs, furniture, fittings, in good taste and in keeping with the traditional life style in all public areas and guest rooms.

5) There should be provision of ventilation, natural light and pest control in guest rooms with large size and attached bathrooms with modem facilities.

6) The property should have a well-appointed lobby or lounge equipped with furniture of high standard, with separate ladies and gents cloak rooms.

7) There should be a reception, cash and information counter attended by trained and experienced personnel and property should provide facilities for money changing and left luggage.

8) There should be an on premise dining facility equipped, well-furnished and well maintained bar and a professional kitchen.

9) Crockery, cutlery, glassware should be of high standard and in sufficient quantity, keeping in view the life style and number of guests to be served.

10) The property should offer quality cuisine and beverage service of global standard.

11) The staff should be qualified, trained, experienced, efficient and courteous staff in smart and clean uniforms and the staff coming in contact with the guests should understand English.

12) Highest possible standards should be maintained in housekeeping at these hotels with a plentiful supply of linen, blankets, towels, etc. which should be of high quality.

13) A vacuum jug/flash with bacteria free drinking water must be provided in each guest room.
14) Proper, according to season, arrangements for heating/cooling must be provided in the guest rooms.
15) Arrangements for medical assistance must be there in case of need.
16) The architecture of the properties to be considered in the category of "Heritage Hotels" should not be interfered any extension /improvements/change must be in keeping with the traditional life style.
17) The staff ratio must be in keeping with the number of guest room in each property.

12.3.3 Ecotels:

Ecotels are responsible stewards of the environment; the agents of change for environment-friendly systems, operations and processes in hospitality. Ecotel enables hotels to be truly green and sustainable over the long term – by involving the entire value chain of owners, architects, operators, employees, suppliers and hotel guests Through a focused effort on reducing waste generation and increasing operational efficiencies, ecotels have consistently demonstrated that 'going green' is good for the bottom-line. These exceptional hotels, through a stringent assessment of the range, scope and results of their earth-friendly practices across five parameters, known as 'The Five Globes': Environment Commitment, Waste Management, Energy Management, Water Management, and Employee Education and Community Involvement.

12.3.3.1 Characteristics of Ecotel:

Ecotels follow strict green guidelines to ensure that their guests are staying in a safe, non-toxic and energy-efficient accommodation. Here are some basic characteristics of an ecotel:
Use of non-toxic cleaning agents and laundry detergent, 100% organic cotton sheets, towels and mattresses, Non-smoking environment, Renewable energy sources like solar or wind energy, Bulk organic soap and amenities instead of individual packages to reduce waste, Guest room and hotel lobby recycling bins, Towel and sheet re-use (guests can tell housekeeping to leave these slightly used items to reduce water consumption) Energy-efficient lighting, On-site transportation with green vehicles Serve organic and local-grown food, Non-disposable dishes, Offers a fresh-air exchange system, Gray water recycling, which is the reuse of kitchen, bath and laundry water for garden and landscaping and Newspaper recycling program. The term has been used on a more regular basis as new websites devoted to the subject become more prominent and hotel owners become more interested in protecting the areas their guests have come to visit.
New properties are being built from sustainable resources–tropical hardwoods, local stone–and designed to better blend in with their environment. In addition, they are also being run on eco-friendly principles, such as organic or locally-grown food or using natural cooling as opposed to air conditioning.

12.3.3.2 A Zero Waste Approach:

Although implementing the best practices saves money, we show you how to go beyond best practices. The goal of being a green hotel is to eliminate as much as possible your

negative impacts on the environment both by reducing your consumption of resources and by changing your practices so that the waste you do produce can be used as raw material by someone else. Some of the examples listed are programs that resulted in savings through increased efficiency or reduced cost. While recognizing that an incremental improvement may be the first step in the process of greening a hotel, it is important to keep in mind the ultimate goal of zero waste. The Zero Waste Alliance, a non-profit organization that provides a forum for those interested in zero waste strategies, shows that a zero waste approach can increase efficiency, provide cost savings, reduce the burden of extraction from and waste to nature, and allow more resources to be available. This philosophy and strategy can be incorporated by small businesses, governments, schools, and communities, and is recommended to hotels for consideration in developing their green programs. Becoming a zero-waste hotel does not necessarily mean the elimination of all by-products. It means using resources efficiently, using renewable resources, and when generation of by products is unavoidable, using those by-products as the raw material for other processes. The biological by-products of hotel activities should be able to be safely assimilated into natural systems by bacterial processes in soil or water. These materials are biological nutrients. Substances that can be recycled and are not biological nutrients can be reused as technical "nutrients" and recycled with ongoing value.

Check your progress:

Answer the following questions.

1. What are the special features of a Resort?

2. What are Heritage hotels?

3. Describe classification guidelines for Heritage hotels.

4. What are ecotels?

5. Discuss the characteristics of an ecotel.

Check your answer with the one given at the end of the unit

12.4 Summary:

Resorts and heritage hotels are specifically different from other conventional types of hotels as they specifically cater to special interest visitors. This unit describes in detail what is so different about these hotels, what are the things to be noticed while planning a resort and classification guidelines for heritage hotel. The heritage hotels are explained to be related with originality of traditions and ambience of the palaces and forts from the past times of rulers and kings in the country. Other than resort and heritage hotels present unit also explains the emerging concept of ecotels in sufficient detail explaining the uniqueness and importance of ecotels for the society and environment.

12.5 Glossary:

- **Ecotels** are exceptional hotels, through a stringent assessment of the range, scope and results of their earth-friendly practices.
- **Ecosystem** consists of all the plants, human beings, microorganisms and other living species of any particular geographical region.
- **Heritage hotels** cover running hotels Castles/Forts/Havelies/Residence of any size, which was built prior to 1950.
- **Pest control** is a process of controlling the existence of pests like rodents, reptiles, flies and other contaminating and harmful creatures.
- **Resort** a lodging facility that provides world class services and offers a range of amenities and recreation facilities to give an experience of life time to the guest.
- **Staff to room ratio** is the ratio between the number hotels staff and total number of rooms in the hotel.
- **Sustainable** practices are used to keep the development stable in a longer run.

12.6 Answer to Check Your Progress/Possible Answers to Saq:

Answer to Check Your Progress

1) See sec. 12.3.1

2) See sec. 12.3.2

3) See sec. 12.3.2.3

4) See sec. 12.3.3

5) See sec. 12.3.3.1

12.7 References/Bibliography/ Suggested Readings:

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- Front Office Operations – Colin Dix & Chris Baird.
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12.8 Terminal Questions:

- What are considerations to be made while planning for a resort?
- Explain the different phases of Butler's tourist life cycle of resort.

- Why the conventional system of hotels approval and classification cannot be adopted in case of heritage hotels?
- Write a detailed note on the history of heritage hotels.
- Why developing hotels with sustainable energy practices is the need of the hour?
- What makes an ecotel different from other types of hotels?

Unit-13
Manpower Requirement in Hotel Sector vis a vis Existing HRD Structure in India

Structure:

13.0 Objectives

13.1 Introduction

13.2 Adult Supervision

13.3 Knowledge is essential

13.4 Greener Pastures

13.5 Attrition alert

13.6 The future hospitality professional

13.7 Front line professionals

13.8 Hotel industry to train manpower

13.9 Manpower planning in the hospitality industry

13.10 Factors to be considered for estimate the demand of manpower

13.11 Forecasting for Manpower Planning

13.12 Major Event in United Kingdom in next 5 years

13.13 Summary

13.14 Suggested reading

13.15 Review questions

13.0 Objectives:

After going through the Unit you will be able to understand:

- What is Manpower?
- Requirement of manpower?
- Requirement of Manpower in hotel industry?
- Importance of HRD?
- Explain the importance of the manpower and HRD in hotel Industry.

13.1 Introduction:

Human resource is undoubtedly what makes an organization tick, whether it is employing new staff or managing the existing work force. Most employers today look for candidates who are good at multitasking and have the energy and capability to take up multiple roles and deliver. This in addition to some basic characteristic values a long way in deciding the career path in such difficult times. Manpower can be defined as "Total supply of personnel available or engaged for a specific job or task."

Manpower can also be defined as "Total labor force of a nation, including both men and women. If there are more people than available jobs, it is called manpower surplus; if available people are fewer than jobs, it is called manpower deficit."

Questions:

- What is Manpower?
- What kind of employee does the employer looking for?

13.2 Adult supervision:

Special skills are also high in demand and can become quite an asset, especially for the young – a much sought-after segment. The only reason for a preferential treatment towards the young being that they are more agile, energetic and have the willingness and stamina to do some strenuous work. On the other hand, despite the energy and willingness to work, they often lack the experience required. This is where a supervisor steps in- giving direction when required. An organization needs to provide freedom to supervisors with- in a set framework which will allow them to guide the young work force in the right direction and in a way that the ideals of the organization are imbibed by them. It is also important to ingrain work ethics and quality in them. Not many people understand the importance of investing in training to explain what is required and expected from a candidate. There is also a tendency for work to get monotonous in the hospitality sector, and, hence, the supervisor has to keep the interest and energy alive. It is important to recognize and reward good work from time to time. But at the same time sub-standard work also needs to be admonished, especially in difficult times such as these. Accountability is the key to better functioning of a department, but it has to be made clear as to what is expected of a person as his / her deliverables.

Questions:

- What is the importance of Adult Supervision?

- Mention the characteristic that is lacked in youngster?

13.3 Knowledge is Essential:

There was once a time when qualification was not really important for a person to join the hospitality industry, but it has changed. Qualifications do matter, more the degrees the merrier. In a day and age when knowledge is everything, hospitality management institutes play a crucial role in briefing students as to what is expected and prepare them for difficult times. Hospitality institutes provide the basic ground work for working in the hospitality industry. With its storing focus on discipline and hard work, it gears young graduates for the grind awaiting them. This then needs to be tempered with training and induction within the organization which allows them to chart specific goals within the company. Practically a lot of things have changed within the industry and institutes need to stay abreast of these changes. The definition of service has evolved from what it was ten years ago. Summer training, for instance, allows a student the first experience of the industry. There was a time when student used to have a maximum of two-three weeks of internship at hotels at the end of every course year. This was not really a satisfactory time period as it did not enable knowledge gain and would often leave a student disillusioned about the industry. Thankfully this has changed, students now get six months of intensive training within the hotel. This experience can be furthered by allowing students to choose areas of their linking when they come in for induction. It is also important for students to be up to date with various technologies being used within the field.

Questions:

- What is the importance of the qualification in hospitality industry?
- Why the organizations are are looking for the qualified and educated employees now a days.

13.4 Greener Pastures:

Yet, after years of training and work, a person does get exhausted with the pressures of work and old working hours. It is said that for hospitality professionals family comes second while work becomes a priority. Hence a balance between work and personal life becomes a priority for many, therefore the choice of moving out from hospitality into other sectors are less stressful, but primarily because work timings can be controlled. This is a trend which might see some change but it cannot be reversed. There is a sense of glamour and flamboyance in the hospitality segment which initially attracts people but it does tend to change over a period of time. Also, it has been seen that a lot of people take this opportunity as a stepping stone to move into other sectors. There was once a time when hospitality remuneration did not match the other service sectors, but that has changed now. Over the last five to eight years, pay scales are of every with other service sectors as well as the global hospitality scenario. This change can be credited to international competitors who have made India an important territory for their global expansion plants, and the number of people opting for better opportunities in other service sectors including cruise liners. More so, with the integrated and evolved communication system present today, employees the globe, hence well informed and aware of the international scenario.

Questions:

- What things attract the people to hospitality sectors at initial stage?
- Why does employee choose to move to the other sector rather than hospitality sector?

13.5 Attrition Alert:

Attrition levels have dropped drastically in the last few months. It remains pronounced at the junior managerial levels, but it has reduced in the mid management and is negligible at the senior managerial levels. People are being laid off, but not the good talent; they have made the choice to stick to what they have. At the same time employers have become very choosy as to the kind of talent they are looking for and it may or not be the talent pool available right now. This is a chicken and the egg story. The hospitality community is very small, people know each other and hence a lot of recruiting happens through such interaction and groups. It well is another year before the recruitment scenario within this segment sees an upswing. However, we are yet to see the bottom of the situation which will only be clear post the audits that will take place in July and August.

Questions:

- Why does attrition level drops down drastically?
- What is the traditional pattern of the recruitment?

13.6 The Future Hospitality Professional:

We all acknowledge that the people working in the hospitality industry are the cutting edge. They create the service experience. With globalization, guest expectations have changed and all will continue to do so with the passing of time. It is therefore, necessary to anticipate those competencies and skills required to meet future guest expectations. Let us see how the front –line and back line professionals will change:

Questions:

- What does the hospitality professional creates the best?
- What does guest accept from the hospitality professional?

13.7 Front Line Professionals:

13.7.1. Relational:

Future front line hospitality professionals will be masters at customer relations making it a joyful art. They will be adept at remembering face and name of gusts and also their special needs. They will maintain personal guest history records on their laptops and prepare for those interactions well before the service using such knowledge to build relationship. Future guest will take their personal will ask for them by name. The future professionals will take their contacts wherever they go in their career and use their personal relationship to stimulate sales.

Questions:

- What will the future front line hospitality professional will be masters in?
- What will front line professional will maintain personally?

13.7.2. Multilingual:

The future hospitality professional will be strong in English, as it is accepted as the global language in cyber space. They will go to English coaching classes to perfect their skills. However professionals will have to learn other languages as well. While French and German were the most preferred alternative in the past, new language like Japanese, Russian, Chinese, Arabic, Hindi and Spanish will become popular, as trade with these emerging economies increase. The future professional can claim a language allowance and the industry should be prepared to pay for this benefit. Properties can leverage this asset, much like what airlines do when they announce multilingual cabin crew before takeoff.

Questions

- Why should be front line professional multilingual?
- What is the importance of the language?

13.7.3 Youth:

Front line professionals will be below the age of 35 years. Properties look at youth as they are energetic to work for long hours, enthusiastic to succeed, bring fresh knowledge into the organization, mouldable to the organization culture and are generally more attractive. The youth know that their first career is short and will be ambitious to rise to higher position and responsibilities. Properties must be prepared for high turnover and mobility as the youth will exploit the short time to earn as much as they can. They will prepare for their second career as entrepreneurs or consultants serving niche markets.

Questions:

- Why hospitality should is prefer for youth?
- What is an entrepreneur?

13.7.4. Entrepreneurial:

Future professional will think like businessperson. They will acquire the technical, interpersonal, technological and management skills to give an excellent gust experience. They will take ownership of their sphere of activity and convert it into a mini business proposition. They will use technology such as information system product creation tools etc. to assist them in giving the perfect gust experience.

Questions:

- Why future professional will think like the businessperson?
- What skills does the future professional will acquire?

13.7.5. Empowered Problem Solvers:

Future professionals will be skilled at problem solving and decision making. Management will empower front line staff to make on the spot decision to enhance guest experience. For example, a front desk agent will have the authority to upgrade a guest if she sees potential for business. Without having to resort to their supervisors. In fact supervisors will not exist! Empowered front line staff will take personal ownership of service delivery and will be held accountable.

Questions:

- Why does the future professionals will be skilled in problem solving and decision making?

13.7.6 Action- Oriented:

The future professional will be action-oriented and will ensure that promises made earlier are fulfilled. For example, if a room is promised to a confirmed guest in 20minutes, the front office agent will meet that deadline. To be able to do that will require through understanding of how other department work and excellent teamwork. The future professional will not give excuses but will find ways to solve a problem.

Questions:

- What do you mean by action oriented?
- How come future professionals will meet the deadline?

13.7.7 Techno-Savvy:

Future professionals will be comfortable to adapt to fast changing technologies. They will spend from their own pocket to get certification in the use of new technologies. They will claim additional remuneration for newly acquired knowledge and skills. Properties will remunerate for new knowledge. That is how knowledge capital will be built in an organization. The real challenge will arise when new technologies such as bio-technology, nano-technology, food technology biometrics, etc. become an integral part of hospitality operation.

Questions:

- How future professional does reacts to the technologies?
- Do you think future professional will claim the additional remuneration for newly acquired technologies?

13.7.8 Commission-Oriented:

Future front line professionals will demand to work on commissions. While the base salary shall cover their basic standard of living they will work towards earning supplementary income from the additional business they bring in, based on their relationship and competence. The take responsibility to generate business and will want a take on it.

Questions:

- Why does future professional demand the commission?
- Does demand of commission hamper the work?

13.7.9. Multi-Skilled:

The future professional will be multi skilled, being equipped with management skills customer relation skills. Property management will have a challenge to give them new titles to reflect their new found skills and competencies. It is quite possible that the erstwhile receptionist is called a relationship executive or a maitre d'hôtel called a dining connoisseur.

Questions:

- What do you understand by the multi skilled?
- What do you understand by property management?

13.7.10 Physically Fit:

The future professional will give special attention to physical fitness. They will have to be energetic to work actively and enthusiastically for long hours on their feet. They will enroll into gyms and makes exercise part of their daily way of life. They will be diet conscious and realize that their appearance and fitness is their fortune. They will regularly consult beauty and grooming specialists to give them the best look. Mind you, they will expect a grooming allowance to pay for all the costs they incur to make them attractive and fit.

Questions:

- What is the importance of the physical fitness?
- Will they be enthusiastic towards their grooming?

13.7.10 Backline Specialists:

Backlight specialists such as human resource specialist's trainers' revenue managers' reservation agents' estate managers, software programmers, conference planners, etc. will point cast themselves and enrich the frontline performers with their expertise. They will either be standalone specialists or members of project team.

Questions:

- What do you understand by backline specialists?
- Who are revenue managers?
- Who are estate managers?
- What do you understand by conference planner?

13.7.11 The Following Would Be Their Competencies:

13.7.11.1. Mastery:

The specialists work as consultants to the organization and strive to be a perfect master of their field. They would research and find new models to beat the competition. They will believe in continuous education qualification in their field to attain total mastery.

13.7.11.2. Creative in application:

Specialists would not be bureaucratic and rigid in their approach. They would work towards finding solution to problems and new models to enhance guest experience. This requires innovation, research and cross modification skills. Above all aware of operation and its system and procedures.

13.7.11.3. Loyal to their profession:

Backline professionals will commit to excellence and thoroughly enjoy their field. They will benchmark themselves with other noted professionals in their field so as to bring best practices into the organization.

13.7.11.4. Team-Orientation:

Backline specialists will have the ability to work in teams to solve problems. Future problems will require a variety of specialist input to solve them. For example, a guest history system will requires its specialists, GRF, lobby manager, front office manager, order taker, telephone operator etc to complete the project. The specialists will work in such teams each a resource to the project this will require interpersonal skills problem solving skills to assert oneself and know the customer.

13.7.11.5. Focus on continuing education:

Specialists will invest in the self-development from their own pockets. Substantial part of their income will be used in continuing education and certification. They will ask for study sabbaticals and organization will have to update them or perish. Organization must think of their future resources as knowledge workers and device suitable compensation packages and leadership approaches to manage them.

Questions:

- What will be the competencies level for the front line and back line professionals?
- How do the competencies can be maintained?

13.8 Hotel Industry to Train Manpower:

13.8.1 Panaji:

In a massive drive to generate human resources for the hotel and restaurant industry, the Hotel and Restaurant Association (Western India) will organize short-term courses in hotel management in five states and two union territories, including Goa, from July onwards.

Addressing a press conference here on Thursday, Sunil Kothari, a senior official of the Hotel and Restaurant Association said that the industry has estimated the creation of 1 lakh hotel rooms over the next three years.

"The arithmetic is simple. If you have an average of one trained person per room. We need at least a lakh trained personnel," said Kothari, a hotelier from Aurangabad, who is also chairperson of the HRA's diamond jubilee celebrations.

"According to our estimates, government and private institutes will churn out around 25,000 personnel.

However, this number will not meet the demand. We have, therefore, decided that we will organize short term food and nutrition courses for duration of six to eight weeks," he said.

Kothari said that the courses have been formulated in collaboration with a central government scheme introduced for the very purpose.

"The person has to have a qualification of Std 8, and will be trained in food and beverage, kitchen, house-keeping etc. They will earn a stipend of Rs 1,500 and also get a certificate. We have also kept in mind those persons who have culinary skills and experience but do not have an academic qualification to back it. Such persons can also avail of our courses," Kothari said.

The HRA will tie-up with the Institute of Hotel Management at Porvorim for conducting these courses from July onwards, he added. Meanwhile, as part of the diamond jubilee celebrations, the HRA will distribute a total of 60 solar lamps in the villages of Mandrem, Morjim, Arambol, Paliem and Keri in north Goa. Other initiatives to be taken up will be a tree-plantation drive and a knowledge drive where seminars by industry professionals will be organized for hotel and restaurant employees. The HRA comprises members from states including Goa, Madhya Pradesh, Chhattisgarh, Maharashtra and Gujarat along with the union territories of Daman and Diu and Pondicherry.

13.9 Manpower Planning in The Hospitality Industry

13.9.1 Manpower Planning:

Manpower planning can be defined as the development of plan to meet the supply of worker to the availability of job at an organization. Manpower planning involves reviewing the current manpower resource, and forecasting the future requirement of manpower. the main objective of manpower planning is to making sure the requirement of supply of individuals and skill to meets demand. This is a responsibility of the Human Resource Manager to make sure the organization meets with the demand of manpower. Human Resource Manager when conducting a interview with the candidate has to make sure that candidate should meet the requirement of the job, like his education and qualification, Training and Experience, Personal Attributes.

Questions:

- What is manpower planning?
- How manpower planning does is important to the hospitality industry?

13.9.2 Need of Manpower Planning:

- Marriott gives a lot of importance to manpower planning, as they have to decide for next couple of years how many employees do they require as a plan for expansion, right for the entry level to managerial position.
- This will help the organization to expand their business.
- Employer can plan their Labor cost and work according to it.
- By recruiting new candidates will the help the organization with new and unique idea's which will help the company to gain more market share.
- IT helps in internal growth of the employee within the organization.
- Manpower planning helps the company to have right number employees to meet their demand.

Questions:

- What is the need of the manpower planning?

13.9.3 Labor Market Strategy:

The labor Market for Marriott is fluctuating, it keeps on changing as per the customer trend, but manpower strategy helps Marriott to work on a plan to calculate how many staff they require during busy time.

There are four external factors which influence on the supply and quality of labor in an organization. It is called as PEST (Political, Economic, Social, and Technology)

PEST Analysis is a useful tool in understanding for companies development and its position in market, it also helps to understand the prospective direction for the business, The pest analysis is a contraction of political, Economic , Social, Technology , Legal, Environment.

Questions:

- What do you understand by labor market strategy?
- What do you understand by PEST?

13.9.4 Political:

The Changes in the government policy may affect the organization in many ways, in early this year the government changed in Value Added Service to 17.5%, changes in national minimum wage Marriott has a organization will have to re-plan their strategies for labor cost, changes in government policies and taxation will hamper expansion plans Marriott

Questions:

- Do you think that political policies can change the business working?
- What do u understand by value added service?

13.9.5 Economic:

Due to the Global Economic crisis, most of organization including Marriott had to made severe changes in their development plan and labor strategies. Due to recession organizations are controlling the labor cost as the demand as gone down. Most of the organization are facing problem of excess labor, there is more supply labor available than the demand, More than 2 million people are jobless in Britain.

Questions:

- How does economy important?
- What is global e3conomic crisis?
- What are labor strategies?

13.9.6 Social:

Marriott has to be updated with the current customer trend, Organization has to be aware of demographic changes such as: - age, population, region. To make any changes in their policies, Marriott has introduced Graduate Programme Development Opportunities for meeting the demand for manpower.

Questions:

- Why does organization had to follow and complete their social responsibilities?
- What are demographic changes?

13.9.7 Technology:

Marriott is been innovative and is spending good amount from the profit towards technology or alternative ways of service for e.g.:- online booking, self-check in and checkout. Such innovation needs skilled workers and there is a tremendous opportunity for skilled workers. Marriot by Using of new technology helps proper utilization of manpower of the organization.

Questions:

- Do you think use of the technology is in favor of the hospitality industry?
- How is the technology important to the hospitality industry?

13.10 Factors to be Considered in by Marriott to Estimate the Demand for Manpower:

13.10.1 Organization Expansion:

The organization looks for expansion of business in future to meet the expectation of customer. The future plan of Marriott is look to accommodate the tourist customer in their hotel for Olympic as these can create the future demand for labor. When the expansion of the organization is more than supply and demand needs to balance. The expansion is major factor for demand for labor in future.

Questions:

- What do you understand by the organization expansion?

13.10.2 Internal Demand:

The internal demand can be promotion and dismal can be the factor for organization to create the demand and supply for labor. The top management and human resource also plays the major part for demanding the labor, such as recruitment of staff requirement to meet the expansion their growth.

Questions:

- What do you understand by the internal demand?
- How does human resource play role in human demand?

13.10.3. ECONOMIC FACTOR:

The economic factor plays the important role in demanding the future labor. The economic growth can create the average spending power of the customer. The business can be expand as hospitality industry has invested more during the recession as the land rate has been drop and labor cost also. The strong economic of every country can create demand for labor.

Questions:

- Why economic factor should be considered?
- What is labor cost?

13.10.4 Salary And Benefits:

The Salary and benefits can be one of the factors that can demand the manpower for future. The marriot are providing with better and higher pay with benefit were most of the employee are attracted towards Marriott. They are providing better benefit then their competitor so that they can create a demand for manpower in future with this policies and plan of salary and benefit.

Questions:

- How does salary and benefits can increase the manpower demand?
- Does they are beneficial to organization also?

13.10.5 Labor Turnover:

Number of employee leave the firm through dismissal or resignation during a period to the number of employee on the payroll during the same period.

1. Calculating labor turnover

2. Number of staff leaving in a year
3. Average number employed in the same period x 100

This method of calculating turnover helps the organization, to calculate manpower requirement for the future. Calculating labor turnover for Marriott for the year 2009, in various department. Employee turnover has a crucial consequence on the supply of the labor to an organization, the turnover can classified into two category.

(1) Voluntary turnover
(2) Compulsory turnover

Questions:

- What do you understand by labor turnover?
- How does labor turnover can be calculated?

13.10.6 Voluntary Turnover:

- Employee leaving job as he or she has found a new job
- Employee leaving the job due geographical mobility
- Leaving the job due to pregnancy.
- Employee leaving the job due to ill-related problems
- Retirement
- Changes in immigration law
- Working conditions
- Compulsory Turnover
- Release for misconduct.
- Made redundant due to recession.
- Release due to medical condition.

Questions:

- What do you understand by Voluntary turnover?
- What do you understand by geographical mobility?

13.10.7 Effects on Organization Due to Labor Turnover:

- There is a direct expenditure involved in replacement process by the organization for Recruiting, Hiring and Training.

- At times organization have staffs which are under-performing, if the under-performing staff decides to resign, it is beneficial for the organization as they can hire somebody who is more productive and more skilful then the under-performing staff.

- 2008/09 in the U.K due to recession most of the skilled/Unskilled workers were made redundant more than 2 million were unemployed during this period, As major event approaching in 2012, the hospitality industry has to invest a lot direct cost in recruitments to match with the demand.

Questions:

- List done the effect on organization due to labor turnover?
- What do you understand by skilled and unskilled labor?

13.10.8 Retention of an Employee:

Means trying to stop the employee from leaving the organization.

- Marriott can offer rise in salary/wages to retain the employee, depending on his skills and experience.

- Offer the employee an opportunities for in house training programme, which will help his development within the organization.
- If the Employee is planning to resign due to the long working hours, the organization can offer him flexible working hours.

- If the Employee is not keen on continuing with a particular department for example Food and Beverage(Service), and wants to explore his skills in Front Office. Marriott as an organization do have policy in place for inter department transfer.
- Marriott conducts Exit Interview before the employee leaves the organization, it helps Marriott to understand what they need to practice or make changes in their work culture, which will help to control employee turnover.

Questions:

- What do you understand by the retentions?
- How retentions of an employee is important to the organization?

13.11 Forecasting for Manpower Planning:

Forecasting is a important action in setting up the business plan, forecasting can be from 1,2, or 5 years depending on for whom the plan is to be presented, Marriott needs consider the upcoming event in count as well.

- Share-holder
- Bank

If there is a rise in demand, and supply is high then the Human Resource Manager should recruit staff member and Manager should promote internal staff member to meet the requirement of the company, If demand and supply is low than the manager should focus on forecast and training, if demand low and supply is high then the organization has to control labor cost. Or may go to extend redundant some of the members of the staff. In Hospitality industry Demand and Supply of labor keeps on varying depending on the Events, Market trends, and Global crisis. There are few events which can be considered by human resource manager to predict the manpower demand.

Questions:

- How does forecasting for the manpower planning done?
- What do you understand by the forecasting?

13.12 Major Event in United Kingdom in next 5 year:

- 2010- Women Rugby World Cup
- 2011- Ryder Cup.
- 2012- Olympics.
- 2012- ICC Twenty 20 World Cup.
- 2015- Men Rugby World Cup.

Working Arrangement for Marriott as Recommended

Full -Time Employee:
As a Full Time employee they are entitled to work 40 hours a week, Marriott has a ratio of 60 to 40 i.e. 60% of their employee are full time, and 40% are part time employee. Full times are flexible when it comes to working hours.
Part-Time Employee:
As a Part Time employee they are entitled to work 20 hours a week, Part timers do get all the benefit as an employee, as they are students in United Kingdom they can only work for 20 hrs work.
Agency:
Marriot should outsource labor through agency, When Marriott has event planned they can contact the agency and outsource staff for the event. Marriott can practice this format of hiring outsource staff for an event as cost would be minimal then hiring a full time staff or a part- time staff.
Contract:
Marriott should employ staff on contract. Employee on contract is beneficial for Marriott, as per the contract the employee can be associated with Marriott only last for 6 months. Contract employee would be getting the same benefit as a full time or part time staff of Marriott.
Causal:
Marriott can appoint causal staff which is beneficial for the organization, as they don't have to give contract hours, they can use these causal staff depending upon the business of Marriott.
Job Sharing:
One job is shared by two people, in this case the benefit is which organization provides is also shared. It is beneficial to the employer.
Internship:
Marriott Should hire students who are on internship through their college, this not only help their manpower planning, but also fill in the requirement of the organization, Internship programme student get the same benefit as a full time employee.

Questions:

- What is Internship?
- What do you understand by job sharing?
- Differentiate between full time and the part time employee?

13.13 Summary:

Human resource is undoubtedly what makes an organization tick, whether it is employing new staff or managing the existing work force. An organization needs to provide freedom to supervisors with- in a set framework which will allow them to guide the young work force in the right direction and in a way that the ideals of the organization are imbibed by them. Specialists will invest in the self-development from their own pockets. Substantial part of their income will be used in continuing education and certification. They will ask for study sabbaticals and organization will have to update them or perish. Organization must think of their future resources as knowledge workers and device suitable compensation packages and leadership approaches to manage them. In Hospitality industry Demand and Supply of labor keeps on varying depending on the Events, Market trends, and Global crisis. There are few events which can be considered by human resource manager to predict the manpower demand.

13.14 Suggested Readings:

- Assignment of Algappa University
- Human resource management by Mirza S Saiyadain
- Human resources management by Dessler & Varkkey

13.15 Review Question:

- What do you understand my Manpower?
- What are the essentials of HRD?
- How manpower management is is essential to hotels?
- Write brief note on HRD in hospitality sector?
- How is manpower planning in hotel industry is done?
- What are the qualities of front line professional?

Unit – 14
Roles and Contribution of ITDC and State Toruism Corporations in Development of Hotel Sector in India

Structure:

14.0 Objectives

14.1 Introduction

14.2 Leaflets

14.3 Role of Tourism Development Corporations Boards

14.4 Takes of ITDC

14.5 Singapore Tourism Board

14.7 State Level Institutions

14.8 Tourism promotion in Tamil Nadu- Role of Dept. of Tourism & Govt. of Tamil Nadu

14.9 Package regular coach tours

14.10 State/Regional level Hotel & Restaurant Associations

14.11 State/Regional level Hotel & Restaurant Associations Task

14.12 State/Regional level Hotel & Restaurant Associations Hotel membership eligibility

14.13 Summary

14.14 Suggested Readings

14.15 Review Questions

14.0 Objectives:

- To present the role and activities of the state level ministry of tourism
- To discuss the state government regulatory policy entrepreneurial and promotional roles in tourism.
- To elucidate the organization and role and activities of the tourism development board/corporations at the state level
- To discuss the role and functions of state level hoteliers associations.

As part of the 'incredible India!' campaign CDs are prepared and used for promoting the tourist the treasure of India. It is known that image is everything. It's true. Image is what is perceived by those who use or are likely to use your brand and service or support your cause. It is your 'personality' and it can make you stand out from others who are doing or saying similar things in a crowded marketplace. How to create a distinctive image in promoting Indian tourism? CDs could be used with advantage. Through CDs branding India is attempted. Branding is a sophisticated process that puts together and sustains a complex mixture of attributes and values, many of which are intangible. The objective of branding India is to produce a unique and attractive offering that meets both the rational and the emotional needs of the tourists. Building an India brand is a tall order. The CDs set out the vision, values, personality and positioning for the brand together with guidelines for visual and product manage the visual identity of one of the biggest brands in the market, India. Or shall we say, incredible India. The CD contains incerdible300 dpi image for reproduction to the actual size on the following subjects: Himalayas, deserts, island & beaches, backwater, ayruveda, yoga, wildlife, adventure sports, dances, arts & crafts, festivals, monuments, miscellaneous.

Question:

- What is Incredible India?
- What do you understand by tourist and tourism?

14.1 Introduction:

India Tourism Development Corporation:

The India Tourism Development Corporation Limited (ITDC) is a Hospitality, retail and Education company owned by Government of India, under Ministry of Tourism. Established in 1966, it owns over 17 properties under the Ashok Group of Hotels brand, across India. ITDC came into existence in October 1966 and has been the prime mover in the progressive development, promotion and expansion of tourism in the country. Mission Statement: To provide leadership and play a catalytic role in the development of tourism infrastructure in the country and to achieve excellence in its strategic business units through professionalism, efficiency, value for money and customer focused service.
Broadly, the main objectives of the Corporation are:

- To function as an efficient corporate house with improved productivity levels and profit margins.

- To be a major player in the development of tourism infrastructure in the country.
- Achieve high level of productivity of its employees by way of better training, motivation, and HRD techniques.
- To play an active role in associating State Governments and State Tourism Development Corporations in conceptualizing and execution of tourism projects, publicity, promotion and training.
- To rationalize/ right-size the manpower to have a lean, thin and efficient organization.
- To create value for the shareholders.
- To ensure customer delight by providing value for money.
- To construct, take over and manage existing hotels and market hotels, Beach Resorts Travelers' Lodges/Restaurants;
- To provide transport, entertainment, shopping and conventional services;
- To produce, distribute, tourist publicity material;
- To render consultancy-cum-managerial services in India and abroad;
- To carry on the business as Full-Fledged Money Changers (FFMC), restricted money changers etc.
- To provide innovating, dependable and value for money solutions to the needs of tourism development and engineering industry including providing consultancy and project implementation.

Questions:

- What is ITDC?
- What do you understand by FFMC?
- When was ITDC established?

14.2 Leaflets:

The ministry has brought a number of heritage destination leaflets for distribution amongst the tourists through its network of India tourism office in India and abroad. These leaflets contain details of the states where these are situated, history & culture of the destinations, connectivity of the destinations through various means of transport, general information about temperature, rainfall, languages spoken there, clothing requirements, STD code, accommodations, map of the area, etc, and place to see with photographs. The leaflets brought are;

a. Aurangabed, Ajanta, Ellora
b. Mahabodthi temple, Bodh Gaya
c. Ladakh, Lahul Spiti
d. North East brouchures
e. Shimla, Dhramshala, Kullu, Manali
f. Orchha, Khajuraho
g. Amritsar, Anandpur Sahib
h. Palitana temples, Gujarat
i. Madurai, Tiruchirapalli, rameshwarm
j. Belur, Halebid
k. Puri, Bhubneswar, konark
l. Bhimbetka, Madya Pradesh

m. Chardham
n. Agra-jaipur
o. Churches of goa

Questions:

- What is heritage?
- List down some places of heritage tourism?

14.3 Role of Tourism Development Corporations/Boards:

In some countries tourism development corporation function, while in others tourism development boards exist. In India Tourism Corporation exists, while in neighboring Singapore tourism development board exists. Both are presented for understanding of their respective roles.

Questions:

- What is tourism Development Corporation?
- Mention some of the famous places for tourism?

14.3.1 India Tourism Development Corporation:

India tourism Development Corporation a central government organization under the ministry of tourism of came in to existence in October 1996 and has been the prime mover in the progressive development, promotion and expansion of tourism in the country.

Questions:

- Under whom ITDC functions?
- When does the tourism day celebrated?

14.3.2 Main Objectives:

Broadly, the main objections of the corporation are:

- To construct, take over and manage existing hotel and market hotel, beach resorts, travelers' Lodges/restaurants;
- To provide transport, entertainment, shopping and conventional service;
- To produce, distribute, tourist publicity material
- To render consultancy-cum managerial service in India and abroad
- To carry on the business as full-fledged money changers restricted money changers etc
- To provide innovative, dependable and value for money solution to the needs of tourism development and engineering industry including providing consultancy and project implementation.

The authorized capital of the corporation is Rs75 crores and the paid up capital as on 31.3.2005 was Rs67.52 crores. 89.9748% of the paid up equity capital of the corporation is held the name of president of India.

Questions:

- What do you understand by innovations?
- What is resort?

14.4 Takes of ITDC:

14.4.1 Hotel and Restaurents:

The corporation is running hotels, restaurants at various places for tourists besides providing transport facilities. ITDC hotels are located at New Delhi, kovalam, pondicherry, Madurai, mysore, hassan, mamallapuram, Bangalore, hassan, puri, bhubneshwar, aurangabad, etc. presently, ITDC has a network of eight Ashok group of hotel, six joint venture hotel, 2 restaurant. In spite of its commitment bureaucracy in the running of the hotel/restaurants has dealit a dent in its performance. Hence some property was sold out earlier. Besides, ITDC is also managing a hotel at bharatpur and a restaurant at kosi on behalf of the department of tourism. In addition it is also managing catering service at western court, vigyan bhawan, Hyderabad house and national media press centre at shastri bhawan, New Delhi.

Questions:

- How many hotels work under ITDC?
- What are the joint ventures?

14.4.2 Coach Tours:

The India tourism development corporation conducts over 2 dozen different package tours, each with different itineraries covering the whole country in different travel circuits. The duration of the tours range from 1 day to 12 days. These are very popular, despite competition from the private sector. To support its coach tour activities, ITDC has 12 Transport units and one Tourist service station.

Questions:

- What is package tour?
- What is tourist service station?
- What is an itinerary?

14.4.2.1. Production, Distribution And Sake Of Tourist Publicity Literature:

The corporation is engaged in production, distribution and sale of tourist publicity literature

Questions:

- What is production?
- What is publicity literature?

14.4.2.2 Duty Free Shops:

It is important that tourists are given opportunity to do shopping. In certain countries shopping tourism is of supreme prominence. ITDC has 37 Duty free shops at International as well as Domestic Customs Airports and one Tax Free outlet.

Questions:

- What do you understand by the duty free shop?
- What do you understand by domestic customs airports?

14.4.2.3. Entertainment Facility:

Tourists need to be exposed to the India culture which is very much embedded in entertainments like dance, music and other folk arts including bull taming, etc. ITDC organizes two Sound & Light Shows besides other concerts for providing entertainment to the tourists.

Questions:

- Define culture?
- What do you get by folk dance?

14.4.2.4 Innovations:

The Corporation has diversified into new avenues innovative services like full-fledged Money Changer (FFMC) services, engineering related consultancy services etc. The Institute of Hospitality & Tourism Management of the Corporation Imparts training and education in the field of tourism and hospitality.

Questions:

- What are avenues?
- What are the differences between tourism and hospitality?

14.5 Singapore Tourism Board:

The Singapore Tourism Board (STB) is a statutory board under the Ministry of Trade and Industry of Singapure, tasked to promote the country tourism industry. The Board was first establishment in 1964 and was called the **Singapore Tourism Promotion Board (STPB).** The primary task of STPB was to coordinate the efforts of hotels, airline agents to develop the fledging tourism industry of the country. Later, STPB began to initiate new marketing ideas to promote Singapore's image aboard. The board created the merlion a symbol based on a Singapore mythical legend that became an icon of the

Singapore destination. The board also has been providing travel agent licensing and tourist guide training. STPB actively promotes the development the of infrastructure, including the building of hotel and tourist attraction such as the jurong bird park and sentosa which now becomes a popular resort island for both tourists and local visitors. The boards also market the city as convention venue and organized events to attractive visitors.

In the 1980s, several historic and cultural significant areas such as the Chinatown, little India and Arab street were earmarked for preservation. These places express Singapore's cultural diversity and became popular tourist destination. The Singapore River underwent a major cleanup program and the areas along the river were development for restaurant and other tourist amenities. The board was renamed as Singapore tourist board in 1997. The board now oversees all aspects of tourism, including resource allocation and long-term strategic planning it establishes offices around the globe to activity market the Singapore destination Singapore tourism industry has grown rapidly since STPB was set up. In 2004 there were 8 million visitors. On 11 January 2005, Minister for Trade and industry unveiled the Singapure Tourism Board's (STB) bold targets to doubling visitor arrivals to 17 million by 2015.

14.7 State Level Institutions:

State ministry of tourism function & role- state tourism development corporation Ltd: role and functions- state level hoteliers associations: role and functions. Every big nation has at least two levels of administration- one at the national level to be responsible for the whole nation's development policy, security considerations, external relations & so on and the other at regional/state levels responsible for development of the region/state only. In the USA there are over 50 states, in India about 30 states are there. There is considerable state government presence in the travel and tourism industry in terms of state policy making state regulation state entrepreneurship and state promotion,. Besides the state tourism development corporation do a good service to tourism growth through service and publicity in the state concerned…

Questions:

Q.1 what are the role of state ministry of tourism?

Q.2 What is entrepreneurship?

14.7.1 State Ministry of Tourism:

Each state has ministry of tourism in the ministry and department of tourism in the ministry. The ministry/department is making the policy and programs of tourism development in the state or the region concerned and is also operating a tourism corporation which typically runs a chain of hotel/motels and conducts package tours. The package tours are operated along the travel circuits. These are quite popular too. The state participant is making a balance of power between public and private operators.

Questions:

- Who makes the policy for tourism?
- Who is public and private operator?

14.7.2 Role and Function:

Policy making at the state level entrepreneurial investment in hospitality products, regulatory regimes, facilitative function of other participants in building hospitality infrastructure and promotion of tourism in the territory and the nation at large are the responsibilities. A good degree of understanding with the apex central government and also with the private sector businesses in tourism and related activities is called for. One of the big powers of rolling out certain fiscal concessions to the industry.

Many state governments have advanced several incentives to promote infrastructure growth in the tourism sector. Information and publicity are extensively disseminated to popularize the tourist attraction within the state. Trade and tourism fairs are conducted for a month or two coinciding with a regional festival. Hospitality tours are also arranged. Maintenance of monuments, public tourism product like parks museums, zoos botanical gardens, public places public order and tranquility etc. are important responsibilities of state government. Supply of electricity, water, etc on priority basis to hotels and other travel trade businesses is also a commitment of state government. Safety and security policy guidelines to tourism stakeholders are prescribed by state governments.

Questions:

- What are fiscal concessions?
- What do you understand by tranquility?

14.7.3 State Tourism Deveiopment Corporation:

All state government and union territories operate hotels, tours and beach resorts and so on. Operations of hotels conduct of package tours etc are the top functions of these corporations. The state run hotel businesses are given a thrust on quality and commitment. The state run coach tours have the best of comforts (vehicles, lodging, catering, etc).

Questions:

- How does tourism in union territory functions?
- List down the union territory known for tourism?

14.7.4 Governance:

The state governments are at the point of execution of programs on travel circuit development, destination development, and maintenance and so on. Here comes the governance. Tourism is a transversal activity in governments including areas such as the economy social and environmental issues, security, education information technology, land planning, communication etc as well as a subtle vector for development. The issues of destination competitive and sustainability positioning in increasingly complex national and international markets, instruments to manage recourse conservation, client loyalty, efficiency of products and service, facilitating the exchange of view on the application of a key tourism policy tool that is knowledge management are key to

governance which the state or provincial government must take care of in the general interest of all concerned. A panorama of major questions with a strong impact and resource depletion, and other economic and social issues is involved and pragmatic and deft handling of conflicting issues are involved and that is the governance we talk about.

Questions:

- What is governance?
- What do you understand by resource depletion?
- What is pragmatic?

14.8 Tourism Promotion in Tamil Nadu- Role of Dept. of Tourism, Govt. of Tamilnadu:

Tamilnadu is now being positioned as a not to be missed tourist destination, globally and domestically. The systematic and comprehensive efforts taken in 2003-04 have enabled Tamil nadu to make its presence strongly felt in the tourism sector internationally.

The successful organization of the 64th SKAL World congress in Chennai in October 2003 was a major turning point. About 600 delegates from 38 countries and assembled in Chennai, making it the largest congregation of foreigner delegates in an international conference in Chennai In recent years. The prestigious tourism magazine long haul in its ITB Berlin issue in March 2004 has described Tamil nadu. Tamilnadu tourism received the award tourism events of the year the prestigious south Asia travel and tourism exchange held at New Delhi in the last week of March 2004. This award was given to Tamilnadu tourism for successfully organizing the skill world congress at Chennai.

Questions:

- What is SKAL World Congress?
- List down the tourist places of the Tamil Nadu?

14.8.1 Seven Points Action Plan:

The point action plan unveiled by the government of tamilnadu at the 64th SKAL world congress at Chennai on 20-10-2003 has set the agenda for the future of the industry in the state. The highlights of the 7-point action plan are as follows:

i) Unlocking the hidden treasure of Tamil nadu consisting of lesser known but very attractive destination like chetti nadu, pichavaram, pulicat, etc

ii) Positioning Chennai and combater as destinations for international conventions and exhibition.

iii) Twinning of destinations by closely synergizing our efforts with neighboring countries and development common circuits.

iv) Improving accessibility and upgrading the transport network.

v) Filling up micro level infrastructure gape in major tourist destinations.

vi) Aggressive and focused marketing.

vii) Facilitate charted flight and cruise tourism.

The above action plain when fully implemented is bound to give a tremendous boost to tourism sector in Tamilnadu and the state is sure to find a permanent place on the international tourism map.

Questions:

- Mention seven point action plan?
- How does this action plan facilitates Tamil Nadu?

14.8.2 Enchanting Tamil Nadu – Experience Yourself Campaign:

The tourism department has launched this marketing campaign in 2003-04. This campaign phrase has become very popular and had given consistency and theme to the advertisement efforts of the department. It has established a strong brand image for tourism in Tamil nadu. While enchanting Tamil nadu encapsulates the rich and varied tourism wealth of Tamil nadu the phrase experience yourself strikes a chord with the tourist in India and abroad. The design of the advertisement campaign represents heritage history culture spirituality and peace, which forms the core strength of tourism in Tamil nadu.

Questions:

- What is marketing campaign?
- What do you understand by spirituality?

14.8.3 Tourist Wealth of Tamilnadu:

Tamil nadu is a unique fascinating state, where technology co-exists with tradition old architecture blend with contemporary vitality and where nature is at its unsullied best. These make Tamil nadu a year round destination the wealth of attraction in tamilnadu is as follow:

a) **HILL RESORT:** Hill resorts are beautiful mix of mountain ranges and plains with pastoral landscape exotic plants and shrubs grassy hillocks. Here tourism remains environmentally benign. Notable hill resorts are udhagamandalam, kodaikanal and yercaud.

b) **BEACH RESORT:** Out of 7100km long coastline Tamilnadu has 1000km long spectacular coastline with sugar white bays and sum drenched beaches. Marina beach is the second longest in the world. The recent beautification drive launched by government on the marina has earned the appreciation of all and marina has been restored to its past glory.

c) **WATERFALLS;** Waterfalls which present an awesome spectacle of the colossal cascade of water. Hogenakkal, courtallam, thirparappu, kumbakarai, papanasam etc are worth mentioning here.

d) WILDLIFE: Wildlife sanctuaries like mudumalai, anamalai, mundanthurai, kalakkadu etc.

e) ZOOLOGICAL PARKS: Zoological parks which have abundant wildlife in their natural habitat.

f) BIRD SANCTUARIES: Bird sanctuaries where the clacking and squawking of birds is melodious.

g) BOTANICAL/HORTICULTURALGARDENS: Botanical/horticultural gardens where the garden are immaculately maintained to provide a visual feast.

h) TEMPLES/CHURCHES/MOSQUES: Where the caving are exquisite and extravagant. Every wall of the surface is carved- the carving is delicate and distinct but at the same time integrally linked with each other. It displays the ingenuity and artistic skill of sculptors. The history of some of the pilgrim centers dates back to even 1000 years.

i) HERITGE MONUMENTS; where the architectures is unique and inspiring. They are marvels of engineering technology of the bygone era.

j) Mangroves: The mangroves at Pichavaram in Cuddalore District are one of the largest mangroves in the world. Mangroves are also found in Muthupet in Thiruvarur District.

k) Lake: The pulicat Lake is the second largest saltwater lagoon in India (after Chilika Lake In Orissa)

l)

Questions:

- What do know about hill resorts?
- Which lake is situated in Orissa?
- List down heritage monuments of Tamil1 Nadu?

14.8.4 Different Types of Tourism Promoted in Tamilnadu:

The various kinds of tourism commonly prevalent in Tamil Nadu are as follows:

a. Leisure Tourism: Tourists visiting tourist centers in Tamil Nadu for leisure constitute a major segment of tourists. They usually throng the hill resorts, beaches, waterfalls, zoological parks, bird sanctuaries, botanical/horticultural gardens. Etc.

b. Pilgrim Tourism: This is another major segment of tourists visiting Tamil Nadu. They visit places of worship according to their faith. But, at times their zeal transcends all barriers and they do not hesitate to visit places of worship of other religions.

c. Heritage Tourism: This group is normally made up of people in their fifties and above, who would like to visit historical monuments.

d. Adventure Tourism: This is the most vibrant group made up of young boys in their teens and twenties. They like to whet their appetite for adventure through trekking, air/water sports, etc.

e. Business tourism: Top executive who arrive in Tamil nadu to attend seminars conference conventions general body meeting election etc. combine with their business trips.

f. Medical tourism: Tamil nadu is proud of possessing India best medical facilities. This couple with Tamil nadu's traditional hospitality attracts patients from other state and even from neighbouring countries. After full recovery the patients as well as their attendants visit place of tourist interest.

g. Fairs festivals tourism: Large inflow of tourist is usually seen during the major festive seasons like deepavali, Christmas. Ramzan pongal etc the exhibition fairs like India

tourist & industrial fair conducted every year by tamil nadu tourism development cprporation at island grounds Chennai, etc. also draw significant number of tourist.

h. **Social tourism**: people visit their kith & kin in connection with social function like marriage dedication of new house ear-boring ceremony etc. and visit tourist place either before or after the function.

i. **Academic tourism**: student from educational institutions visit tourist spots as part of their curriculum. The tour, though primarily meant for informative/educative purpose is later converted as a tourist trip. Students are given concession in entry fee to poompuhar tourist complex sound & light show aat thirumalai mannar place madurai and kattabomman memorial fort, panchalankurichi, which are under the control of the tourism department.

Questions:

- What do you understand leisure tourism?
- Mention different types of tourism?

14.8.5 Role of Commissionerate of Tourism:

The commissioner ate of tourism is headed by commissioner of tourism who is assisted by a joint director, ther deputy directors two assistant directors one publication officer, one account officer one account officer and more than 200 ministerial staff members working in the head office and unit office. The field offices comprise of 20 tourist offices (14 within Tamil Nadu and 6 outside Tamil Nadu) and 26 tourist Information Centers (18within Tamil Nadu and8 outside Tamil Nadu).
The main functions of the Commissioned rate of Tourism are-
(1) Rendering assistance to tourists in respect of their stay, food, sight-seeing, shopping etc.
(2) Publicising the tourist potential of Tamil Nadu and.
(3) Co-ordinating with District Collectors / Public works Department/Local bodies etc in implementation of projects.

Questions:

- Who headed the commissioner ate of tourism?
- What do you understand by publication officer?

14.8.6 Tourist Offices:

Tourists of Tamil Nadu are functioning at the following places:
Within Tamil Nadu: Kanniyakumari, Tirunelvli, Rameswaram, Dharmapuri, Kodaikanal, Madurai, Udhagamandalam, Salem, Tiruchirappalli, Thanhavur, Poompuhar, Chidambaram, Mamallapuram and Chennai.
Outside Tamilnadu: Mumbai, Kolkatta, Panaji, Goa, New Delhi, Jaipur and Agra.
Questions:

- List down the topurism places of tamil nadu?
- Explore the Torism place of kanniyakumari, Rameswaram and Salem?

14.8.7 Tourist Information Centers:

Tourist information centers are functioning at the follwing places:
Within Tamilnadu: Railway Junction, Tirunelveli, Panchalankurichi, Railway Station, Rameswaram, Bus Stand, Rameswaram, Airport, Madurai, Railway junction, Madurai, Gudalur (The Nilgiris District), Railway junction, Coimbatore, Airport, Coimbatore, Railway junction, Tiruchirappalli, Airport, Tiruchrappalli, Central Railway Station, Chennai, Egmore Railway Station, Chennai, Kamarajar Domestic Airport, Chennai, Anna International Airport, Chennai, Chennai Metrepolitian Bus Terminus, Koyambedu, Chennai, Tarangambadi (Tranquebar), Hotel Tamilnadu Complex(Thanjavur).
Outside Tamilnadu: Railway Junction< Bangalore, Hyderabad, Thiruvanathapuram, Ahmedabad< Bhubaneshwar< Chandigarh< Gkuwahati and Varanasi.

Questions:

Q.1. List down the tourist information centers in Tamil Nadu?
Q.2. What is the role of tourist information center?

Government of India Functioning Tourism Development Schemes in Tamil Nadu
In order to provide quick and to provide quick and substantial impact to tourism growth in the tenth five year plan (2002-07) the ministry of tourism and culture has proposed new schemes for the development and promotion of tourism in the country. They are as follows:

a. Integrated development of tourism circuits: Under this scheme, it is proposed to take up the i. development of Vivekananda travel circuit and ii. Infrastructure facilities at kancheepuram under sri adhi sankera travel circuit.
Development of Vivekananda travel circuit: swami Vivekananda had visited important pilgrim centres in Tamil nadu viz. kanniyakumari, rameswaram, ramanathapuram etc. rameswaram is one of the most sacred towns of India and government of India has declared it as a national pilgrim center. It is well known for its temple corridor the longest in India the bathing ghat, ganthamana parvatham, kothandaramar temple and nearby islands. Swami Vivekananda landed at pamban in 1897 after his trip to abroad. He visited the rameswaram temple in January 1897 and stayed at viveka baskaram. During his to ramanathapuram, he stayed at a place known as ramalingam vilasm. Swami Vivekanda had also visited paramakhudi. The components of the project are provision of infrastructural facilities at pamban, development of viveka baskaram, Agni theertham ganthamathana parvatham jatayu theertham ramalinga vilasam and construction of tourist reception centre. Infrastructure facilities at kancheepuram under Sri Sankara travel circuit: kancheepuram is one of the 7 sacred cities in India. It is situated 76 km south west of Chennai.the town was once the capital of the pallavas. It is well known for its temples and silk sarees. The important temples are ekambareswarar temple, varadarajaperumal temple, vaikundaperumal tample kamakotimutt, kailasanathar temple and kamakshi Amman temple. Sri Adhi sankara visited nearly 17 places in tamilnadu spread over eleven districts. Out of the 17 place, kancheepuram is

one of the important centers. It is proposed to develop the places associated with the visit of the adhi sankara in a phased manner. In the first phase, the development of infrastructure facilities at kancheenpuram has been taken up by the government of India.

b. Product/infrastructure and destination development: under this scheme, integrated development of one selected tourist destination is being taken up every year in each state by the government of India. Major activities under this scheme are improvents to surrounding of destination provision of illumination, sewage facilities, wayside amenities, refurbishment of monuments signages tourist information centres etc. under this scheme works relating to the development of mamallapuram, yercaud thanjavur, kanchipuram, thiruvannamalai, etc are taken up.

Integrated development of mamallapuram with the construction of commercial shop and compound wall digging of well landscaping ticket counter, parkingt lot pathway landscaping, restaurant toilet bus shelter, planting of saplings, electrical works development of arjun's penance area development of dolotsava mandapam & boothathalwar mandapam, development of tiger cave area construction of new bus stand, etc is executed.

c. Promotion of rural tourism: in the developed countries has dawned a new style of tourism of visiting village setting to experience and live a relaxed and healthy life style, in India also there is growing inerest in such rural tourism. Government of India has thus come forward with a scheme under which sanction up to Rs.50 lakhs for promoting rural tourism in one centre. The permissible activities under the scheme are improvement of surrounding /roads, illumination sewerage way –side amenities, refurbishment of monuments, signages etc. under tjis sceme projects in khazhugumalai in thoothukudi district, chettinadu in sivaganga district, theerthamalai in dharmapuri district and devipattinam in ramanathapuram have been sanctioned by government of India.

d. Large revenue generating projects: under this scheme government of India is willing to offer 25% of the cost for projects like luxury trains, cruise terminals, ropeways etc. out of various schemes it is felt that ropeways or cable car would prove to be a big success among tourists. A trip on the ropeways would enable the tourist to enjoy the bird's eye view of picturesque sceneries from a height. Ropeway at kodaikanal kanniyakumari and yercaud and udhagamandalam are executed/ wait. (In addition, ropeways are also proposed at without government of India assistance.)

Questions:

- List down the schemes of government for the development of the tourism in Tamil Nadu?
- what is large revenue generating projects?

14.8.8 Tamil Nadu Tourism Development Corporation:

Tamilnadu tourism Development Corporation was incorporated in 1971 with the main object of promoting tourism tamilnadu by building tourism related infrastructure facilities on commercial basis. TTDC made a modest beginning by taking over 5 govt. bungalows and operated 2 coaches. It has made rapid strides since then and today it has earned the proud distinction of owning the longest chain of hotel in south India numbering55. The felt of coach has increased to 20. TTDC is providing the following facilities for the benefit of the tourist covering all the major tourist destinations in the

state. Its range of activities including; hotel, youth hostels, restaurant, Boat house, telescope houses lake park and petrol bunk.
TTDC is operating youth hostel whereon dormitory accommodation is provided to the budget tourists. This i\has helped the tourists too avail low cost accommodation even during the peak season in ooty, kodaikanal and yercaud.

(1) Hotels: Hotel of TTDC is at present having 78 outlets as indicated below:

Details	Number
Hotels	54
Boat house	11
Restaurants	3
Snack bar	3
Telescope house	4
Landscaping	2
Tourist service centre	1

Out of the 54 hotel under the control of TTDC, two hotel units have been handed over on long term of 30 years during the year 1995. the government of tamilnadu have already approved proposal of franchising 30 hotel units of TTDC and 7 restaurants. Efforts are being taken to franchise these hotels on long term basis for 10 years in respect of small hotel with 5 room and 15 years in respect of other hotels. The youth hotels cater to the needs of budget tourists with very low tariff of Rs.50 per bed.

Questions:
Q.1. When did Tamil nadu tourism Development Corporation formed?
Q.2. How much does the youth contribute to the tourism in Tamil Nadu?

14.8.8.1 FRANCHISING:

Franchising of the hotel units would improve the overall profitability of the hotels division and help TTDC to concentrate on the major hotel at ooty, kodaikanal, yercaud. Madurai, thanjavur, Coimbatore, rameswaram, kanniyakumari and mamallapuram.
Questions:

- What is franchising?
- How does franchising increase the profitability of the hotel?

List down hotels of Coimbatore?

14.8.8.2 Privatization of Ttdc Hotel:

The government has already permitted TTDC to franchise 31 hotel and 10 restaurants. TTDC has franchised 11 hotels and 4 restaurants till date. In addition, two hotel at tiruchirappalli and thanjavur were already given on long term lease in the tear 1994-1995.
Questions:
Q.1. What do you understand by privatization?
Q.2. What is lease?

14.8.8.3 Transport Division:

The transport division is at present having a fleet of 22 coaches, of which 4 coaches are AC. TTDC is offering wide range of package tours covering the entire southern state and also state of Bihar, Maharashtra and utter Pradesh. TTDC is also having sales counters at New Delhi, Calcutta, Mumbai, Trivandrum and Bangalore. Selling agents have also been appointed at 9 states to sell our hotel room and package tours.

Questions:

Q.1. How is the transport essential for the tourism?
Q.2. How much Transportation corporate in profitability of tourism?
Q.3. What do you understand by selling agents?

14.8.8.4 Rail-Cum –Road Tours:

TTDC has launched rail-cum-road tours from Mumbai, kolkatta, Delhi, Ahmedabad and luck now during the year 2002-03 wherein confirmed rail tickets, tour of tamilnadu in TTDCs hitech coach, accommodation in TTDC hotel and guides service are provided. The tourists are accorded a warm reception at Chennai central station and are also boarded at Chennai central for return journey.

Questions:

Q.1. Why does TTDC launched the rail cum road tours?
Q.2. Do you think these kind of tours are beneficial for the tourism?

14.8.8.5 Fair:

The annual fair is conducted by TTDC for a period of 90 days from January to march. Emphasis has been laid on conducted of industrial exhibitions by exhibitors like auto fest, business India chemtech, ICE, etc. during the non fair period of 9 months.

Questions:

Q.1. For how many days does the annual fair is conducted by the TTDC?
Q.2. What is ICE?

14.8.8.6 Information Technology:

TTDC has launched its online reservation system of hotel and transport at URL: www.ttdconline.com. Tourist can book the hotels and tours of TTDC through the internet from anywhere in the world. TTDC had launched its website at URL www.tamilnadutourism.org wherein tourists can know the information of tamilnadu tourism and conducted package tours of TTDC, chain of hotel of TTDC etc. the site is most useful for benefit of domestic and foreign tourists.
Questions:

Q.1. What are the benefits of the online reservation system of hotel and transport?
Q.2. Differentiate between domestic and foreign tourist?

14.8.8.7 Projects in Consideration:

TTDC has proposed to operate passenger ropeways at ooty, kodaikanal, kanniyakumari and yercaued for which tenders have already been floated. This will be major tourist attraction in these places; these projects are likely to be completed by 2007.

Questions:

Q.1. Do you think that operating the passenger ropeways at ooty really attracted the tourist? How?
Q.2. Why does TTDC taking such kind of steps to increase the tourism?

14.9 Package Regular Coach Tours:

The TTDC is conducting regular coach tours of 1 day to several days' duration. Sightseeing package tours, pilgrimage package tours, sight-seeing and pilgrimage package tours, student's package tours and summer special tours are there as listed. Beside there are LTC tours for the government employees.

Questions:

Q.1. What is regular coach tours?
Q.2. What do you understand by pilgrimages?

14.9.1 Sightseeing package tours:

1 day Chennai city sight-seeing tour, 1 day mamallapuram tour, 1 day kishkintha tour, 1 day fun & entertainment tour and 1 day Pondicherry tour.
Pilgrimage package tour: 1day tirupathi tour,- 1 day tiruthani- kalahasti tour, I day sakthi tour, 1 day thondainattu thirupathigal tour- nine amman tample, 1 day thirumal dharsan tour, 3 days panchabotha sthalangal tour, 3 days navagraha tour, 4 days arupadai veedu tour(lord muruga abode tour), 4 days chozhanadu thirupathigal tour, 5 days pandiyanattu thirupathigal tours 3days nava thirirupathigal tour, 1day- suruttapali tour, 1 day sripuram golden temple tour and 5 days- 27 stars tour.
Sight-seeing and pilgrimage package tours: 5 days Hyderabad- Vijayawada tour- 7 days mookambika tour, 8days goa- mantralayam tour. 7 days andhratour, 8 days east west coast tour, 8 days tamilnadu tour, 14 day puri- gaya- kasi- Allahabad tour and 6 days south India tour.
Students package tours- 2 days hogenakal tour, 2 days pondy, pichavaram, Chidambaram tour, 3 days udhagamandalam- mudumalai tour, 2 days kodai- trichy, 3 days courtallam- madurai, 3 days hogenakkal- yercaud, 3 days rameswaram- madurai, 4 dars rameswaram, 3 days thekkady-kumili-kodaikanal tour, 4 days courtallam-kanniyakumari- madurai – trichy tour, 4 days munnar- thekkady- trichy tour, 4 days topslip and coimbatore tour, 4 days Bangalore-mysire-ooty tour, 5 days Bangalore-hampi hosepet- goa- hosur tour and 2 days yercaud tour.

Summer special tour- 3 days Chennai-ooty tour, 3 days Chennai kodaikanal tour, 3 days yercaud- hogenakal tour, 3 days Chennai-mysore tour, 3 days munnar tour and 3 days courtallam tour.

Questions:

Q.1. What do you understand by sightseeing package tours?
Q.2. How can be such kind of tours can be beneficial for the tourism?

14.10 State/Regional Level Hotel & Restaurant Associations:

At the state /regional level hotel & restaurant association functions. These state/regional level hotel & restaurant association are truly the voice of the hospitality industry in the state /region concerned.

14.10.1 Regional associations

The four regional associations are: hotel & restaurant association of eastern India represent 13 states in eastern India, namely west Bengal, Bihar, orissa, Assam, jharkhand. Meghalaya, arunchal Pradesh, Nagaland, Manipur, mizoram, tripura, the Andaman & Nicobar Island and sikki. Hotel& restaurant association of northern India covers 8 state and 1 union territory in northern India, namely, Delhi, Uttar Pradesh, Uttrakhand , Rajasthan, Punjab, haryana, himachal Pradesh, Jammu& Kashmir, chandigarh. Southern India hotel& restaurant association covers 4 state and 1 union territory in southern India namely, Andhra Pradesh, Tamil nadu, Karnataka, kerela & Pondicherry. (HRAWI) covers 5 state and 2 union territories in western India, namely, maharastra, Gujarat, Madhya Pradesh, chhattisgarh, goa and the union territories of Daman, Diu& Dadra-Nagar haveli. The four regional associations are the four pillars of FHRAI and actively work in sustaining the mission of FHRAI in their regions. To become a member of FHRAI it is necessary to be first member of concerned regional association.

Questions:

Q.1. What is regional associations?
Q.2. How many states are under one region?
Q.3. For what FHRAI stands for?

14.10.2 Management:

The business of the state/ regional level hotel & restaurant association is managed by the executive committee whose members are nominated at the annual general meeting, except for the president who is elected. The tenure of the executive committee is of 1 year. There is a provision fir eminent member from the industry to be nominated as president of honour and member of honor. The president supervises and guides the administration of the state/ regional level hotel& restaurant association that is run on a day to day basis by the secretary and the secretariat. The president is elected for a one year term from the state level associations.

Questions:

Q.1. What is Management?
Q.2. For how much time does the one executive committee function?
Q.3. What is the role of executive committee?

14.11 State/Regional Level & Reststateurant Association Task:

State/Regional level Hotel & Restaurant Association helps the Hospitality Industry to grow, prosper and keep in pace with the developments in the International Scenario. State/Regional level Hotel & Restaurant Association is committed to the interests of the Hospitality community and works in several ways for its welfare and progress. State/Regional level Hotels & Restaurant Association promotes and protects the interests of the Hospitality Industry by actively seeking better privileges and more concessions for the Industry. States/Regional levels Hotel & Restaurant Association members are always kept abreast with the latest trade information and trades, government notifications and circulars, statistical analysis and reports on various topics that have a direct impact on the industry. State /regional level hotel & restaurant association is supportive to the problems that members face and cannot solve by themselves. The collective strength of the members helps in dissipating issues.

Questions:

Q.1. What is state and regional level and restaurant association?
Q.2. What are the role and responsibility of this association?
Q.3. What is the international scenario for this?

14.11.1 Representation:

State /regional level hotel & restaurant association is the authentic voice of the hospitality industry in the state /region on matters and issues facing the industry for effective placement before the central government, state government and their agencies. Some matters and news are also communicated in international flora through international hotel and restaurant associations.

Question:

Q.1. What is representation?
Q.2. Why is communication important?

14.11.2 Lobbying:

State/regional level hotel & restaurant association lobbying is very consciously lobbying and making constant efforts to represent to the govt. and policy making bodies on all matters concerning the industry including taxes, incentives, export- import policy, hotel approvals, classification of hotels etc. some notable recent legal bonanzas for members are:

Questions:

Q.1. What is the function of the lobby?
Q.2. How it is beneficial for tourism and restaurant?

14.11.3 Annual Convention& Exhibition:

State/regional level hotel & restaurant association members attend its annual convention which is an ideal forum to exchange experience and ideas, build profitable partnerships and interact with major players in the hospitality industry. These conventions have excellent professional sessions for education and information on major topics of interest to our members.

Questions:

Q.1. How is the annual convention & exhibition important?
Q.2. What is its necessary?

14.11.4 An exhibition:

Hospitality India is organized every year by state/regional level hotel & restaurant association and it showcases new technologies and products for the industry.

14.11.5 Data base:

State/ regional level hotel& restaurant association has an exhaustive data base on the hotel industry and rules and regulations applying to this industry.

14.11.6 Professional development programs:

State /regional level hotel & restaurant associan conducts regular professional development programs to development training courses and seminars for the industry on various subjects. Quality training is provided at subsidized rates to our members. As a service to the Indian hospitality industry these programs are also open to non-members.

Questions:
Q.1 What do you understand personal development program?
Q.2 How personal development program is beneficial to anybody?
Q.3 What is database?
Q.4 What is the major data base for the tourism?

14.12 State /Regional Level Hotel& Restaurant Association Hotel Membership Eligibility:

(i) Must be a functioning establishment in operation.
(ii) Must have minimum 10 rooms or the qualifying criterion of the regional association.
(iii) If the hotel is under construction, only associate membership can be approved. This can be converted to hotel membership once it starts operations.

(iv) Must have a restaurant in the hotel.
(v) Must have all the relevant municipal/police or any other required licenses with current validity.
(vi) A restaurant in a hotel can also become a separate restaurant member (one restaurant can become member for hotel with 25-100 rooms and two restaurants can become members for hotel above 101room).

Questions:

Q1. What is the State /regional level hotel& restaurant association hotel membership eligibility?
Q2. Is it necessary to fulfill the eligibility criteria?

14.12.1 State/Regional Level Hotel& Restaurant Association Restaurant Membership Eligibility:

- Must be a restaurant under operation.
- Must minimum 25 covers.
- Must have all the relevant municipal/police or any other required licenses with current validity.
- A restaurant within the hotel (who is FHRAI member) can also apply for separate membership.

Questions:
- What is the State/regional level hotel& restaurant association restaurant membership eligibility?
- What is the exception in this eligibility?

14.12.2 State/Regional Level Hotel& Restaurant Association Associate Membership Eligibility:

- Must be associated with the hospitality industry in some way.
- Only Companies, firms and such entities can become a member, not individuals.
- Hotels under construction should apply for associate membership. This can be converted to hotel membership instantly after the hotel starts operations.

Questions:

Q.1. Mention three points of eligibility criteria for state/regional level hotel & restaurant association?
Q.2. For which membership under construction hotel should apply?

14.12.3 Activities of Regional Associations:

(i) Interaction with Members.
(ii) Dissemination of information.
(iii) Circulation of newsletters and other literature concerning the hospitality industry.

(iv) Organizing conventions, seminars, and symposia.
(v) Conducting research on hotel and restaurant industry and updating members on latest developments
(vi) Training of human resources in different spheres of hotel and restaurant activity
(vii) Taking legal action in favour of members when member's interest and thereby interest of the industry is at stake.
(viii) Help in expansion and development of existing projects
(ix) Being the authentic voice of the hospitality industry and lobbying for all relevant matters before the state and central government.

Questions:

- Present the role and activities of the state level ministry of tourism
- Discuss the state government's regulatory, policy entrepreneurial and promotional role in tourism.
- elucidate the organization and role and activities of the tourism development board/corporation at the state level
- Discuss the role and function of state level hoteliers association.

14.13 Summary:

ITDC is the organization which came into existence in 1966 under government of India and ministry of tourism, it owns over 17 properties under the Ashok Group of Hotels brand, across India. It works as the soul of the tourism as it performs work and makes efforts towards the benefits of the tourism. It supports the every aspects of the tourism development. Rather it is regarding the development of idea or supporting the new mode of tourism ITDC is always there for all the function. It has given the face to hospitality industry in India and it regularly works towards it.

14.14 Suggested Readings:

- Tourism: An Introduction - Adrian Franklin
- Tourist Season by Carl Hiaasen
- Tourist: A New Theory of the Leisure Class by Dean MacCannell

14.15 Review Questions:

- Mention three points of eligibility criteria for state/regional level hotel & restaurant association?
- Discuss the role and function of state level hoteliers association?
- What is personal development program?
- Write down brief note on Indian Tourism Development Association?

Unit-15
Multinational Hotel Chains and Their Impact on Indian Hoteliering Business

Structure:

15.0 Unit Objectives

15.1 Introduction

15.2 Current Scenario

15.3 Some Financial Issues

15.4 Size of industry

15.5 Categorization of Hotels in India

15.6 Important Hotel group in India

15.7 Performance

15.8 A False down

15.9 Or Bright Future?

15.10 Summary

15.11 Suggested Readings

15.12 Review Questions?

15.0 Objectives:

- To get the view of multinational hotel
- To understand the concept of multinational hotel
- Evaluate the growth of Indian hotel business in reference to multinational hotel
- Target market

15.1 Introduction:

The role of the multinational companies is significant with their increasing contribution to the Economy. Basically Services are intangible deeds, processes and performances that cannot be touched, seen or felt but can be experienced. The Service sector is characterized by its diversity. Global opportunities are growing due to accelerated growth of the service economy. In the hospitality industry, Average room rate (ARR) and occupancy are the two most critical factors that determine the profitability, since most of the marginal revenue gets added to the bottom-line. ARR in turn depends upon location, brand image, star rating, quality of facilities, pricing of value added services, complementary services offered and the seasonal factor. The hotels to manage and invest their fund in India adopt many business strategies to establish their place of business and create innovative service packages to their custom. In a long-term perspective, these measures bring significant financial returns.

Questions:

- What do you understand by MNCs?
- What is intangible?
- For what AAR stands for?

15.2 Current Scenario:

The hotel industry in India has a latent potential for growth. This is because India is an ideal destination for tourists as it is the only country with the most diverse topography and relative political stability. At present India attracts approximately 2.5 Million tourists every year, which is just 0.4% of the world tourist arrivals. Normally the Multinational hotels operated In India can be owned leased or acquired under management contract basis. Hotel operators want the leverage on their management expertise and brand equity without making enormous capital investment. In management contract agreements a fee calculated as a percentage of revenue and/or operating profit is charged. Typically, the management fee is to the tune of 3% of the total revenue and 7% of gross operating profits. Most players, with the exemption of IHCL and EIH, have entered into a marketing tie-up with major international hotel chains. Thus we have Hyatt Regency a renowned international hotel chain having tied up with AHL, Leela having tied up with Kempinski and ITCH having a franchisee agreement with ITT Sheraton to use the latter's brand name. For the Indian hotel owners and the international hotel chains the benefit is mutual, tie-up with an international hotel chain puts the hotel on the global map with access to chain's reservation network worldwide. For the international hotel chain they can ride on the boom of the industry without making enormous capital investments on infrastructure and facilities. Associations with international brand also play a major role in image building and

attracting foreign tourists. However the value of the international brand gets diluted if a foreign entity enters an agreement with several Indian companies.

Questions:

- Do you think Indian Hotel Industry has potentials for growth?
- For what ITCH and ITT stands for?
- Give brief map of Indian hotel Industry and its growth?

15.3 SOME FINANCIAL ISSUES:

Luxury hotels operate under single tariff structure whereby the foreign tourists are charged in dollar terms whereas the domestic guest is charged the equivalent amount in rupees. The luxury hotels earn about two-thirds of their revenue from foreign tourists. Leisure travelers constitute approximately 76.5% of the total tourist arrivals whereas business travelers constitute 21% of the total arrivals. The remainder is accounted by students. The hotel industry is the second largest foreign exchange earner and between 1991 and 1998 there has been a 100% growth in foreign tourists.

Hotels benefit from rupee depreciation as over 60% of revenues in the luxury hotel segment are in foreign currencies. Thus any depreciation of the rupee goes directly to the bottom line (FOREX income is also fully tax exempt), as none of the costs are directly linked to the exchange rate. The hotel debt environment is also improving. While many countries are hampered by a still sluggish economy, those with a low interest rate environment with relatively stable-banking conditions will provide opportunities for hotel investors to raise capital. For hotel lenders, from a risk/return basis, there has never been a better time to provide new capital to this industry in India.

Indian Hotel Industry's room rates are most likely to rise 25% annually and occupancy to rise by 80%, over the next two years. 'Hotel Industry in India is gaining its competitiveness as a cost effective destination. The 'Hotel Industry' is likely to add about 60,000 quality rooms, currently in different stages of planning and development which would be ready by 2012.

MNC Hotel Industry giants are initiating for Joint Ventures to earn their share of pie in the race. The Indian Government has approved 300 hotel projects, where half are for the luxury range. Analysts say that the manpower required by the hotel industry has increased from 7 million in 2002 to 15 million in 2010. More and more IT Professionals are moving into the Metro cities as the USD 23 billion software services sector pushing into the Indian economy. Indian Hotel Industry is set up to grow by 15% a year. In 2010 as the Delhi capital city of India hosted the Commonwealth Games there were more than 50 international budget hotel chains moving into India. One of the major reasons for the increase in demand for hotel rooms in the country is due to the boom of information technology, telecom, retail and real estate. India's increasing stock market and new business opportunities are always been attractive foreign investors and corporate travelers to look for business opportunities in the country. From 167 countries, today India has finally made its mark on the world travel map.

Questions:

- What do you understand by financial issues?
- List down some of the financial issue?
- What are the most important financial issues?

15.4 Size of the Industry:

Indian Hotel Industry has supply of 110,000 rooms. According to the analysis of tourism ministry, 4.4 million tourists visited India last year and has risen to 10 million in 2010 - to accommodate 350 million domestic travelers. The Hotel Industry in India is at the verge of making 150,000 rooms fueling hotel room rates across India. There is tremendous opportunity for India as a destination for hotel chains looking for growth.

Questions:

- Write down the size of the Indian Hotel Industry?
- How many tourist get attracted towards India?

15.5 Categorization Of Hotels In India:

The basic division in India according to the location is as follows:

15.5.1 Heritage Hotels

These types of hotels reflect the old glory and grandeur of India, they are mostly the old havelis and mansions of ancient times which have been turned into Heritage Hotels, and these provide tourists with an opportunity to experience royal pleasure in traditional ambiance. They mostly concentrate in the princely states of Rajasthan, Delhi, and Madhya Pradesh.

Questions:

- What are resort hotels?
- What do you understand by glory and grandeur?

15.5.2. LUXURY HOTELS:

These Hotels are equipped with world class infrastructural amenities; they offer the tourists with a fine lodging and dining experience. They extend a warm welcome to the customers catering primarily to the upper class executives.

Questions:

- How will you justify term luxury?
- What are the infrastructural amenities for luxury hotels?

15.5.3 Budget Hotels:

These kinds of Hotels are like home away from home, they accommodate customers from upper middle and middle class. Mostly named as Economy Class Hotel, Business Hotels and Discount Hotels, the Budget Hotels supports the modern infrastructural facilities for a comfortable and pleasant stay.

Questions:

- What are budget hotels?
- Mention the name of some of the famous budget hotels of India?

15.5.4. Resorts:

Resort hotels in India are mostly found in hill stations and sea side tourist destinations. These are located amidst natural scenic beauty; they are the ideal place to enjoy some valuable time with family and friends or in solitude.

Questions:

- What do you know about Resorts?
- Where are the most of the resorts situated?

15.6 Important Hotel Groups in India:

Indian Hotel Industry has been booming business and has also given a boast to tourism business in the country. Radisson Hotels India, Taj Group of Hotels, Park Group of Hotels and ITC Hotels are some of the known hotels in the hotel industry that are famous for unique amenities and superb accommodation arrangements.

There are also the ITC Maurya Delhi, ITC Maratha Mumbai, and Fort Radisson of Radisson Group in Kolkata, Radisson Jass Hotel Shimla, The Taj West end, Bangalore, Taj Coromandel, and Chennai. The major cities like Bangalore, Hyderabad, Chennai, Gurgaon, Pune and the suburbs of Mumbai are the area's most attractive for the international investment and as expected these are the cities with the largest development pipelines. Combined these cities account for 89 of the 161 projects in the pipeline and 16,734 guestrooms, which is 68% of the rooms in India's total pipeline.

Questions:

- List down some of the famous Hotel Groups of India?
- Write briefly about Taj Group of Hotels?

15.6.1. Employment Opportunities:

Career's diversity of experience in hotel management is greater than in any other profession. The Hotel industry involves combination of various skills sets like management, food and beverage service, housekeeping, front office operation, sales and marketing, accounting. The rise in corporate activity today like travelling for business and even a holiday has made the hotel industry a very competitive one.

Questions:

- What are the employment opportunities in Hotel Industry?
- Do you think rise in corporate travel enhances the Hotel Business?

15.6.2. Eligibility:

One can pursue his/ her career in this field by direct entry or through hotel management institutes. For directly getting into the companies the vacancies are generally advertised in the newspapers and the minimum prescribed qualification is graduation with 50% marks.

15.6.3 Career Options:

There are innumerable openings in hotel management career like the following:

- Hospitality Executives
- Kitchen Management
- House and Institutional Catering Supervisors/Assistants
- Faculty in Hotel Management/Food Craft Institutes
- Cabin Crew in National and International Airlines
- Catering Officers in Cruise lines/Ships
- Marketing/Sales Executives in Hotel/Multinational Companies
- Customer Service Executives in Banking /Insurance and other Service Sectors
- Managers/Supervisors in Tourism Development Corporations
- Entrepreneurship opportunities

Questions:

- List down career option in Hotel Industry?
- Do you think Hotel Industry is multilingual?
- What is the minimum qualification for job in Hotel Industry?

15.6.4 Latest Developments:

Indian Hotel Industry holds a special place in the international world of hospitality. India is culturally the country which would be very well having the most diverse places in the world. It serves as the vivid kaleidoscope of landscapes, magnificent historical sites and royal cities, misty mountain retreats, colorful people, rich cultures, and festivities. Luxurious, hot and cold, chaotic and tranquil, ancient and modern - India's soothing extremes rarely fail to leave a lasting impression. In India Hospitality is a long running tradition. Whether it might be the majestic Himalayas and the stark deserts of Rajasthan, or the beautiful beaches and lush tropical forests, to idyllic villages and bustling cities, Indian land offers unique opportunities for every individual preference.
Today the accommodation options throughout India have become extremely diverse and unique from home stays and tribal huts to stunning heritage mansions and maharaja palaces. It could be From Kashmir to Kanyakumari, from Gujarat to Assam; there are different cultures, languages, life styles, and cuisines. This variety has reflected and increased by the many forms of accommodations, ranging from the simplicity of local guest houses to the government bungalows to the opulent luxury of royal palaces and five star deluxe hotel suites.
In recent years the Indian government has taken several steps to boost travel & tourism which have benefited the hotel industry in the country. The initiatives by the Government include the abolishment of the inland air travel tax of 15% to 8%, reduction in excise duty on aviation turbine fuel and removal of a number of restrictions on outbound chartered flights, including those relating to frequency and size of aircraft.
Indian Hotel Industry has the best staff for hotels unlike employees in East Asian hotels that are charming and gracious, Indian staff is also grooming themselves to take initiative and discretion of decisions on the spot. Most are better educated and speak better English than their East Asian counterparts. Indian hotel industry is to be proud of as it has much to be so. The real success story of the Indian Hotel Industry was due to the fact that it took on the global chains on its own terms and it won.

Questions:

- Depict down the rise in Indian Hotel Industry?
- What steps does the government is taking in India for the increase in business?

15.7 Performance:

15.7.1. Measurement and Management:

Performance of any organization is one of the mechanisms to gain people's commitment towards achieving the stated objectives of the organization. Increased competition, rapid change, reduced resources and mounting employee expectations, have all combined in such a way that organization are being expected to achieve more out of less.

The changing Indian economic and demographic structure has led to changes in life style at a faster pace than economic growth. The demographic imbalance complicates the task of creating and providing different services as per demanded by the different customers. Thus, measurement of these services becomes complex especially in hotel industry. Experimental approach to the service delivery processes in Indian hotel industry also hinders in effective implementation of performance measurement system.

Traditionally, companies in hotel services place heavy emphasis on the use of financial measures although they are historical by nature. The role of non-financial indicators, such as customer satisfaction, quality assurance, productivity, employee development etc. becomes important as they determine the competitiveness of a business as well as its ability to sustain profitability in the future. Incorporation of non-financial indicators in performance measurement process is crucial particularly in the face of intense competition, shorter product (service) life cycle and rapid advances in technology, which characterize the contemporary business. Also, the changes in performance measurement practices should incorporate the changes in business environment and environmental variables in Indian hotel industry.

Questions:

- What is the relation between measurement and management?
- Does this thing also effect in the lifestyle?

15.7.2. This Study is an Effort to Address the Questions, which Includes:

- The different performance measurement systems adopted by Indian companies in hotel industry;
- The approaches used to measure the performance of the organization in hotel services;
- The different factors distorting the PMS of the organization and
- The effectiveness of PMSand need for the change in the existing PMS. This study also aims to establish an equation between performance measurement practices and environmental variables in Indian hotel services.

  The primary data as well as secondary data has been used to decipher the trends in performance measurement practices in hotel services in India. The secondary data is used to select the service companies in hotel industry for this study. The last three-year's financial position of the companies has been taken as the base to select the hotels for this study. The total 65 executives were approached in-person and through mail to get first-

hand information in all over India. Thirty-nine responses were received against the distributed questionnaires. The 37 responses were of use.

The findings of the study indicate the inspiring facts to study the performance measurement system in India. Mounting pressure of customer demand and competitiveness has changed the Indian hotel industry very much, not only in adoption of change but also to upgrade their quality of service. The emphasis is on providing the personalized service to improve the market share by gaining the customer's belief. The strategic objectives get more priority than the financial objectives. The performance measurement approach followed by hotels and restaurants services is also indicating the same trend. The gap between the global and Indian companies in terms of performance measurement practices is reducing. As the multinational companies in hotels and restaurant sector are coming to India, this gap would further reduce and practices in sector would become of international standard. The sector is mainly aiming for the customer satisfaction, improving market share and providing quality and personalized services as strategic objective. Hotel services uses mainly the activity based costing approach, which is having high impact on the performance of the organization. The human behavior is the main distortion factor in the performance measurement system. The cost based strategy is mostly adopted by the companies in hotels to achieve the stated objectives. Most important performance indicator for this sector is customer satisfaction. Customer behavior, competition level, change in business objectives and approach have all combined in such a way to make the change in business system in the hotel industry India.

The empirical study deciphers the trend used to identify the potential of hotel services in context of economic and social changes underway in India. Although, hotel industry is lagging behind in the level of understanding of performance measurement system, but the sector realizes the importance of effective PMS for the organization. The different Indian hotels are found to use different approaches to measure the performance. The performance measurement systems adopted by Indian hotels are also found to be different than that followed by multinational chain of hotels. The role of social, economic and cultural factors is being realized by most of the hotels in India. Therefore, the development of performance measurement practices considering the role of environmental factors is need of hotel service business. This may also be one of the reasons why the multinational hotels cannot be a very big threat to Indian hoteliers. The multinational hotel chain can make a difference with advanced equipments and hi-tech; whereas Indian companies in hotels sector may still be able to enjoy competitive advantage on home turf.

Some top hotel chains remain focused on increasing their global presence, with expansion planned for Africa, Asia and parts of Europe and Latin America. Such growth provides corporate buyers with more choices in more booking channels--including new middle-tier properties that generally are cheaper than luxury hotels--and familiar, brand-name lodging experiences for travelers.

But many new properties and conversions are not in markets where cheaper rates and greater availability are most needed for corporate travel programs, according to some. Moscow, for example, for five years running has been the most expensive market in the world for corporate lodging, according to Hogg Robinson Group, but the city's development pipeline is a trickle compared to some Asian and Middle Eastern markets. "There were a couple of new openings but it's very difficult to open a hotel in Moscow with all the regulations," according to HRG director of global hotel relations Margaret

Bowler. "The bulk of the product in Moscow is five star and last year was really the only year that corporate saw hotels come back and reduce the price. It is still the most expensive city in the world."

According to Smith Travel Research, China's active pipeline--the number of rooms being built or planned--as of February totaled 126,798 rooms (including 13,954 in Shanghai and 6,594 in Beijing). India's pipeline stood at 43,258 rooms. In the Middle East, Dubai development stood at 30,139 and Abu Dhabi at 14,171. Moscow's development pipeline was 4,357 rooms.

Starwood Hotels & Resorts this year plans to open 30 hotels in China, and a total of 80 to 100 around the world. Across Asia-Pacific at year-end 2009, InterContinental Hotels Group had 97 properties and 29,136 rooms in its total pipeline; Marriott International had 53 in its pipeline, in addition to 14 slated for India by 2014; and Hyatt Hotels Corp. has 19 properties in its pipeline, on top of 60 current properties.

When big-chain hotels open in new destinations, they generally bring their accessibility in global distribution systems, thereby providing corporate travelers access to rates and inventory in self-booking tools and through travel agents, and therefore lower travel agency servicing costs. Currently, "most of the local hotels [in Asia-Pacific and India] aren't loaded in the GDS and don't have any relationship with the GDSs," requiring agents to book directly with those hotels on behalf of corporate clients, according to Carlson Wagonlit Solutions Group project manager Monica Eiden.

"The most difficult areas are Asia-Pacific and then in Africa," Eiden continued. "What gets corporate most excited is the fact that they are going to have known chains going into the locations where they are traveling. Clients do look at pipeline and where hotel chains are planning to build." But for now in Africa, "there isn't a huge chain wide presence. Travel managers need to go out to the individual mom and pop hotels to get negotiated rates. Their biggest challenge is communicating with some of them. [Hoteliers] just don't understand the whole request for proposal process."

According to HRG, "Africa continued to be the target of investment from multinational organizations engaged in sectors such as oil and gas, banking and finance, and telecoms." The travel management company's latest hotel report found that Africa in 2009 had the highest annual growth in corporate room rate of any region, 11 percent.

While room supply in Africa may not be growing as quickly as in other parts of the world, some chains are planning to increase their presence in the region. Marriott by 2015 aims to add to its portfolio with hotels in Algeria, Egypt, Ghana and Morocco. By 2012, Starwood plans to add Four Points by Sheraton properties in Lagos and Tripoli, in addition to a Le Meridien hotel and convention center in Oran, Alergia. InterContinental is preparing to open two hotels in Johannesburg and a Crowne Plaza in Nairobi.

Questions:

- What do you understand by PMS?
- What is starwood planning to do?
- What kind of business does the hotel industry do?

15.7.3 Finding Middle Ground:

One of the "key focuses" for CWT clients, according to Eiden, is using newly opened mid-tier properties in certain destinations rather than higher-priced upscale and luxury hotels. "Clients are sitting there waiting for those moderate-type properties that aren't typically available in Latin America and India to open," she said.

In Mexico, Marriott is working to meet that need with plans to add 36 Fairfield Inn & Suites locations during the next 10 years.
Meanwhile in Europe, some chains have focused on conversions rather than new builds to accommodate growth. Marriott, for example, by 2015 plans to double its European room count to 80,000--mainly through conversions.
"We expect the Autograph Collection will be a very popular conversion brand in Europe given the region's variety of iconic, independent and small hotel groups," according to Carlton Ervin, Marriott's chief development officer in Europe. Ervin noted that hotel owners in Europe would be enticed to convert because of Marriott's sales and technology platforms.

Questions:

- What is CWT client?
- Why should Hotels had to focus on the client?

15.7.4 Indian Hotels Show Strength in Numbers:

Spreading over 3m square kilometers, India rises in the snowy peaks of Kashmir in the north, and falls to the tropical shores of Kerala's southern tip. In the west the barren rocky deserts of Rajasthan provide an arid, hostile environment, while in Bengal to the east lush jungles create a haven for wildlife. India's size and diversity is matched by very few countries. Dotted across this vast and breathtaking countryside are huge metropolises, swelling secondary cities and many thriving regional centers, over 40 cities with populations 1m strong, all with their own particular industries and economies. But despite India's huge scale, contrasting regions and scattered cities, one thing does link this spectacular country, growth.
The figures are staggering. India contains over 1.13 billion people, and is predicted to become the world's most populous country by 2050, overtaking China as it swells to 1.6 billion. Three cities - Mumbai, Delhi and Kolkata - contain over 10m inhabitants, and those figures rise daily. The northerly state of Uttar Pradesh has a population of over 139m - approaching the 143m living in the whole of Russia and making it the most populated internal region in the world. Likewise, India's economy is growing at speed. Real gross domestic product (GDP) grew by 8.5% in 2005, a further 8.8% in 2006, and according to the Economist Intelligence Unit (EIU) this trend will continue in 2007-08.

Yes, India is on the move and the hotel industry is not being left behind. Across India average room rates are sky-rocketing. In the twelve months to March 2007 average room rates have risen 28.7% to US$174, driving revenue per available room (RevPAR) up 26.9% to US$122. The Indian hotel market however, does suffer from limited supply. There are an estimated 105,000 hotel rooms in India - a number comparable to that of Manhattan. This lack of supply, especially in the lower end of the market, combined with increased demand, is allowing hoteliers to push up average room rates.
For the first time India looks like becoming a major force in the world hotel industry. So what is fuelling this dramatic growth, and how sustainable is it? In this article we shall look at the factors defining this exciting period in India's history. To gauge these trends there are no better places to look than India's four major gateway cities - Delhi in the north, Chennai in the south, Kolkata in the east, and Mumbai in the west.

Questions:

- How Indian Hotels does show their power?

- What is GDP?
- What is EIU?

15.7.5 The New Tiger Economy:

It has to be recognized that it is not India's hotel industry alone that is prospering. Across the country industries are booming, encouraged by a strong and apparently stable economy. The government is looking east, to their heavyweight partner China and the heavily Chinese influenced Association of South-East Asian Nations (ASEAN), for trade and investment. Combine this with an increasingly close relationships with the US, already excellent ties with the UK and an, albeit partial, thaw in tensions with neighbor Pakistan, and India's global network of friends looks pretty healthy. Key areas such as IT, pharmaceuticals and telecommunications have seen rapid expansion in recent years. Many companies outsource their operations to India, benefiting from a seemingly bottomless pool of skilled labor, cheap costs and hefty government incentives.

So what effect is this economic upsurge having on the hotel industry? Well, the EIU believes that approximately 80% of foreigners coming to India are there to do business. As business travel generally generates a higher spend than leisure tourism, it is plain to see why the Indian government is keen to promote this further. International tourism expenditure in India in 2006 was some US$8.7 billion, and is expected to rise to over US$10 billion in 2008, with the lion's share of this being generated from the hotel sector. It is no wonder therefore, that India's government is tearing down the barriers to potential inward investment and continued growth. The central government's expenditure tax is no longer applied to hotels and services charges have been slashed. The hotel industry is now classed as part of the country's infrastructure by the government, lowering borrowing costs. The government is also issuing new long-term tourist visas to the citizens of selected countries, including the UK, Japan, Germany, France, Switzerland and Brazil. The five-year validity of the visa sends out a clear message: encourage repeat visits from wealthy tourists.

Hotel performance for gateway cities in India - twelve months to March 2007

	Occupancy (%)			Average Room Rate (US$)			RevPAR (US$)		
	4/2006 to 3/2007	4/2005 to 3/2006	Change %	4/2006 to 3/2007	4/2005 to 3/2006	Change %	4/2006 to 3/2007	4/2005 to 3/2006	Change %
All India	70.3	71.3	-1.4	174	135	28.7	122	96	26.9
Mumbai	75.9	73.1	3.8	202	149	35.6	153	109	40.8
Kolkata	71.3	71.3	-0.1	120	88	35.7	86	63	35.6
Delhi	74.8	79.4	-5.5	225	166	35.7	168	131	28.2
Chennai	75.2	78.3	-4.0	135	102	32.5	101	80	2

Source: *HotelBenchmark™ Survey by Deloitte*

Questions:
- What is new tiger economy?
- Do you think Indian economy is rising?
- How does economy effects in hotel business?

15.7.6 Island Nation:

India can almost be considered an island, and in ancient times it was. Approximately 6m years ago the Indian continental plate crashed into the Eurasian continent, an impact so severe it created the largest visible mountain range on earth - the Himalayas. With such a formidable boundary to the north and two long coastlines tapering to the southern tip - where the Bay of Bengal and the Arabian Sea meet at the Indian Ocean - India can essentially only be reached by air. The volatile border regions with Pakistan and Myanmar only serve to limit land access further. With the existing road and rail network often considered time consuming, unreliable or even unsafe, and a growing number of private low-cost airlines entering the market, domestic air travel across this vast land is also becoming increasingly popular.

Given the scale of India, air travel is a key sector. Domestic air travel throughout the country is becoming a cheaper, more feasible option with private carriers Kingfisher, Jet, Air Sahara, Indigo, Spice jet and Deccan Airways all expanding their fleets and cutting fares. In response to this, the national carriers Indian Airlines and Air India are doing likewise. The majority of international visitors arriving in India fly into one of the four gateway cities. So how are the hotel industries in these metropolises being affected by, and reacting to, the overriding nationwide trends?

Questions:
- What is Island Nation?
- How does India get this notation?

15.7.7 The Capital: Delhi:

The gateway to the north of India, Delhi is the starting point for the majority of India's tourists. The apex of the revered Golden Triangle tourist track and capital of the ancient Murghal Empire, Delhi has enough attractions of its own to enjoy before tourists set off to Agra and Jaipur. However with thriving telecommunications, IT, banking and manufacturing industries, a key English-speaking workforce and a per-capita income more than twice the national average, Delhi is also a haven for business travel.

Delhi's relevance to the world of business is enhanced by the presence of many major multinational companies, with local government actively promoting this area as a counter to the Financial Centre of Mumbai. With the exception of the Taj Group, all hotel industry major players have based themselves here.

A dramatic 35.7% rise in the twelve months to March 2007 forced Delhi's average room rates up to an incredible US$225; the highest of all Indian cities. While occupancy levels decreased slightly to 74.8%. The main reason for this is under supply, especially in the lower end of market. As with all cities in India, the market in Delhi is dominated by 5-star and 5-star deluxe properties. Efforts are being made to solve this problem; with the local government introducing, as part of their Delhi Master Plan, a scheme intended to create a more even-spread accommodation hierarchy across the city, while also

developing accessibility (road, footpaths, road bridges and parking). Another impetus for this is the fact that Delhi will host the forthcoming Commonwealth Games in 2010.
Between now and the Games, new developments in the National Capital Region (NCR - including Delhi and its suburban conurbations of Gurgaon and Noida) are set to include a 320-room Novotel, a 200-room Taj Hotel, three Starwood (the 300-room Westin New Delhi, the 97-room Westin Sohna-Gurgaon and the 220-room Sheraton New Delhi) and a 319-room Leela-Kempinski joint venture. The public sector is also playing a role with the state governments of Delhi, Haryana and Uttar Pradesh having ear-marked 75 potential NCR sites for hotel development.
Together with Mumbai, Delhi accounts for the bulk of inward arrivals. The modernization plan for Indira Gandhi International Airport by its new private owners is already underway. This is expected to be completed by 2010 and will more than double its capacity.

Questions:

- Mention important tourist places in Delhi?
- What is the specialty of Delhi?

15.7.8 The Financial Centre: Mumbai:

The capital of the western Maharashtra state, Mumbai was created as a deep water port by the British and Portuguese, and began to boom following the construction of the Suez Canal. It is now the financial capital of India, home to the Reserve Bank of India, the National Stock Exchange and the more traditional Bombay Stock Exchange, contributing an estimated 40% of India's foreign trade. Mumbai also has thriving industries revolving around IT, engineering and healthcare sectors. Most Indian conglomerates have their corporate offices here, including Tatas, Birla's and Reliance. This status makes Mumbai a haven for national and international business travel.
Mumbai experienced RevPAR growth of 40.8% in the year to March 2007. This, again, is due to a sharp increase in average room rates, which rose 35.6% to US$202 over the same period. Occupancy for this period stands at 75.9%. Once again an extremely top-heavy market dominated by luxury properties, as well as a shortfall in supply, is forcing this trend. Increased capacity at Mumbai's Chatrapati Shivaji International Airport has exacerbated the problem and allowed hoteliers to force average room rates even higher. With the proposed, further expansion and modernization of the airport by its new owners, and with the new airport planned in the eastern suburbs of Mumbai, the city looks set for an even greater increase in arrivals. Planned developments over the next two years by Marriott, Four Seasons and Accor's 300-room Sofitel Mumbai will help.

Questions:

- Write down briefly about Mumbai?
- Why Mumbai does called financial city?
- What is the tourist place in Mumbai?

15.7.9 The Growth City: Kolkata:

The capital of West Bengal, Kolkata is the hub of trade into eastern India. As a traditionally socialist city, Kolkata had been unattractive to inward investment. The state government (the longest serving democratically elected communist government in the world) had long favored trades' unions and workers' rights, and consequently the post-

independence days had seen Kolkata lose out as international companies located elsewhere. However since 2000 with changed leadership, IT and manufacturing sectors are now revitalizing the city. With its prime location for trade routes with China and the ASEAN countries, and direct flights to Brunei, Bangkok and Singapore, Kolkata looks set to grow and grow.

Although RevPAR remains the lowest of the gateway cities, Kolkata's rate of growth is among the countries highest. An average room rate rise of 35.7% in the year to March 2007 is on a par with Delhi. Average rates for this period stand at US$120, having hit a peak of US$160 in January 2007, while RevPAR grew 35.6% to US$83. But as the city's status as a centre of industry grows in the coming years, will supply become increasingly outstripped by demand? In the hotel sector Marriott plan to open a new 250-room Courtyard property in the city by 2009, while Hilton, with its Indian development partner DLF Ltd, also has a new opening planned in the city. It remains to be seen however, if the supply of beds in the city can reach the necessary levels for the projected visitor boom.

Questions:

- How will you explain Kolkata as tourist destination?
- How the Kolkata does stands for the tourism?

15.7.10 The 'Resort': Chennai:

Despite the 12km-long Marina Beach that defines Chennai's eastern limits, the capital of Tamil Nadu state and the gateway to south India is no beach resort, but a major industrial centre. The traditional hub of India's automobile industry is also now becoming a major IT centre, housing manufacturing plants for companies such as Dell, Nokia, Samsung and Cisco. Naturally the meetings, incentives, conference and exhibitions (MICE) tourism is a major sector, with the 2,000-capacity Chennai Conference Centre providing an excellent facility. Many of the positive effects of Bangalore (India's Silicon Valley) have also rubbed off on Chennai, with many IT outfits reportedly considering Chennai more favorably due to the infrastructure that the city offers.

With RevPAR growth of 27.2% for the twelve months to March 2007, Chennai follows the pattern of India's gateways cities. Average room rates, rising 32.5% to US$135, accounted for this growth, while occupancy fell slightly to 75.2%. Direct air links with many ASEAN countries and the Middle East show strong potential for further growth through MICE tourism. Leela-Kempinski plan to open the 300-room Leela Palace Kempinski Chennai by 2008, while the 253-room Hilton Chennai is set to open in December 2007. Both hotels will include significant conference facilities, including a 1,600 square meter convention centre at the Leela-Kempinski.

Questions:

- Why is Chennai called as a resort?
- List down famous places in Chennai?

15.7.11 Indian Summer: the Autumn Effect:

The autumn time is always a good period for the Indian hotel industry. The searing temperatures of the summer months cool off to create a more visitor-friendly climate, and India's inbound tourist cycle begins. This starts in late September/early October and runs through until February or March. Inbound tourism takes a significant leap around this time, and with the government's 'Incredible India' campaign compounding the already versed impacts of India's economic growth, and increased capacity at India's two main airports in Delhi and Mumbai, 2006 was an especially good autumn. A good conference season and the fact that cricket-crazy India was hosting the autumn ICC Champions Trophy led to the number of inbound tourists growing 13% to over 4.4m in 2006.

The impact of this combination of factors saw hotels able to force room rates up dramatically. Although previous year comparisons had been positive throughout 2006, momentum gathered in autumn and October saw room rates across India rise 36% to a national average of US$196. By November this had risen further to a staggering US$215, levelling at US$205 in December. The biggest individual impact of this autumnal boom was seen in Mumbai in November 2006, when the soaring average room rates and high occupancy levels saw revPAR swell to US$213 - a staggering 83% rise from the previous year.

Questions:

- Do you think during summer in India the tourism rises?
- What are the reasons for the growth of tourism during summer in India?

15.8. A False Dawn?

Make hay while the sun shines', appears to be the current motto of India's hoteliers. But can average room rates be forced higher in future years and if so, how high? Already Mumbai and Delhi have average room rates comparable to the traditionally most expensive cities in Asia. Delhi's average room rate for the April 2006 to March 2007 period (US$225) outstrips all its regional rivals, including Singapore (US$138), Shanghai (US$138), Hong Kong (US$190) and Tokyo (US$196). But how high can they go?

A hotel construction boom in years to come looks like resolving the supply problem in all sectors. India's budget sector in particular looks set to take off, with Accor and Hilton planning to launch their Ibis, Formule 1 and Hilton Garden Inn brands across the country. Whitbread Plc, operator of the UK's Premier Travel Inn budget chain have committed to opening several hundred hotels across India and China in the next 5 years, while the easyGroup has also identified India as an important market for its easyHotel.com brand.

Local operators are also expanding their portfolios, with Sarovar having launched its Hometel budget brand, and South-India based Choice Hotels looking to open 8-10 budget hotels a year in the next 3 years. And development is planned not only in the gateways cities, but new, rapidly growing metropolises such as Bangalore, Hyderabad, Pune, Chandigarh, Indore and Jaipur. Once this happens it is likely that the new competitive climate will force average room rates, even in the top end of the market, to plateau or fall.

Questions:

- What do you understand by a false down?

- How do budget hotels contribute in economy?

15.9 Or A Bright Future?

To maintain such growth, India's economy needs to continue its boom and the government continue to invest in the country's infrastructure. There seems no reason why, with India's wealth of resources and skilled labour, the economy cannot continue to grow at speed. With a booming IT sector, India is ideally placed to thrive in the 21st century. However justification of such high average room rates can be found only in world-class facilities and back-up services for the business traveller. If the logistics of travel itself are troublesome, business people may be dissuaded from travelling to India. As India's cities attract increasing numbers of visitors, the surrounding services need to be improved.

However with the increasing supply of air travel it is becoming easy to travel around this vast, spectacular land. Whether you enter by the north, south, east or west - through Delhi, Chennai, Kolkata or Mumbai - India is now becoming more accessible. As urbanization increases, from sprawling gateway metropolises, to the rapid-rising secondary cities, and small but swelling regional cities, the need for hotel rooms will keep pace. International chains have realised this great opportunity, and even although average room rates cannot continue to climb as steeply in future years as was seen in 2006-07, a large increase in supply will compensate for this. Growth is growth in any form.

The Hotel Benchmark Survey by Deloitte contains the largest independent source of hotel performance data in the world and tracks the performance of over 7,200 hotels and 1.3 million rooms every month. Monthly surveys are produced on the following areas:

- Four regional rate and occupancy surveys covering Asia-Pacific, Europe, Central & South America and the Middle East & Africa.
- Twelve country/sub region rate and occupancy surveys for Australia, Benelux, China, Germany, India, Italy, New Zealand, Nordic Countries, Qatar, Southern Africa, Spain and UK.
- Two city rate and occupancy surveys for London and Paris.
- Monthly profitability surveys on Germany and London.
- On an annual basis we produce profitability surveys tracking performance across all regions of the world.
- Daily Hotel Benchmark tracks rate and occupancy every day for a number of markets across the Asia, Europe and the Middle East.

Questions:

- Comment: Indian Hotel Industry has a bright future?
- How does Indian Hotel Industry changes in past 50 years?

15.10 Summary:

Currently, guest retention and repeat clientele is the name of the game. Hotels those are able to provide guests a product where the service is consistent and of a level required by the target market, will only survive. The Hotel industry, always ready with innovative ambitious business plans and the spirited management plotting the right

strategies, is contributing its might to improve the position of the Economy. So the role of multinational chains/groups of Hotels in the Indian hospitality industry and their contribution to the Indian Economy is significant. There have not been many exploratory researches in this area. But there is every need to work on the economics for a proper planned growth at a macro level. Also the WORLD definitely looks better and happy with ALL the hospitality it can muster.

15.11 Suggested Readings:

- The Restaurant Business:Exploring New Dimensions by Simantee Sen
- Methodology for Strategic Service Quality in Tourism by A. Arulraj & B. Prabaharan
- Hotel Lodging Restaurant & Resort Management A Service Quality Perspective by Percy K Singh
- Types of Tourism and Ways of Recreation: Elements, Dimensions and Trends by Jitendra K. Sharma.

15.12 Review Questions?

- What is the role of multinational companies in the economy growth?
- What do you understand by new tiger economy?
- How can you suggest that Indian hotels show's their strength in large numbers?
- What is the latest development in Indian Hotel Industry?
- What is performance management?
- What is performance measurement?
- What do you understand by development?
- Point out the major growth differences between multinational hotel chains and Indian hotels?
- Mentions types of hotels operating in India?

Unit-16
Fiscal and Non-Fiscal Incentives Available for Hospitality Sector in India

Structure:

16.0 Objectives

16.1 Introduction

16.2 Losses to the aviation sector

16.3 Challenges in hospitality sector

16.4 Incentives available in Hospitality sector in India

16.5 Financial Areas of Imorovement in Hospitality Sector in India

16.6 References

16.0 OBJECTIVES:

To understand the present scenario of Hospitality sector in India
To understand the challenges faced by service sector
To understand the different types of Incentives available in India for hospitality Sector.

16.0 INTRODUCTION:

HVS Hospitality Services has drawn from its vast knowledge base and put together a research paper, 'Critical issues facing Indian hospitality - an HVS white paper covering key issues instrumental for the growth of tourism in India. Express Hospitality presents excerpts.
The tourism industry is cyclical in nature and highly susceptible to macro-environmental changes. Aviation and hospitality are amongst the first to get impacted by an adverse environment and also the last to recuperate. HVS predicts the financial year 2008/09 as a year that started off with great potential but ended up with huge fiscal deficits at the stakeholder level. The year 2009/10 is also poised for a major downturn in the tourism economy and calls for objective measures to arrest the level of damage.
This white paper attempts to estimate the loss of profit or revenue to aviation and hospitality sectors and also highlight the long and short-term issues/challenges that have been impeding the growth of these two major constituents of the tourism industry. Comparisons are drawn from the best global practices to offer a larger perspective to the reader. The paper also lists down recommendations and measures that it perceives as vital for the growth of the tourism industry in India.

16.2 LOSSES TO THE AVIATION SECTOR:

Global aviation currently faces what is probably its most challenging environment ever. In India, the decline in demand has been driven by a combination of the slowing economy and higher airfares resulting from the dramatic increases in fuel prices in the middle of 2008.
According to Centre for Asia Pacific Aviation (CAPA), the Indian aviation sector is expected to lose around Rs 8,930 crore for the financial year 2008/09. The consolidated loss estimated for this sector between 2005 and 2009 is expected to be in the range of Rs 15,000 crore. CAPA highlights the following issues as barriers to growth in aviation:
Absence of a civil aviation policy
Tough norms for granting international flight licenses
Funding issues hampering the operations and growth of most airlines
High cost of aviation turbine fuel (ATF)
High cost of operation due to inefficient airport infrastructure
Insufficient air-traffic management
Poor infrastructure support in the form of hangars, hotels, cargo set-ups.

16.3 CHALLENGES IN HOSPITALITY SECTOR:

The hospitality industry is projected to witness a severe decline in its revenue in 2008/09 and 2009/10, when compared with 2007/08 figures. The adverse impact on hotel economy has been assessed on the total nationwide room count of 1,20,000 rooms. Separate set of assumptions have been utilised to project the occupancy and rates for the financial years 2008/09 and 209/10 for the branded and unbranded hotels. The resultant annual revenues have been compared against the revenue in 2007/08 to understand the level of decline in business. HVS estimates the Indian hotel industry to face a consolidated revenue decline of around Rs 9,731 crore between 2008/09 and 2009/10, from its base year (2007/08) revenues. There is lack of enough fiscal incentives for entrepreneurs to invest in this capital-intensive industry. The hospitality sector in India continues to face the following challenges:

Tourism ministry not equipped with executive powers to bring about sweeping changes in the system

Absence of an updated master plan for tourism to take into account a changing global scenario

Tourism considered a state subject, which leads to fragmented and piecemeal approach to address the needs of the sector

Absence of 'Infrastructure' status to hotel sector

'Industry' status to tourism not granted by all states

Tough lending norms by Indian banks

Multiplicity of taxes; local governments unaware of the potential

Luxury tax computed on published rates in many states

Opaque licensing process a major reason for delay in project execution

Archaic laws governing the operations of hotels

Hotel classification/rating system outdated

Acute lack of value-for-money propositions

Poor tourist infrastructure and on-ground support

16.4 INCENTIVES AVAILABLE IN HOSPITALITY SECTOR IN INDIA:

In order to address multiple pain points of the hotel industry, HVS recommends the following:

Include tourism as a subject in the Concurrent List of the Constitution of India

Grant hotels infrastructure status under Sec 80-IA of IT Act

Grant hotels industry status across India

Impose a single uniform luxury tax, based on the actual room tariff only, across all Indian states

Impose uniform tax rates on rooms, food and beverages, and liquor across the country

Give incentives, in the form of tax breaks, to reinvested capital in hotel industry

Extend the benefits of Sec 80-ID to other parts of India

Rationalise and increase transparency for the entire license/approval process, with minimum documentation

Develop a more scientific rating system to truly benchmark hotel quality

Grant special incentives for budget hotels across the country to alleviate funding issues
Ease restrictions on franchisors operating in India
Envision a national tourism master plan with a broad outlook
Augment infrastructure at all touch points for tourists
Advocate the potential of MICE to state governments (by Ministry of Tourism) to rationalise local taxation guidelines in favour of the sector

16.4.1 IMPROVING THE HOTEL RATING PROCESS:

HVS discusses the current star rating process in India and then compares it to that in Egypt. The current methodology or at least the output for ratings of hotels leaves a lot to be desired. Therefore, we study the deficiency of the present method of classification/categorisation of hotels in India. Further, highlights of better rating systems used in other foreign countries are discussed as a suggestive mechanism.The London office of HVS has had the opportunity to formulate the hotel rating system for the Government of Jordan and is presently involved with a similar exercise in another country. Our experience from these assignments has allowed us to critically examine various approaches to classifying a country's hotel stock. These are the following:

Registration: Basic level of listing of properties that meet agreed basic minimum standards. These would assist tourists in quickly finding the different types of accommodation available, what particular types have to offer and at what price.

Classification: Accommodation is listed into a number of categories, which gives consumer information concerning the different services and amenities expected at each level. This approach is the general international standard, with most countries using a five-tier method to indicate these different amenity levels. All establishments would still have to fulfill a basic list of standards.

Grading: Accommodation is graded more subjectively by the quality of product and service delivery. When this element is assessed, it is usually applied as supplementary information to a classification scheme. Assessment of this nature is more complex, subjective and time consuming. Hotel services need to be assessed more closely and this involves periodical (at least annual) anonymous inspections.

India has been utilising the 'Classification' system with mixed results for over four decades. However, the hospitality market is maturing and numerous products at varying qualitative levels are available for the consumer. The present system in India needs to be upgraded to the 'Grading' system, to enable it to employ a more discretionary approach to the process. However, the grading process will attract additional cost implications.

Rating system in India

The Ministry of Tourism of Government of India has instituted a body referred to as Hotel and Restaurant Approval and Classification Committee (HRACC) to inspect and categorise hotels, serviced apartments, motels, guesthouses and other lodging products according to their product and services. The body comprises tourism ministry officials and industry experts, who check on the actual products based upon a pre-defined checklist. However, the checklist has four serious shortcomings:

It is aimed at penalising hotels (by offering a lower star rating) for not adhering to its minimum standards. It does not offer benefits to hotels that are developed even above the prescribed standards.

The minimum standards are too weak and lenient. For instance, minimum room size for a five-star hotel including bathroom is 200 square feet, however most luxury hotels in India are being developed with an area in excess of 400 square feet! Again, both three and four-star hotels need to have an identical 140 square feet, which is even smaller than that in quality budget brands.

It is focused on the physical infrastructure alone and is ineffective in assessing the quality of services.

It has an inconsistent approach, differing between states, for example, the exact replica of a four-star hotel in Mumbai may get five-star status in Chandigarh.

It is confusing for the traveller to find a mid market hotel abroad (like Holiday Inn, Courtyard by Marriott) having the highest classification (five-star) in India, along with significantly better hotels from the same parent companies like Crowne Plaza and Marriott Hotel.

One and two-star ratings should ideally be provided to limited service/ budget hotels, which may offer lesser quantum of services without compromising on quality. However, one and two-star rating in India represents poorly run hotels that cannot be accommodated in the three, four and five-star levels. This automatically makes the latter category replete with brand clutter and defeats the purpose of the rating process to guide the consumer in his selection of a hotel.

As most of the other aspects of classification are basically commercial or market driven, safety and hygiene could be a first consideration guiding the classification debate. The government concern, therefore, should focus more on ensuring hygiene and personal safety than on the commercial aspects of classification. At present, the rating system unsuccessfully tries to combine both these aspects together and the result is there for all to see. When standards are laid down by governments they tend to remain in force for years at a time, are infrequently checked and rarely updated to meet changes in consumer taste or take account of changes in destinations and markets. The present system needs a complete make-over in order to remain relevant in the changing market scenario. This would allow the HRACC classification in upgrading from a rubber stamp status to one which is seen as a hallmark of a hotel's level of product and services.

Egyptian rating system

In 2006, Egypt adopted a new rating system for its hotels. This was the first time a new classification system was introduced in the Middle East and Africa, which carried out assessment in two phases. The first dealt with the physical infrastructure, equipment, appliances, etc available within the hotel while the second phase specifically addressed the quality of service, which was carried out through an evaluation system using 'Mystery shoppers', an internationally recognised practice where reviewers, whose identity is hidden, make undeclared visits to the hotel within six months from the date of the first exercise.

Seventy per cent of the marks are allocated for the infrastructure of the hotel and equipment, while 30 per cent are reserved for the service levels. A hotel must receive 80 per cent (as a minimum) of the total marks allocated to the category star rating.

In case of physical infrastructure and equipment, the evaluation examines specific items, such as the building, guestrooms, restaurants and the public areas (amongst others). Within each of these main items, a comprehensive examination of secondary items is also conducted. For example, in a restaurant, secondary items might include seating, kitchen equipment etc.

Each of the primary and secondary items will be awarded a maximum of six points, though the lack of secondary items could lead an item to register negative points. The level of service will be assessed through undeclared visits by international specialised companies under the auspices of the Egyptian Hotel Association and the Ministry of Tourism.

The level of service will evaluate the reservation service, service outside the hotel and car parks, rooms, room service, restaurants, public areas and departure /checkout.

The Egyptian Hotel Association is involved in the evaluation committee for both phases of the exercise and all evaluations are approved by the Minister of Tourism, Head of Hotel Control and Chairman of Egyptian Hotel Association.

There are a number of hotels throughout India, which historically have not been considered suitable for classification for reasons of size, lack of parking spaces or overall quality. These hotels should be allowed an opportunity to be improving their product and applying for classification. Although an improvement in the quality of the current hotel stock is desirable, it is unlikely that hotel owners will invest money in the refurbishment of the country's hotels merely for the sake of attaining a particular star rating. Fiscal incentives to invest in the improvement of hotel facilities are likely to allow a large number of such hotels to join the mainstream hotel industry and partially reduce the huge gap in value for money accommodation in the country.

16.5 Financial Areas of Imopovement in Hospitality Sector in India:

There is also scope for further action in terms of policy changes. For instance:

Inclusion of Hotels as infrastructure: Under Section 80 IA of the Income tax Act, 1961, similar to airports, seaports and railways, all new hotel projects can avail the benefit of 100% deductions with respect to profits and gains, for a period of 10 years. This is expected to boost investments in this sector. Section 80 HHD of the Income Tax Act 1961, which was discontinued after 2005-06, to be revived and '**Export Industry Status**' to be conferred to this industry so that it can claim deductions on foreign exchange earnings. This would boost growth.

100 percent FDI in developing tourism infrastructure in India: According to a WTTC report, India's travel and tourism industry will directly contribute INR 3,345 billion (USD 61 billion) to the GDP by 2019, allowing 100% foreign direct investment in hotel infrastructure development. This will prove to be a major growth driver for the industry.

Hotel sites to be identified: The government is to undertake this endeavour and give them out on long-term leases while developing guidelines to rationalise land sale and lease processes.

This will help overcome the hurdles associated with high cost of land, and increase the room supply in the country.

Urban infrastructure and facilities to be provided to tourists in key tourist spots, such as the area around the Taj Mahal. Civic amenities to be improved through the PPP model of Improving the approach roads to various tourism sites and providing better civic amenities in their vicinity.
Identification of select model cities (major tourist hubs) by the Ministry of Urban Development, where a pilot PPP model-based civic amenities improvement scheme can be launched. This scheme can be run in collaboration with the Ministry of Tourism (MOT).The above will aid in investment in Tourism infrastructure
One destination in each pro-active state to be developed as a model: This successful model can then be replicated across other destinations within that state as well as across the country
in turn furthering the process of effective investment in hotel infrastructure
Declaration of tourism as an industry: Many states such as Tamil Nadu, Kerala, Uttar Pradesh, West Bengal, Arunachal Pradesh, Uttarakhand, and UTs of Daman & Diu, Dadar & Nagar Haveli have already granted 'industry statuses to tourism. It is proposed that tourism should be included in Schedule 1 of the Industries Development Act 1951 and that all the remaining State Governments must recognize it as an Industry, so that hotels throughout the country can avail of the benefits under the Industrial Policy of the respective state governments:

- Land banks for budget hotels
- Exemption of duty on stamp paper
- Exemption / Concession in VAT and Sales Tax
- Property tax, electricity rates and water charges levied as per Industrial rates
- Single-window clearance for new hotel projects

Accelerated development of transport infrastructure: Exemption from Para 63, Service tax Act, 1994 is being sought. Service tax is now levied on services rendered by them such as renting of coaches/cars, which are used for tourist transportation, car rentals to foreigners and for which payment has been received in convertible foreign exchange. The amount for which payment is received in convertible foreign exchange should be exempted In spite of the efforts promoting this sector, there are innumerable challenges waiting to be overcome:
-India needs to overcome the problem of inadequate capacity and this necessitates .Investments worth INR 600 billion over the next five years to meet the shortfall of about 1,50,000 rooms. According to the WTTC, the Indian tourism industry will be responsible for creating about 40 million jobs by 2019.
-Skill development through study and transfer of the best practices from across the globe; developing a 'sector skill development plan' and maintaining skill inventory will enable better competency standards and improved qualifications.
-Improving the approach roads to various tourist sites and providing better civic amenities in their vicinity.
-Identification of select model cities (major tourist hubs) by the Ministry of Urban Development, where a pilot 'PPP model-based civic amenities improvement scheme' can be launched and run in collaboration with the Ministry of Tourism (MOT).

-With the addition of Service tax in Budget 2011–12, India has by far, the highest taxes a compared to the neighbouring tourist destinations

The Table below illustrates the comparative tax rates between India and the neighbouring countries.

Countries	Room %	Food %	Liquor%
India	16	16	23
Hongkong	0	0	0
Maldives	3.5	3.5	3.5
China	5	5	5
Japan	5	5	5
Malasiya	6	6	6
Thailand	7	7	7
Singapore	7.7	7.7	7.7

As seen from above, the high incidence of taxes in India certainly makes travelling abroad cheaper than that within India. This impacts inbound tourists and definitely promotes the outbound Indian traveller. Increased service tax on airfares makes them dearer. Independent restaurants' suffer with an additional 10% tax for being air-conditioned, in a country where temperatures soar up to 48–50oC. For an industry which is aggressively trying to bolster 'Domestic Tourism' this implies loss of business to neighbouring countries. For travel and tour operators this is a hinderance since they all sign their contracts, 12 months in advance. They have little choice but to either absorb the tax or lose the contract. This amounts to loss of revenue as well as credibility in the international market.

16.5 References:

- http://www.expresshospitality.com/20090315/management07.shtml
- http://www.ficci.com/sector/40/Project_docs/Tourism-profile.pdf

Unit-17
International Regulations Prevailing Ethical and Regulatory Framework India

Structure:

17.0 Introduction

17.1 Objectives

17.2 Ethical Practices and Principles in Tourism

17.2.1 Challenges in Regulatory Framework of Hospitality Industry

17.3 Legal Framework in Tourism and Hospitality

17.4 Regulatory Laws for Tourism Business

17.5 Global Codes of Ethics for Tourism

17.6 Summary

17.7 Answer to Check Your Progress Exercises

17.8 References/Bibliography

17.9 Review Questions

17.0 Introduction:

Tourism and Hospitality Industry is one of the world's largest and fastest-growing industries and its importance for economic development is widely acknowledged. It covers an extraordinary range of services. The services are supplied to consumers by a series of participants, who are linked in a complex web of relationships. Business Conduct and Ethics Code is built on core values and highlights the principles that guide business conduct in travel trade and hospitality operations. Feeling safe is important to travelers and guests where ethical decision making is essential to the success of travel and hotel operations. Some decisions are obvious and easy to make; others are not. Tourism industry believes that legislation is the foundation on which any operation is built. India's determined efforts to promote the tourism Industry started since 1980 with the government's involvement in the hospitality enterprises. The business however blossomed to the admiration of private investors during late 90's.

Present unit gives detailed insight into various regulatory, ethical and legal practices followed by various travel trade bodies and hospitality sector. The unit also present that various Indian States has rich tourism resources both developed and underdeveloped. Yet, the only legal act empowering the industry lacks full powers to prosecute basic function with mitigations particularly on hotel and catering operations. For the industry to forge ahead and support the tourism industry in the global market, legal aspect relating to the hospitality and related service provisions in the industry must be reviewed and amended with new enactments to achieve the sustainable tourism development and the Vision 2020 goals.

17.1 Objectives:

To understand the basic principles of various Laws, Codes, rules and regulations relating to Tourism Industry and Hospitality Operations, this unit primarily acquaint learners with the following objectives.

- Code of conduct with which tourism and hotel operations are guided;
- Legal, regulatory and ethical framework of tourism and hotel industry;
- Challenges of enhancing and enforcing Regulatory Framework;
- Global code of ethics for tourism and hospitality industry.

17.2 Ethical Practices and Principles in Tourism:

Ethics emphasizes on the determination of right and wrong. It is worthy to be considered in travel trade and hospitality operations where human element plays a biggest role. Each industry player like travel agency, tour operator, transporter, hotel units, business partner etc. are guided by few ethics while serving their respective customers. In that sense, all practitioners are required to base their business on the principles of the code of ethics. Further concretization of these principles requests ethical awareness as well as ethical philosophy of an organization that essentially accepts the compatibility between profit and morality.

Suffice it to say that tourism and hospitality law according to Burkart et al., regulates methods and conditions for performing travel trade and hospitality operations. The law regulates promotion and measures to direct the development and creation of tourism

products. Tourism trade in the context of this law is the offering of services by tourist agencies, tourist guides,
escorts, event organizers and representatives, in the fields, in nautical rural, health, religious, congress, sports, youth and other forms of tourismas well as providing other tourism services such as hunting, fishing, rafting and others. The hospitality industry in the context of this law is the preparation of food and providing of food service, preparation and serving of drinks and beverages, and offering accommodation services, as well as food preparation that will be consumed at other venues (during travel, at events and similar) and supply of such food (catering).

The major problem with the hospitality industry is the non-existence of indigenous laws and regulatory guidelines for sustained operations, tax evasion through false declaration of profit; violation of standard regulations of the national regulatory bodies and non legislation of the sector by the National Assembly with disregard for operational laws. Hence, the need for current laws is most beneficial to increase the volume of inflows and receipts in tourism trade for socio-economic development of any nation. Disrespect for the few laws in place has further priced the nation low in choice destinations. This unit intends to point out the importance of applying regulations of legislative documents in order to achieve an appropriate level of ethical behavior of participants in tourism and hospitality operations

Regulation of relations in tourism and hospitality are based on the following principles:

- Integrated development of tourism/hospitality and related activities as factors of overall economic and social development that in line with the law provides for the implementation of mutually harmonized plans and programs;
- Sustainable development of tourism as a harmonized system of technical-technological, economic and social activities based on economic development, preservation of natural and cultural goods, preservation and development of the local community;
- Enhancement of efficiency and responsibility in the use, management, protection and improvement of tourist areas;
- Provision of uniform, public and electronic records of registered and recorded data in the field of tourism and hospitality.
- Provision of uniform standards for rendering services in tourism;
- Protection of the national economy, beneficiaries of tourist products and tourist professions;
- Partnership relation between the private and public sectors and civil society in planning, shaping and marketing of tourist products;

Most professional associations have code of ethics that are used to guide the behaviour and decisions of their members. Codes of ethics can help members make difficult decisions and help assure the traveling public that the members act in ethical ways. American Society of Travel Agents (ASTA) confirms its commitment to ethical business behaviour. In our neighborhood country Sri Lanka a new Tourism Law was passed by the Sri Lanka's parliament in October 2005 keeping in view a "Five-Year Strategy for Growth" subtitled "Transforming the Sri Lankan Tourism Industry". The Law makes many significant structural changes. A Tourism Promotion Authority (TPA) replaces the Ceylon Tourism Board. A Tourism Development Fund will be supported by a tax on tourism operations plus a portion of airport departure taxes. A Tourism Marketing and Promotion Bureau will be a public / private partnership for marketing work.

In this perspective, Global Code of Ethics for Tourism as set by United Nations World Tourism Organization (UNWTO) is a basic mechanism which directs an appropriate ethical conduct of all stakeholders in tourism and requires concretization in Indian continent as well. These codes are mentioned at the end of the unit to provide the basic framework of holistic functioning of travel tourism and hospitality services. The Code of Ethics and Conduct describes, in very practical and clear terms, the minimum standards of behavior required to be maintained by travel trade and hospitality organizations. These standards of behavior are demonstrated by all and serves as a guide when making decisions and taking actions.

17.2.1 Challenges of Enhancing and Enforcing Regulatory Framework:

The challenges of enhancing and enforcing regulatory framework in the hospitality industry are:-

- Easy entry into the hospitality business without recourse to the implication of the venture;
- Ignorance of the investors to comply with operational rules in the service industry;
- Lack of awareness of the investors of the laws relating to registration exercises especially by the tourism regulatory agencies;
- Reluctance of the investors and operators to register their businesses with the tourism regulatory agencies;
- Non regulation of the industry through a Charter with operational and professional ethics to be adhered to;
- The industry is over powered by investors, operators and employees whose professional background is not of the industry hence exhibit lukewarm attitude to complying with laid down operational rules;
- The process of registering hospitality outfits is not too friendly hence resisted;
- Environmental and health Inspectors do not enforce their laws to the latter which allows for unhealthy practices around the outfit premises;
- Lack of passage of most tourism and hospitality related Bills is affecting standard operations in the industry;
- Non enforcement of the existing hospitality and tourism laws by the respective agencies due to risks involved;
- Multiple registrations i.e. with Corporate Affairs Commission, Local Government Authority, State Ministry of Commerce and Industry, State Hotels Agencies, ITDC etc.

Check Your Progress-1:
Activity 1:

1. **What do you understand by the ethical practices?**

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2. **List out few principles on which regulation in tourism shall be based?**

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3. **Discuss challenges of enhancing and enforcing regulatory framework in hospitality industry?**

17.3 Legal Framework in Tourism and Hospitality:

Tourism and Hospitality legislations on which the industry is based is governed by various tourism and hotel laws passed by different state tourismm bodies. There are strict federal and provincial legislative acts, orders, rules and other statements concerned with tourism and associated activities and involvements. These strategies require the development and maintenance of an environment in which tourism will prosper and the business sector will be able to achieve successful growth and development, while ensuring the protection of natural and cultural heritage as well as ensuring the holistic development of tourists. There are legal disciplines in tourism and hospitality covering:

- Immigration regulations: Passport and ISA
- Environment
- Police registration of foreigners
- Movement and entry of foreigners
- Mountaineering and trekking regulations
- Porters
- Hunting of Wildlife and fishing
- Foreign Currency regulations
- Foreign Investment
- Regulations prohibiting cultural/recreational/shows/dances etc. in public places.
- Movement and entry of foreigners in Azad Kashmir
- Prohibiting foreigners from visiting areas such as the Khyber Pass
- Regulations for foreigners visiting various places in Balochistan province,
- Other regulations pertaining to foreigners visiting restricted areas of the country.
- Restriction on dress for foreign women.
- Granting visas to various nationalities
- Foreigners staying in hotels

In India, Ministry of Tourism, Govt. of India advises travellers to seek the travel assistance of only those professional service providers who are member of govt. bodies and other professional organizations such as ADTOI, TAAI, HAI, ITTA, IATO etc. Information of such professional players is displayed in the websites by state tourism bodies and Ministry of Tourism. Trips may be cancelled, delayed, or interrupted for many reasons. Serious illness of the traveler or family members is a frequent reason for

changing travel plans. There may be a bad weather and other situations which may cancel the programmed itinerary. In such case, travel insurance coverage may be refunded for a financial loss on a trip as listed in the insured travel.

There are varieties of laws in India which are directly or indirectly related to tourism. Environment (Protection) Act, 1986, Wildlife Protection Act, 1973, Indian Forest Act, 1927, The Air Prevention and Control of Pollution Act and Coastal Zone Regulations, etc. are widely used for prservation and conservation of Environment and wildlife wealth of India. In hotel industry, there are sarais act and regulations of Ministry of Tourism (HRACC division). Acts imposed by Archaeological Survey of India, Ancient Monument act, regulations framed by Ministry of Culture are widely used in cultural and heritage tourism. There are acts which are of prime importance in protecting tourists from maligning acts of service providers, health and hygiene of tourists such as Consumer Protection Act and Prevention of Food Adulteration Act, etc.

A number of governmental and private organizations focus on travel fraud. Few travel agencies promotes their brands on account of offering a promising deal such as "free trips, children free" etc. but actually hid fees in complete travel packages and charge later. Such travel frauds are illegal and henceforth restricted by the government laws in every country. In Australia, the four legal bases for consumer claims against suppliers of tourism services are:

- **Contract:**
- Is the promise a part of the contract?
- Is the promise "mere puff"?
- Is there a breach of the promise?
- Are the booking conditions effective to exclude liability?
- **Misleading & Deceptive Conduct, Statements and Representations:**
- Misleading Conduct is actionable under Section 52 of the Trade Practices Act (4) or Section 42 of the Fair Trading Act (5)
- Misleading representations & statements are actionable under Sections 53, 54, 55A & 58 of the Trade Practices Act or the corresponding sections of the Fair Trading Act.
- **Special Statutes and Conventions:**
- The Warsaw Convention for airlines;
- The Athens Convention for cruise ships:
    - The Motor Accident Legislation for travel by road;
    - The Innkeeper's Act for hotels and resorts;
    - The EU Directive on Package Travel for visitors to Europe or from Europe;
    - The Travel Agents Acts (6) and Tourism Services Act (7)
- **Negligence:**
    - The law of torts imposes duties of care, such as:
    - Failure to warn or provide signage;
    - Failure to provide safe passage or secure physical environs.

Check Your Progress 2:

Activity 1:

1. Explain legal disciplines in tourism and hospitality?

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2. In Australia what legal bases are there for consumer claims against suppliers of tourism services?

17.4 Regulatory Laws for Tourism Business:

Existing regulations targeted toward the hotel sector are largely focused on various aspects of facility operations efficiently. However, a wide range of present and future legislative activities will impact hotel design, construction and operations. This legislation ranges from the broad and long-term (e.g. cap and trade legislation regarding emissions) to the specific (e.g. U.S. Energy Independence and Security Act of 2007, which applies phased efficiency standards to incandescent light bulbs). The concept of Life Cycle Assessment for products (i.e. the "Cradle to Cradle" review of environmental impacts from raw material extraction through disposal) has gained significant acceptance as a policy instrument and basis for evolving regulatory mechanisms – most notably in the European Union. Hoteliers will need to monitor legislation at the national and local levels to properly plan for operational practices and associated capital expenditures that may be required in the future. Establishments must obtain various licenses', such as a liquor license, lodging house license, eating house license, police permission, License under the shop and establishment act, or a license under the Food and Drug Administration Act. If an establishment fails to meet the requisite criteria of obtaining the license, business can be closed down. Number of legislations governs the hospitality industry. For the construction and commissioning of hotels, restaurants, guest houses and other establishments, following acts are admissible in India:

- Foreign Exchange Management Act;
- The Industrial Licensing policy;
- The Transfer of Property Act

Several areas of legislation have an impact on the capacity of small-scale producers to develop tourism-related enterprises. Various development control orders issued by central and state governments and local municipal councils. These include access to credit, business licensing, employment legislation, environmental health, and health and safety regulations as well as the regulation of micro, small and medium-sized enterprises.

Few legislations govern the operation, maintenance and management of establishments, and the health and safety of occupants. These include:

- Indian Contract Act, 1872
- Health and Safety Laws
- Insurance Laws (public liability insurance)
- Fire Safety
- Hygiene regulations
- Workmen's compensation Act, 1923
- Payment of Wages Act, 1936

Another set of rules governing taxation, employment and other contractual relationships. These include:

- Income tax act, 1948;
- Service tax;
- Expenditure tax
- Central Excise Act, 1944;
- Luxury tax;
- Entertainment/amusement tax;
- Other employment laws

Governments need to ensure that people engaged in tourism are remunerated fairly and receive adequate social protection in areas such as the minimum wage, policies on equal opportunities, holiday entitlement and security of employment.

Measures undertaken by the Government:

New Hotel Policy of Government of Uttar Pradesh 2008 and Government of Rajasthan (Department of Tourism) - New Hotel Policy 2006 envisages creation of adequate and suitable infrastructure like accommodation, transport, communication links and other essential amenities. Various policy measures undertaken by the Ministry of Tourism and tax incentives have also aided growth of the hospitality industry; some of them include:

- Allowance of 100% FDI in the hotel industry (including construction of hotels, resorts, and recreational facilities) through the automatic route
- Introduction of 'Medical Visa' for tourists coming into the country for medical treatment
- Issuance of visa-on-arrival for tourists from select countries, which include Japan, New Zealand, and Finland
- Promotion of rural tourism by the Ministry of Tourism in collaboration with the United Nations Development Programme
- Elimination of customs duty for import of raw materials, equipment, liquor etc
- Capital subsidy programme for budget hotels
- Exemption of Fringe Benefit Tax on crèches, employee sports, and guest house facilities
- Five-year income tax holidays for 2-4 star hotels established in specified districts having UNESCO-declared 'World Heritage Sites'.

To enhance India's competitiveness as a tourist destination, it is proposed to simplify the visa procedures and consider strategies for the speedy issue of visas including electronic visas and visas on arrival. Some regulations are enacted to specifically protect a fledgling business or project. Foreign Exchange Management Act (FEMA), 2000 introduced by Govt. consider that foreign exchange transactions in tourism and hospitality related activities need to be regulated properly. Federal law introduced in 1979 in United States of America prohibits airlines from providing direct flight service in restricted areas. In USA, Consumer Product Safety Commission is a federal agency charged with protecting consumers from dangerous products.

Factories Act, 1948 is a law relating to working hours, conditions of service & employment and covers hotel, restaurant or eating places. The provision of the acts are related to working hours, health, safety, amenities and facilities provided to the workers. Food Safety and Standards Act has been implemented on 5th August, 2011. The enactment of Food Safety & Standards Act and establishment of the Food Safety and Standards Authority of India (FSSAI) is a landmark development which will have a pervasive impact on all segments of the Indian Hospitality Industry. It becomes obligatory on all food business operators to acquire license under this Act. Similarly, Indian Contract Act, Consumer Protection Act, 1986, Payment of Wages Act, 1936; Agmark Standards (AGMARK), Bureau of Indian Standards (BIS), Prevention of Food Adulteration Act & Rules (PFA Act), 1954, Essential Commodities Act, 1955 are important regulatory aspects of tourism and hospitality industry having significant impact in India.

Check Your Progress-3:

Activity-1:

1. **Which acts govern taxation, employment and other contractual relationships?**

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2. **Define various policy measures undertaken by the Ministry of Tourism for the growth of the hospitality industry; some of them include:**

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3. **What do you understand by FEMA?**

17.5 Global Codes of Ethics For Tourism:

There are various organizations and associations that look after the interests of small businesses; helping entrepreneurs get off their feet and providing insight into the industry. These organizations also regulate the tourism industry and how it is operated. Association for South African Travel Agents (ASATA) is a representative forum that promotes professional service with security for both members and their clients. Their emphasis is on free trade without violating rules and regulations. Fair Trade in Tourism South Africa (FTTSA) is an independent project of the World Conservation Union and aims to facilitate improved access to tourism markets for structurally disadvantaged tourism enterprises. National Accommodation Association of South Africa (NAA-SA) brings together all local and provincial accommodation associations. South African Association for the Conference Industry (SAACI) is dedicated to maintaining and improving the standards of efficiency and professionalism for the

conference industry in southern Africa. Southern Africa Tourism Services Association (SATSA) is a non-profit member driven association, representing major role players including airlines, coach operators, tour operators, accommodation establishments, vehicle-hire companies and so on. By doing business with a SATSA accredited member, one has peace of mind and a guarantee that they are receiving the best possible services within the tourism industry. South African Tourism (SAT) is the official international marketing organisation for South Africa as a tourist destination. SAT participates in travel shows, presents workshops for members of the travel trade, produces a variety of promotional material and co-ordinates marketing campaigns to create a positive climate for the effective marketing of South Africa's many excellent tourism products.

Tourism Enterprise Programme (TEP) facilitates the growth, development and sustainability of small tourism businesses. This is achieved through a number of products and services that provide hands-on, step-by-step support and guidance, ultimately leading to improved product quality, operational efficiency and market reach. Tourism Business Council of South Africa is the umbrella organisation representing the tourism business sector. Its primary purpose is to engage with all stakeholders in developing macro strategies that create an enabling environment for tourism development.

The UNWTO elaborated a Global Code of Ethics in 2001 setting a framework for the responsible and sustainable development of tourism. It addresses the rights and responsibilities of all tourism stakeholders.

UNWTO Global Code of Ethics for Tourism, October 2001

Adopted by resolution A/RES/406(XIII) at the thirteenth WTO General Assembly (Santiago, Chile, 27 September–1 October 1999).

Article-1

Tourism's contribution to mutual understanding and respect between peoples and societies

1. The understanding and promotion of the ethical values common to humanity, with an attitude of tolerance and respect for the diversity of religious, philosophical and moral beliefs, are both the foundation and the consequence of responsible tourism; stakeholders in tourism development and tourists themselves should observe the social and cultural traditions and practices of all peoples, including those of minorities and indigenous peoples and to recognize their worth.
2. Tourism activities should be conducted in harmony with the attributes and traditions of the host regions and countries and in respect for their laws, practices and customs.
3. The host communities, on the one hand, and local professionals, on the other, should acquaint themselves with and respect the tourists who visit them and find out about their lifestyles, tastes and expectations; the education and training imparted to professionals contribute to a hospitable welcome.
4. It is the task of the public authorities to provide protection for tourists and visitors and their belongings; they must pay particular attention to the safety of foreign tourists owing to the particular vulnerability they may have; they should facilitate the introduction of specific means of information, prevention, security, insurance and assistance consistent with their needs; any attacks, assaults, kidnappings or threats against tourists or workers in the tourism industry, as well as the wilful destruction of tourism facilities or of elements of cultural or natural heritage should be severely condemned and punished in accordance with their respective national laws.

5. When travelling, tourists and visitors should not commit any criminal act or any act considered criminal by the laws of the country visited and abstain from any conduct felt to be offensive or injurious by the local populations, or likely to damage the local environment; they should refrain from all trafficking in illicit drugs, arms, antiques, protected species and products and substances that are dangerous or prohibited by national regulations.
6. Tourists and visitors have the responsibility to acquaint themselves, even before their departure, with the characteristics of the countries they are preparing to visit; they must be aware of the health and security risks inherent in any travel outside their usual environment and behave in such a way as to minimize those risks.

Article-2 *Tourism as a vehicle for individual and collective fulfillment*

1. Tourism, the activity most frequently associated with rest and relaxation, sport and access to culture and nature, should be planned and practiced as a privileged means of individual and collective fulfillment; when practiced with a sufficiently open mind, it is an irreplaceable factor of self-education, mutual tolerance and for learning about the legitimate differences between peoples and cultures and their diversity.
2. Tourism activities should respect the equality of men and women; they should promote human rights and, more particularly, the individual rights of the most vulnerable groups, notably children, the elderly, the handicapped, ethnic minorities and indigenous peoples.
3. The exploitation of human beings in any form, particularly sexual, especially when applied to children, conflicts with the fundamental aims of tourism and is the negation of tourism; as such, in accordance with international law, it should be energetically combated with the cooperation of all the States concerned and penalized without concession by the national legislation of both the countries visited and the countries of the perpetrators of these acts, even when they are carried out abroad.
4. Travel for purposes of religion, health, education and cultural or linguistic exchanges are particularly beneficial forms of tourism, which deserve encouragement.
5. The introduction into curricula of education about the value of tourist exchanges, their economic, social and cultural benefits, and also their risks, should be encouraged.

Article-3:

Tourism, a factor of sustainable development

1. All the stakeholders in tourism development should safeguard the natural environment with a view to achieving sound, continuous and sustainable economic growth geared to satisfying equitably the needs and aspirations of present and future generations.
2. All forms of tourism development that are conducive to saving rare and precious resources, in particular water and energy, as well as avoiding so far as possible waste production, should be given priority and encouraged by national, regional and local public authorities.
3. The staggering in time and space of tourist and visitor flows, particularly those resulting from paid leave and school holidays, and a more even distribution of holidays should be sought so as to reduce the pressure of tourism activity on the environment and enhance its beneficial impact on the tourism industry and the local economy.
4. Tourism infrastructure should be designed and tourism activities programmed in such a way as to protect the natural heritage composed of ecosystems and biodiversity and to preserve endangered species of wildlife; the stakeholders in tourism development, and especially professionals, should agree to the imposition of limitations or constraints on their activities when these are exercised in particularly sensitive areas: desert, polar or

high mountain regions, coastal areas, tropical forests or wetlands, propitious to the creation of nature reserves or protected areas.

5. Nature tourism and ecotourism are recognized as being particularly conducive to enriching and enhancing the standing of tourism, provided they respect the natural heritage and local populations and are in keeping with the carrying capacity of the sites.

Article-4:

Tourism, a user of the cultural heritage of mankind and contributor to its enhancement:

1. Tourism resources belong to the common heritage of mankind; the communities in whose territories they are situated have particular rights and obligations to them.

2. Tourism policies and activities should be conducted with respect for the artistic, archaeological and cultural heritage, which they should protect and pass on to future generations; particular care should be devoted to preserving and upgrading monuments, shrines and museums as well as archaeological and historic sites which must be widely open to tourist visits; encouragement should be given to public access to privately owned cultural property and monuments, with respect for the rights of their owners, as well as to religious buildings, without prejudice to normal needs of worship.

3. Financial resources derived from visits to cultural sites and monuments should, at least in part, be used for the upkeep, safeguard, development and embellishment of this heritage.

4. Tourism activity should be planned in such a way as to allow traditional cultural products, crafts and folklore to survive and flourish, rather than causing them to degenerate and become standardized.

Article-5:

Tourism, a beneficial activity for host countries and communities:

1. Local populations should be associated with tourism activities and share equitably in the economic, social and cultural benefits they generate, and particularly in the creation of direct and indirect jobs resulting from them.

2. Tourism policies should be applied in such a way as to help to raise the standard of living of the populations of the regions visited and meet their needs; the planning and architectural approach to and operation of tourism resorts and accommodation should aim to integrate them, to the extent possible, in the local economic and social fabric; where skills are equal, priority should be given to local manpower.

3. Special attention should be paid to the specific problems of coastal areas and island territories and to vulnerable rural or mountain regions, for which tourism often represents a rare opportunity for development in the face of the decline of traditional economic activities.

4. Tourism professionals, particularly investors, governed by the regulations laid down by the public authorities, should carry out studies of the impact of their development projects on the environment and natural surroundings; they should also deliver, with the greatest transparency and objectivity, information on their future programmes and their foreseeable repercussions and foster dialogue on their contents with the populations concerned.

Article-6:

Obligations of stakeholders in tourism development:

1. Tourism professionals have an obligation to provide tourists with objective and honest information on their places of destination and on the conditions of travel, hospitality and stays; they should ensure that the contractual clauses proposed to their customers are readily understandable as to the nature, price and quality of the services they commit themselves to providing and the financial compensation payable by them in the event of a unilateral breach of contract on their part.
2. Tourism professionals, in so far as it depends on them, should show concern, in cooperation with the public authorities, for the security and safety, accident prevention, health protection and food safety of those who seek their services; likewise, they should ensure the existence of suitable systems of insurance and assistance; they should accept the reporting obligations prescribed by national regulations and pay fair compensation in the event of failure to observe their contractual obligations.
3. Tourism professionals, so far as this depends on them, should contribute to the cultural and spiritual fulfillment of tourists and allow them, during their travels, to practice their religions.
4. The public authorities of the generating States and the host countries, in cooperation with the professionals concerned and their associations, should ensure that the necessary mechanisms are in place for the repatriation of tourists in the event of the bankruptcy of the enterprise that organized their travel.
5. Governments have the right – and the duty – especially in a crisis, to inform their nationals of the difficult circumstances, or even the dangers they may encounter during their travels abroad; it is their responsibility however to issue such information without prejudicing in an unjustified or exaggerated manner the tourism industry of the host countries and the interests of their own operators; the contents of travel advisories should therefore be discussed beforehand with the authorities of the host countries and the professionals concerned; recommendations formulated should be strictly proportionate to the gravity of the situations encountered and confined to the geographical areas where the insecurity has arisen; such advisories should be qualified or cancelled as soon as a return to normality permits.
6. The press, and particularly the specialized travel press and the other media, including modern means of electronic communication, should issue honest and balanced information on events and situations that could influence the flow of tourists; they should also provide accurate and reliable information to the consumers of tourism services; the new communication and electronic commerce technologies should also be

developed and used for this purpose; as is the case for the media, they should not in any way promote sex tourism.

Article-7:
Right to tourism:

1. The prospect of direct and personal access to the discovery and enjoyment of the planet's resources constitutes a right equally open to all the world's inhabitants; the increasingly extensive participation in national and international tourism should be regarded as one of the best possible expressions of the sustained growth of free time, and obstacles should not be placed in its way.
2. The universal right to tourism must be regarded as the corollary of the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay, guaranteed by Article 24 of the Universal Declaration of Human Rights and Article 7.d of the International Covenant on Economic, Social and Cultural Rights.
3. Social tourism, and in particular associative tourism, which facilitates widespread access to leisure, travel and holidays, should be developed with the support of the public authorities.

4. Family, youth, student and senior tourism and tourism for people with disabilities, should be encouraged and facilitated.

Article-8:

Liberty of tourist movements

1. Tourists and visitors should benefit, in compliance with international law and national legislation, from the liberty to move within their countries and from one State to another, in accordance with Article 13 of the Universal Declaration of Human Rights; they should have access to places of transit and stay and to tourism and cultural sites without being subject to excessive formalities or discrimination.
2. Tourists and visitors should have access to all available forms of communication, internal or external; they should benefit from prompt and easy access to local administrative, legal and health services; they should be free to contact the consular representatives of their countries of origin in compliance with the diplomatic conventions in force.
3. Tourists and visitors should benefit from the same rights as the citizens of the country visited concerning the confidentiality of the personal data and information concerning them, especially when these are stored electronically.
4. Administrative procedures relating to border crossings whether they fall within the competence of States or result from international agreements, such as visas or health and customs formalities, should be adapted, so far as possible, so as to facilitate to the maximum freedom of travel and widespread access to international tourism; agreements between groups of countries to harmonize and simplify these procedures should be encouraged; specific taxes and levies penalizing the tourism industry and undermining its competitiveness should be gradually phased out or corrected.
5. So far as the economic situation of the countries from which they come permits, travellers should have access to allowances of convertible currencies needed for their travels.

Article-9:

Rights of the workers and entrepreneurs in the tourism industry

1. The fundamental rights of salaried and self-employed workers in the tourism industry and related activities, should be guaranteed under the supervision of the national and local administrations, both of their States of origin and of the host countries with particular care, given the specific constraints linked in particular to the seasonality of their activity, the global dimension of their industry and the flexibility often required of them by the nature of their work.
2. Salaried and self-employed workers in the tourism industry and related activities have the right and the duty to acquire appropriate initial and continuous training; they should be given adequate social protection; job insecurity should be limited so far as possible; and a specific status, with particular regard to their social welfare, should be offered to seasonal workers in the sector.
3. Any natural or legal person, provided he, she or it has the necessary abilities and skills, should be entitled to develop a professional activity in the field of tourism under existing national laws; entrepreneurs and investors – especially in the area of small and medium-sized enterprises – should be entitled to free access to the tourism sector with a minimum of legal or administrative restrictions.
4. Exchanges of experience offered to executives and workers, whether salaried or not, from different countries, contribute to foster the development of the world tourism

industry; these movements should be facilitated so far as possible in compliance with the applicable national laws and international conventions.

5. As an irreplaceable factor of solidarity in the development and dynamic growth of international exchanges, multinational enterprises of the tourism industry should not exploit the dominant positions they sometimes occupy; they should avoid becoming the vehicles of cultural and social models artificially imposed on the host communities; in exchange for their freedom to invest and trade which should be fully recognized, they should involve themselves in local development, avoiding, by the excessive repatriation of their profits or their induced imports, a reduction of their contribution to the economies in which they are established.

6. Partnership and the establishment of balanced relations between enterprises of generating and receiving countries contribute to the sustainable development of tourism and an equitable distribution of the benefits of its growth.

Article-10

Implementation of the principles of the global code of ethics for tourism

1. The public and private stakeholders in tourism development should cooperate in the implementation of these principles and monitor their effective application.
2. The stakeholders in tourism development should recognize the role of international institutions, among which the World Tourism Organization ranks first, and non-governmental organizations with competence in the field of tourism promotion and development, the protection of human rights, the environment or health, with due respect for the general principles of international law.
3. The same stakeholders should demonstrate their intention to refer any disputes concerning the application or interpretation of the Global Code of Ethics for Tourism for conciliation to an impartial third body known as the World Committee on Tourism Ethics.

Check Your Progress-4:

Activity-1:

1. **List out various association globally which enforces code of ethics for the sustainable development of tourism and hospitality industry?**

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2. **Define Article 2 of Global code of ethics?**

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3. What are the obligations of stakeholders in tourism development?

17.6 Summary:

In this unit, learners studied that the pillar of effective tourism operation is legislation; hence, the hospitality and tourism industry stands to gain tremendously from review of the laws impacting on tourism. Ethical conduct of travel agencies, tour operations and

hospitality sector in business activities in India is based on respect of the laws envisage for tourism. The powers conferred on Ministry of Tourism, Govt. of India are not exclusive hence, can not exercise such fully. This factor needs to be reviewed even in respect of monitoring the profile of Indian Hospitality Operation at regular intervals. The inadequacies in the regulatory laws are another area that needs to be visited. Dependence on old laws do not mean well for the industry given the strive to improve on the quality of services in the country as a tourist destination. Issues of anti-trust matters require reforms to make it more viable. The efforts of the Federal Ministry of Tourism, Culture and National Orientation to review all the law regulating the industry is a step towards the right direction. When reviewed, it is believed the laws will accommodate matters relating to transfer of technology, grading of hotels and other related agencies including franchise disclosure laws.

17.7 Answer to Check Your Progress Exercises:

Check Your Progress-1:
Activity-1:
For answer refer to section 17.2.
For challenges in enforcing regulatory framework in hospitality industry refer sub section 17.2.1.
Check Your Progress-2:
Activity-1:
For answer refer to section 17.3.
Check Your Progress-3:
Activity-1:
For answer refer to section 17.4.
Check Your Progress 4:
Activity 1:
For answer refer to section 17.5.

17.8 References/Bibliography:

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17.9 Review Questions:

1. Tourism industry believes that legislation is the foundation on which any operation is built. Explain?
2. Highlight Global Code of Ethics for Tourism as set by United Nations World Tourism Organization (UNWTO)?
3. Why laws are important in tourism and hospitality?

Unit-18
The Taj, Mumbai

Structure:

18.1 Introduction

18.2 Objectives

18.3 Historical Development of the Taj Group

18.4 About the Products of Taj Group

18. 5 Sustainability and Social Responsbility

18.6 The Taj Mahal Palace, Mumbai

18.7 Summary

18.8 Glossary

18.9 Answers to Check your Progress Exercise

18.10 Reference / Bibliography

18.11 Suggested Readings

18.12 Terminal and Model Questions

18.1 Introduction:

In the preceding units you have studied **International Regulations and, Prevailing Ethical, Legal and Regulatory Framework in India**. The present unit comprises of discussion on **The Taj, Mumbai** as case study to have the understanding of hotel operations and management.

The ***Indian Hotels Company Limited (IHCL)*** and its subsidiaries are collectively known as Taj Hotels Resorts and Palaces and is recognized as one of Asia's largest and finest hotel company. Incorporated by the founder of the Tata Group, Mr. Jamsetji N. Tata, the company opened its first property, The Taj Mahal Palace Hotel, Bombay in 1903. The Taj, a symbol of Indian hospitality, completed its centenary year in 2003. Taj Hotels Resorts and Palaces comprises 93 hotels in 55 locations across India with an additional 16 international hotels in the Maldives, Malaysia, Australia, UK, USA, Bhutan, Sri Lanka, Africa and the Middle East.

The present unit is an effort to highlight the historical evolution and achievements of the Taj Group in general and The Taj Mahal Palace, Mumbai in particular.

18.2 Objectives:

After reading this Unit, you will be able to:

- Have an idea about the Taj Hotels Resorts and Palaces,
- Know historical evolution of the Taj Group of Hotels,
- Know prime attractions at The Taj Mahal Palace, Mumbai,
- Identify various products and services offered,
- Recognise different outlets of Taj Mahal Palace, Mumbai.

18.3 Historical Development Of The Taj Group:

The Company was incorporated in 1902 and it opened its first hotel, The Taj Mahal Palace & Tower, Mumbai, in 1903. The Company then undertook major expansion of The Taj Mahal Palace & Tower, Mumbai by constructing an adjacent tower block and increasing the number of rooms from 225 to 565 rooms. With the completion of its initial public offering in the early 1970s, the Company began a long term programme of geographic expansion and development of new tourist destinations in India which led to its emergence as a leading hotel chain in India. From the 1970s to the present day, the Taj Group has played an important role in launching several of India's key tourist destinations, working in close association with the Indian Government. The Taj Group has a philosophy of service excellence which entails providing consistently high levels of personalized service and innovative means of improving service quality.

The Taj Group has been active in converting former royal palaces in India into world class luxury hotels such as the Taj Lake Palace in Udaipur, the Rambagh Palace in Jaipur and Umaid Bhawan Palace in Jodhpur. In 1974, the Taj Group opened India's first international five star deluxe beach resort, the Fort Aguada Beach Resort in Goa. The Taj Group also began its business in metropolitan hotels in the 1970s, opening the five-star deluxe hotel Taj Coromandel in Chennai in 1974, acquiring an equity interest and operating contract for the Taj President, a business hotel in Mumbai, in 1977, and opening the Taj Mahal Hotel in Delhi in 1978. In 1980, the Taj Group took its first step

internationally by opening its first hotel outside India, the Taj Sheba Hotel in Sana'a, Yemen and in the late 1980s, acquired interests in the Crown Plaza - James Court, London and 51 Buckingham Gate Luxury Suites and Apartments in London.

In 1984, the Taj Group acquired under a license agreement each of The Taj West End, Bangalore, Taj Connemara, Chennai andSavoy Hotel, Ooty, with which the Taj Group made its foray into Bangalore. With the opening of the five star deluxe hotel Taj Bengal in Kolkata in 1989; the Taj Group became the only hotel chain with a presence in the five major metropolitan cities of Mumbai, Delhi, Kolkatta, Bangalore and Chennai. Concurrently with the expansion of its luxury hotel chain in the major metropolitan cities, the Taj Group also expanded its business hotels division in the major metropolitan and large secondary cities in India.

During the 1990s, the Taj Group continued to expand its geographic and market coverage in India. It developed specialized operations (such as wildlife lodges) and consolidated its position in established markets through the upgrading of existing properties and development of new properties. Taj Kerala Hotels & Resorts Limited was set up in the early 1990s along with the Kerala Tourism Development Corporation. In 1998 the Taj Group opened the Taj Exotica Bentota which strengthened the Taj Group's market position in Sri Lanka. In 2000, the launch of the 56 acre Taj Exotica, Goa and the Taj Hari Mahal in Jodhpur were completed.

In 2000, the Taj Group entered into a partnership with the GVK Reddy Group to set up Taj GVK Hotels and Resorts Limited and thereby obtained a prominent position in the market in the southern business city of Hyderabad, holding three hotels and a major share of the market. In 2001, the Taj Group took on the management contract of Taj Palace Hotel, Dubai, and has established itself as an up-market hotel in the Middle East region. The Taj Exotica Resort & Spa, Maldives launched the Taj Group into the premium luxury hotel market and since its opening in July 2002, has won several international awards. The Taj Group also obtained licenses to manage and operate two leisure hotels; the Rawal-Kot, Jaisalmer and Usha Kiran Palace, Gwalior in October 2002.

In September 2002, the Taj Group acquired an equity interest in the former Regent Hotel in Bandra which gave the Taj Group access to the midtown and North Mumbai market. The hotel has since been renamed as the Taj Lands End, Mumbai. In 2003, the Company celebrated the centenary of the opening of its Flagship hotel, the Taj Mahal Palace & Tower, Mumbai.

In 2004 the Taj Group opened Wellington Mews, its first luxury serviced apartment in Mumbai. In the same year, the Taj Group also launched the first of its "value-for-money" hotels in Bangalore branded 'Ginger', which division has 11 hotels in various locations in India and is owned through its wholly owned subsidiary.

In 2005 the Company acquired on lease The Pierre, a renowned hotel in New York City, to enter the luxury end of the developed hotel markets internationally. The Company entered into a management contract for Taj Exotica in Palm Island Jumeirah in Dubai to expand its existing presence in the United Arab Emirates.

The Company enhanced its position as an operator of converted palaces by entering into a management contract for Umaid Bhawan Palace, Jodhpur in the princely state of Rajasthan in India. The Company, through a subsidiary, acquired the erstwhile 'W' hotel in Sydney, Australia in February 2006 and renamed it as 'Blue, Woolloomooloo Bay'. To expand its presence in the US market, the Company acquired in early 2007 Ritz Carlton in Boston and Taj Campton Place in San Francisco.

Hotels operated by the Taj Group internationally are located in US, Australia, Dubai, Maldives, Malaysia, Sri Lanka, the United Kingdom, South Africa, Bhutan and Zambia. On October 12, 2006, the Board of Directors of the Company approved the Scheme, under Sections 391 to 394 of the Companies Act for the for the amalgamation of Indian Resorts Hotel Limited, Gateway Hotels and Getaway Resorts Limited, Kuteeram Resorts Private Limited, Asia Pacific Hotels Limited, Taj Lands End Limited (Transferor Companies) with the Company. The Scheme was approved by the respective High Courts. The Transferor Companies and the Company were engaged in the leisure and business hotels as part of the Taj group of hotels. A consolidation of the Transferor Companies and the Company was therefore expected to lead to greater synergy in operations, a more efficient utilisation of capital and create a stronger base for future growth of business in general and the Company in particular. The amalgamation was expected to result in administrative rationalization, organizational efficiencies, and optimal utilization of various resources.

18.4 About the Products of Taj Group:

The Taj began a century ago with a single landmark - The Taj Mahal Palace Hotel, Mumbai. Today, the various Taj hotels, in all their variety and historical richness, are recognized internationally as the symbols of true Indian hospitality. The Company's history is integral to India's emergence into the global business and leisure travel community; and looking to the future, Taj Hotels Resorts and Palaces is well positioned to meet the increase in travel activity with the rapid expansion of the Indian economy.
Taj Hotels Resorts and Palaces comprising the Indian Hotels company Limited (IHCL) and its subsidiaries - is recognized as one of world's largest and finest hospitality companies. It has the largest hotel chain in South Asia, with a portfolio of 109 hotels and 12,795 rooms across 12 countries on 5 continents. In India, this hotel chain spans the length and breadth of the country, gracing important industrial towns and cities, beaches, hill stations, historical and pilgrim centres and Wildlife destinations. Each hotel offers luxurious standards of service, the apogee of Indian hospitality, vantage locations, and every modern amenity and business facility.
The "TAJ" brand has been consciously built over tile years, and has the highest brand recall in the hospitality industry. Top quality infrastructure that establishes the high brand standards, combined with best-in-class services for guests. It is an epitome of hospitality in India and abroad with a formidable lineage and a distinctive reputation. Each brand is built on a base of Taj constants of hygiene, honesty, integrity and customer-centricity. Based on tile strategic offerings, the hotel portfolio has been segmented into the following brands ***Luxury India, Luxury – International, Vivanta by Taj, Gateway and Ginger***. In addition to these, ***TajSATS, Jiva Spa and Khazana*** are also a part of the company.

18.4.1 Taj Luxury- India & International:

It is the flagship brand for the world's most discerning travelers seeking authentic experiences given that luxury is a way of life to which they are accustomed. Spanning world-renowned landmarks, modern business hotels, idyllic beach resorts, authentic Rajput palaces and rustic safari lodges. Each Taj hotel reinterprets the tradition of

hospitality in a refreshingly modern way to create unique experiences and lifelong memories.

The luxury hotels encompass a unique set of iconic properties rooted in history and tradition that deliver truly unforgettable experiences. Each of these hotels is defined by the unique emotional equity of its iconic properties that are authentic and non-replicable, and have great potential to create memories and stories. The hotels are clearly differentiated by the privacy and intimacy they provide, their product philosophy and service design. They are centred around high-end accommodation, environments that allow guests unrivalled comfort, varied and eclectic culinary experiences, impeccable service and authentic Indian Spa sanctuaries. Taj Safari lodges also form an extension of the high-end luxury concept and experience.

With a commitment to replicate the domestic success on international shores, Taj Group plan to build an international network of luxury hotels, which will provide an exemplary produce-service combination and, in the process, create a global brand. The current international portfolio includes luxury resorts in the Indian Ocean, business and resort destinations in the Middle East and Africa, serviced apartments in the UK, hotel in Australia and three top-end luxury hotels in the US.

Table 18.1: Summary of Taj Luxury- India & International Properties

Countries of operation (number)	5
Number of hotels	26
Number of rooms	4,683

Source: IHCL Corporate Sustainability Report 2010-11

18.4.2 Taj Exotica:

These are the resorts and spa brand found in the most exotic and relaxing locales of the world. The properties are defined by the privacy and intimacy they provide. The hotels are clearly differentiated by their product philosophy and service design. They are centered on high end accommodation, intimacy and an environment that allows its guest unrivalled comfort and privacy. They are defined by a sensibility of intimate design and by their varied and eclectic culinary experiences, impeccable service and authentic Indian Spa sanctuaries.

18.4.3 Taj Safaris:

These are wildlife lodges that allow travelers to experience the unparalleled beauty of the Indian jungle amidst luxurious surroundings. They offer India's first and only wildlife luxury lodge circuit. Taj Safaris provide guests with the ultimate, interpretive, wild life experience based on a proven sustainable ecotourism model.

18.4.4 Vivanta By Taj Hotels & Resorts:

The expectations, needs and profiles of the contemporary international traveller are different. They are bored of generic experiences and are looking for something creative and inspiring, something that is apart from the pack. The Vivanta hotels range meets the needs of this new generation of cosmopolitan and demanding guests by designing and delivering Vivanta hotel experiences that are efficient yet imaginative, luxurious yet informal, relaxing yet energizing; matching their work-hard play-hard lifestyles.

Whether it is the innovative food in the restaurants, the energetic vibe at the hip bars, the contemporary styling of the interiors, the smart use of technology or the charming Indian hospitality of the staff, these hotels strive to surprise and delight guests in pleasantly unexpected, but meaningful ways, every time.

Table 18.2: Summary of Vivanta by Taj Hotels & Resorts Properties

Countries of operation (number)	6
Number of hotels	32
Number of rooms	3,837

Source: IHCL Corporate Sustainability Report 2010-11

18.4.5 The Gateway Hotel:

Gateway hotels have been designed for the modern nomad. At the Gateway Hotel, it is believed in keeping things simple. This is why these hotels are divided into 7 simple zones - Stay, Hangout, Meet, Work, Workout, Unwind and Explore. They are designed keeping in mind the busy schedule of guests and the fact that every day has just 24 hours. Be it around-the-clock services or menus that help guests take advantage of what each day has to offer, its focus is always on creating sanctuaries that refresh, refuel and renew the modern day traveller.

Offering the highest consistency in quality, service and style these hotels set new standards and take the unwanted surprises out of travelling, welcoming guests to a refreshingly enjoyable and hassle- free experience, anytime, everywhere. The motive is to make the guests feel at home, away from home and empower them to get more done with greater effectiveness and control.

Table 18.3: Summary of the Gateway Hotel by Taj Hotels & Resorts Properties

Countries of operation (number)	2
Number of hotels	25
Number of rooms	1,738

Source: IHCL Corporate Sustainability Report 2010-11

18.4.6 The Ginger (Economy Hotels):

The **Ginger** is IHCL's revolutionary concept in hospitality for the value segment. Intelligently designed facilities, consistency and affordability are hallmarks of this brand, targeted at travelers who value simplicity and self-service. Roots Corporation Limited (RCL), a wholly-owned subsidiary of the Indian Hotels Company Limited (IHCL) operates these first-of-its-kind Smart Basics hotels across India. These hotels have created a new category in the domestic hospitality landscape, while giving a major fillip to Indian tourism and other ancillary industries. At Ginger, the values put: special emphasis *on* environmental and ecological issues. It constantly work towards building a better and more sustainable way of living by providing facilities to its customers without compromising on the environment. The steps taken by the hotel will help create a safer environment for the future.

Table 18.4: Summary of the Ginger (Economy Hotels)

Countries of operation (number)	1
Number of hotels	24
Number of rooms	2,350

Source: IHCL Corporate Sustainability Report 2010-11

18.4.7 Jiva Spas:

Jiva Spa is a unique concept, which draws from the wisdom and heritage of Asian and Indian philosophies of healing, wellness and beauty to "reawaken your life force". It promises a whole new spa experience, taking inspiration from age - old holistic living concepts.

There is a rich basket of fresh and unique experiences under the Jiva Spa umbrella of' offerings - Yoga and Meditation, mastered and disseminated by accomplished practitioners, authentic Ayurveda therapies, and unique Taj signature treatments. Recreated royal traditions of' wellness, holistic therapies, enlivening and meaningful rituals and ceremonies and unique natural products blended by hand come together to offer a truly calming experience.

Jiva Spa is an eco - sensitive brand that deploys natural spa products containing Indian herbs, pure essential oils, lipids, clays, mud, salts and flower waters. In addition to these, Jiva Spas also uses organic fabrics, bamboo products and eco-friendly toxin- free pottery.

Table 18.5: Summary about the Jiva Spas

Countries of operation (number)	4
Number of Spas	22
Number of treatments	89,780

Source: IHCL Corporate Sustainability Report 2010-11

18.4.8 Khazana:

Taj Khazana is a chain of luxury lifestyle stores that are located across India, in many cities Including Mumbai, Delhi, Kolkata, Bangalore, Hyderabad, and Goa, in various Taj hotels.

An Indian boutique with a global appeal, Taj Khazana is an ovation to the boundless creative talent of the Indian artisans and craftsmen. Taj Khazana showcases and stocks artifacts and collectibles created by master craftsmen of India and also has a selection of garments, stoles, shawls and accessories from handpicked Indian designers. The collection includes revival of the works of artisans, be it textiles or art forms in paper, metal, wood, marble or iron.

From miniature paintings to silver artifacts, from weaves and pashminas to contemporary paintings and designer garments, from objet d'art to handbags and leather accessories and much more, if it's rare and uniquely Indian, you will find it at Taj Khazana.

Table 18.6: Summary of the Khazana

Countries of operation (number)	1

Number of boutiques	6

Source: IHCL Corporate Sustainability Report 2010-11

18.4.9 Taj SATS:

TajSATS Air Catering Ltd. is a joint venture of the Indian Hotels Company and Singapore Airport Terminal Services (SATS). TajSATS is one of the prime airline catering companies across the globe and provides in-filght catering, manages airport lounges, undertakes airline services such as aircraft cleaning, laundry, airline bonds, catering ramp handling, institutional catering, outdoor catering and corporate gifting. TajSATS has operational units at Amritsar, Bangalore, Chennai, Delhi, Goa, Kolkata, and Mumbai. In addition, the unit at Chennai manages a restaurant through a Joint venture With Malaysian Airlines, along with an airport lounge. TajSATS also manages the Lufthansa lounge (Star Alliance) and Emirates lounge at Mumbai international Airport.

All units of TajSATS are equipped with state-of-the-art facilities, refrigerated hi-loaders and in-house microbiological laboratories for efficient and hygienic food production and handling. These units strictly adhere to HACCP and ISO 22000 standards for ensuring food safety from the time food is received, prepared and produced, until the time it is loaded onto the aircraft. Regular audits of all our facilities and suppliers' facilities are undertaken by an internal team as well as external agencies to ensure that products and services add significant value to customer needs.

At TajSATS offering is a commitment to be 'one with the Customer'. The focus is on creating affinity with customers every single day by delighting the customer in every interaction. It have kept pace with the developments that have taken place in the Indian aviation industry and TajSATS is geared to face whatever the future brings. While catering to the ever increasing needs of our demanding business, TajSATS has expanded from an Indian catering service to an international one.

Table 18.7: Summary about the TajSATS

Countries of operation (number)	1
Number of Units	8
Number of flight companies served	41

Source: IHCL Corporate Sustainability Report 2010-11

Throughout the company's expansion, its mandate has been twofold: to infuse a sense of Indian heritage and culture within each diverse property, while also anticipating the needs and desires of the sophisticated traveller. Over the years, the Taj has won international acclaim for its quality hotels and its excellence in business facilities, services, cuisine and interiors.

The Taj strengthened its presence in the Indian Ocean rim with the Exotica Brand. The Taj Exotica was evolved as part of Taj Hotels Resorts and Palaces intent to position it as a brand that is clearly differentiated by its product philosophy and service design. The Taj Exotica Resort and Spa, in Maldives is centered on high-end accommodation, intimacy and an environment that allows its guest's unrivalled comfort and privacy.

Taj Hotels further expanded its global footprint by securing management contracts at Palm Island, Jumeirah in Dubai, Saraya Islands in Ras Al Khaimah, Aldar Group in Abu

Dhabi, UAE Langkawi in Malaysia and Thimpu in Bhutan. The most significant additions to the portfolio have been The Pierre, the iconic landmark hotel on New York's Fifth Avenue, Taj Boston and Blue, Sydney.

The presence of Taj Hotels Resorts and Palaces internationally has been developed through a network of Taj regional sales and PR offices in the United Kingdom, France, Germany, Italy, Dubai, Singapore, Australia, Japan, Russia and the United States of America.

At the Taj Hotels Resorts and Palaces luxurious living and fine dining find common ground. Whether it is introducing exotic world cuisines to India or taking authentic Indian fare to the world, the Taj Hotels Resorts and Palaces is renowned for the eclectic culinary experiences it brings to its guests. Through a vast repertoire of award-winning restaurants, legendary recipes from royal kitchens and celebrated food festivals, the Taj has pioneered innovation in fine dining across the world.

Taj Hotels also promise a whole new experience of tranquillity and total 'wellness', through **Jiva Spas** a unique concept, which brings together the wisdom and heritage of the Asian and Indian Philosophy of Wellness and Well-being. Rooted in ancient Indian healing knowledge, Jiva Spas derive inspiration and spirit from the holistic concept of living. There is a rich basket of fresh and unique experiences under the Jiva Spa umbrella of offering, Yoga and Meditation, mastered and disseminated by accomplished practitioners, authentic Ayurveda, and unique Taj signature treatments. Royal traditions of wellness in service experiences, holistic treatments involving body therapies, enlivening and meaningful rituals and ceremonies and unique natural products blended by hand, come together to offer a truly calming experience.

IHCL operates **Taj Air**, a luxury private jet operation with state-of-the-art Falcon 2000 aircrafts designed by Dassault Aviation, France; and Taj Yachts, two 3-bedroom luxury yachts which can be used by guests in Mumbai and Kochi, in Kerala.

IHCL also operates **Taj Sats Air Catering Ltd**., the largest airline catering service in South Asia, as a joint venture with Singapore Airport Terminal Services, a subsidiary of Singapore Airlines.

Additionally, it operates the **Indian Institute of Hotel Management, Aurangabad** since 1993. The institute offers a three-year diploma, designed with the help of international faculty and has affiliations with several American and European programmes.

Check Your Progress- I:

1) Write in short about the prime milestones of historical evolution of the Taj Group of hotels.

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2) Write a short note on the TajSATS Air Catering Ltd.?

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18.5 Sustainability and Social Responsbility:

As a part of Tatas; India's premier business house; the Taj Group Hotels, have always believed in society and environment being integral stakeholders in the business along with shareholders, customers, vendors and others. Over the last decade, the movement towards ecologically sound tourism has gained urgency and importance across the globe and the group recognizes that responsible practices in vogue are as diverse as the geographies.

It promote corporate citizenship through strategic public-private partnerships which encourage building livelihoods of less-advantaged youth and women. The causes it promote include reducing malnutrition, promoting indigenous artisans and craftsmen and enhancing employability of identified target groups by sharing the core competencies as a leading hospitality company. It encourages training and development of differently abled youth.

The Taj has the unique scope and opportunity to develop raw potential into a skilled workforce that is immediately employable by various players in the industry. A majority of its community projects are focused around extending our key strengths in food production, kitchen management, housekeeping, customer service and spas to promote economic empowerment of candidates from vulnerable socio-economic backgrounds. It is fully committed to the cause of building a sustainable environment by reducing the impact of our daily operations on the environment and improving operational efficiencies, resource conservation, reuse and recycling of key resources.

Its eight Corporate Sustainability Report has been submitted to United Nations Global Compact Society in August 2011. The United Nations Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, safety & security, environment and anti-corruption. This Corporate Sustainability report also serves as our GRI (Global Reporting Initiative) as well as Triple Bottom Line report. The report focuses on identified priorities at IHCL and responds to key stakeholder needs. It plans to continue and further strengthen our commitment to the environment and societies in which we operate. It believes in continuous learning and sharing and would be delighted to have your thoughts and suggestions.

In an endeavour to reinstate its vision and efforts to boost sustainable tourism, Taj Hotels Resorts and Palaces presented EARTH (Environment Awareness & Renewal at Taj Hotels) in 2011. Implementing schemes such as the Gangroti Glacier Clean-Up Expedition, as well as designated Earth rooms, which minimise environmental impact, Taj is one of Asia's largest group of hotels to commit to energy conservation and environmental management. EARTH has received certification from Green Globe, the only worldwide environmental certification program for travel and tourism.

18.6 The Taj Mahal Palace, Mumbai:

The history of Mumbai and The Taj Mahal Palace are dramatically intertwined. The hotel is Mumbai's first harbour landmark (built 21 years before the Gateway of India) and the site of the first licensed bar in the city. For more than a century, the Taj has played an

intrinsic part in the life of the city, hosting Maharajas, dignitaries and eminent personalities from across the globe. Today it is a Leading Hotel of the World and favourite destination for discerning business travellers.

A treasure-trove of invaluable memorabilia, there is a story to tell behind every pillar, a landmark deal in every boardroom, and a storied celebration under every awning.

Jamsetji Tata built The Taj Mahal Palace just in time. In the late 19th century, the hotels in Mumbai left much to be desired. They were run down, overcrowded and the one decent hotel in Mumbai Watson's Esplanade Hotel – was years past its prime. In the late 1890s, Mr. Tata suddenly announced his plans to build a grand hotel that would help restore the image of Mumbai and attract visitors from around the world. His partners were surprised and his sisters, critical. One of them is said to have replied in Gujarati, "You are building an institute of science in Bangalore, a great iron and steel factory and a hydro-electric project – and now you tell us you are going to put up a bhatarkhana (boarding house)!"

Luckily, Mr. Tata stayed true to his vision and in 1898 the foundation for the Taj Mahal Palace was started. Construction would be completed in 1903. From the day it opened, the hotel was a leader in the city scene. The Maharajas considered it a second home because it was a welcome break from their formal routines, yet maintained the palatial standards of living to which they were accustomed.

This playground of Princes was also a home to the Indian Freedom movement. Jinnah, the future first leader of Pakistan and Naidu, the President of the Indian National Congress, both held court here. In 1947, The Taj Mahal Palace, Mumbai played host to the legends and architects of Independence and one of first major speeches representing Independent India was given at the hotel.

Eventually the Palace needed some extra room to grow and so the Tower wing was added in 1973. Architecturally different, but in synch with the spirit of the Palace, the Tower added 20 storeys of arches and balconies and began a new chapter in the hotel's rich history. Now there was even more room to accommodate the endless parade of global who's who.

A few of our extraordinary guests include: various Kings, Presidents, legends, performers, religious figures and entertainers such as George Bernard Shaw, Irving Stone, Barbara Cartland, Douglas Fairbanks, Sir Richard Attenborough, Baz Luhrmann, Yehudi Menuhin, Andrew Lloyd Weber, Mick Jagger, Margaret Thatcher, Prince Charles, Jacqueline Onassis, William Jefferson Clinton, David Rockefeller, Robert McNamara and Lord Wedgwood, just to name a few.

The only thing that can rival the hotel's collection of events and memories is perhaps its artifacts. Over the past century, The Taj Mahal Palace, Mumbai has amassed a diverse collection of paintings and works of art. From massive Belgian chandeliers to the finest in Bastar tribal art, from Anglo-Indian inlaid chairs and tables to Goan Christian artifacts, from Mughal-inspired Jali designs to contemporary sculpture, the hotel manages to incorporate a myriad of artistic styles and tastes.

In the late 1990's, in preparation for its 100th birthday, The Taj Mahal Palace, Mumbai put in place a complete renovation and refurbishment programme. International architects worked hand in hand with the hotel staff and local artisans to begin a loving restoration.

At the completion of its Centenary year, The Taj Mahal Palace, Mumbai sported a rejuvenated look, with new restaurants, beautifully restored guest rooms and a

charming new lobby lounge, and was ready to begin a graceful journey toward its next hundred years.

18.6.1 Hotel Accommodation

Overlooking the ***Gateway of India*** with a panoramic view of the bay, every one of the 560 rooms including 44 suites are the perfect blend of rich history and modern convenience.

The Taj Mahal Palace Rooms, The rooms and suites at the Palace wing have been completely restored by four of the world's most acclaimed designers - LTW from Malaysia, Lissoni from Italy, JPA from Singapore and Bamo from the US.

The palace corridors stand testimony to a century old heritage, with genuine art and artifacts gracing the aisles. Guests have a choice of rooms that overlook the pool or face the Gateway of India and the Arabian Sea.

If an effort to recreate the days of royal living, all rooms of The Taj Mahal Palace now enjoy the personalized Taj Butler service along with a host of amenities. Palace guests may select either a Luxury Grande Room or a Taj Club Room or choose from our array of Suites including the Executive, Luxury, Grand Luxury and Signature Suites. Its amenities include:

- Sony Bravia Home Theatre System, surround sound
- Ultra fast internet access both wireless and wired
- Luxurious Italian satwario marbled bathrooms, offering colossal bathtubs with hydro massage hand-showers, as well as separate cubicles with overhead Rain showerheads, a vestibule and a dressing area.
- Other amenities include
- Multi-functional bedside electronic control panel
- Personal tea/coffee makers
- 2-line speakerphones with international direct dial facility
- Fully stocked minibar and personal safe (with inbuilt laptop chargers)

The Taj Mahal Tower Rooms, in the 1970s, the beloved icon, The Taj expanded to open the doors of the adjacent Tower wing. In contrast to the Palace wing, the Tower wing is newer and orderly, with a combination of European and Indian architecture. With the opening of the Tower, the entrance of The Taj was repositioned to face Mumbai harbour. The 275 rooms (superior and deluxe) in the Tower wing have spectacular views of the Gateway of India and Arabian Sea or of Mumbai city or the pool. Its amenities include:

- Easy access to the Business Centre
- 2-line speakerphones with international direct dial facility and voice mail
- Television with satellite programmes
- DVD Player
- Wi-Fi Internet connectivity
- Personal tea/coffee makers
- Fruit platter
- Mini bar
- Complimentary in-room fax on request

The Taj Mahal Palace Suites, The Taj Mahal Palace houses 44 generously appointed suites, each adorned with original paintings and period furniture to evoke the grandeur of another age while offering the best of today's luxurious hospitality. Personal butlers can be summoned at the touch of a button to attend to every request from the moment of check-in to the time of departure. Combining contemporary and classic styles, the richly hued interiors of the suites exemplify luxurious living. Choose from newly renovated Executive Suites, elegantly appointed Luxury Suites or plush Grand Luxury Suites.

Executive Suites, The Palace wing houses 23 exquisite Executive Suites. These suites present the ultimate in comfort and convenience. Designed according to two different colour themes, each suite is either 'Sunlight' inspired or follows an 'Aubergine' palette. Smart, contemporary living spaces with a bedroom, bath, dining room, study and living room, guests can expect every luxury lavished upon them during their stay in an Executive suite.

Luxury Suites, Luxury Suites add a dining room to the already spacious living room and bedroom area. Each luxury suite is delightfully themed and all are well equipped with all the above guest amenities. The privileges of the Taj Club are also included.

Grand Luxury Suites, The Grand Luxury Suites are unquestionably the finest suites at The Taj Mahal Palace, Mumbai. These suites house a magnificent collection of artifacts, original paintings and antiques that exude great elegance and style. The suites feature a grand living room, a private patio with port harbor and city view, a master bedroom and a private balcony overlooking The Gateway of India. These charming suites are each designed around an evocative theme that inspires the décor and the occupants. The artwork and antiques recreate old world charm with a blend of modern amenities and gracious personalized service. The amenities at Palace Suites include:

- Personal Butler service
- Complimentary buffet breakfast
- Complimentary tea/coffee throughout the day
- Cocktails during the cocktail hour at the club lounge
- Plasma TV, DVD player and Surround Sound
- High-Speed Wireless Internet Access
- Video library on Demand via Interactive Television Network
- Complimentary airport limousine transfers
- Private check-in at the club desk
- Complimentary bottle of sparkling wine
- High tea complimentary at Palace Lounge
- Complimentary garments pressing per day

The Taj Club Rooms, located on the top floors of The Taj Mahal Palace, The Taj Club Rooms offer city, pool or sea views. These spacious, full service rooms are designed for the discerning business traveller or any guest requiring personalized butler service. The amenities at Taj Club Rooms include:

- Access to the exclusive Taj Club Lounge
- Private check-in at the club desk
- 24 - hour personalized butler service
- Complimentary tea/coffee throughout the day
- Access to Club Level meeting rooms and business unit
- In-room fax
- Complimentary airport pick-up

- Early check-in (9:00 a.m) and late check-out (6:00 p.m) subject to availability
- A pint of Italian Wine
- Complimentary buffet breakfast
- Cocktails during the cocktail hour at the club lounge
- High tea complimentary at Palace Lounge
- Complimentary garments pressing per day
- Complimentary use of the gymnasium, steam and Jacuzzi in the fitness centre, choice of newspapers and magazines

18.6.2 Hotel Dining:

The Taj Mahal Place, Mumbai has some of the most sought after restaurants in India. Guests are treated to diverse cooking styles and the most imaginative culinary traditions from India, Europe, the Middle East and the Orient. You can choose to dine in one of 11 restaurants, or arrange for an incredibly exclusive private dining experience in the Chef's Studio.

(i) The Zodiac Grill, Inspired by the beauty of heavenly bodies and the belief in zodiac signs, The Zodiac Grill dazzles with the world's finest service and our Chefs' creative genius. To complement signature dishes such as New French Goose liver, and selections from the House of Caviar, we have the finest Riedel hand blown crystal from Austria, gilt-edged cutlery from Christofle of France, and the piece de resistance is the Bernardaud Porcelain from France. The Zodiac Grill is one of only 8 restaurants in the world to use this brand.

Celebrate in style under the twinkling lights of the center dome of the Zodiac Grill and allow yourself to be taken in by the lilting tunes of Monica Rosca, our Polish pianist, par excellence. To complement her magical melodies, the Zodiac offers a selection of the finest Single malts, Cognac, Armagnacs and international spirits and liqueurs. The 'carte de vin' has a selection of the finest new world wines in addition, of course, to those from France, Germany and Italy.

With gourmet set lunches and an all new a la carte menu, The Zodiac Grill promises to continue its fine dining tradition. Take the culinary journey of a lifetime with all time favourites like the Camembert souffle and gastronomic delights that range from delectable lobster with wild pepper butter to the hearty filet mignon. Conclude this experience with our signature Kahlua mousse or the finest Snake coffee anywhere.

Cuisine: French, **Location:** Lobby Level at the Taj Mahal Tower,
Hours: Lunch - 12:30 p.m. to 2:45 p.m. Dinner - 7:00 p.m. to 11:45 p.m. **Attire:** Smart Formal, **Seating Capacity:** 52

(ii) Wasabi by Morimoto, The recently restored restaurant, Wasabi by Morimoto is energetic and draws inspiration from cultural landscapes and forges that with a unique contemporary style echoed by Indian culture and craftsmanship. The entrance is via the newly installed elevator or the folding staircase from the Harbour Bar which evokes a red carpet entry and welcomes guests into the restaurant. Placed like freestanding furniture in the space, the sushi counter and teppanyaki kitchen serve as focal points of activity, with the teppanyaki kitchen space defined by a large art piece by Indian artist Sadanand Shirke. The key feature of Wasabi by Morimoto is the bold, sculptural round table that dominates the room and is complemented by an over-scale custom hammered metal light fixture. This award winning restaurant offers a variety of Japanese delicacies with an array of delicious sakes and mouthwatering sushi. The introduction of several

new dishes including Enoki Tempura and Shimaji Mushroom and to the extensive menu. The variety of Whisky forms the perfect accompaniment to this exotic dining experience. Eight guests will be able to delight in an intimate private experience with a personal chef and exclusive sushi preparation.

Attire: Formal

Hours: Lunch: 12:30 hours - 14:45 hours, Dinner: 19:00 hours - 23:45 hours

(iii) Golden Dragon, Started in 1973, Golden Dragon, India's first authentic Sichuan restaurant recently reopened with a contemporary new look. The attention is to the details in the decor is highlighted by traditional symbols keeping true to the oriental trend that is key to the menu and services of the restaurant. A noble and royal Golden Dragon, with soothing water, feature welcome guests into the restaurant. Modern-day dragon patterned panels decorate the walls, while rice paper and etched glass work are spread over the restaurant space. The upholstery is textured Indian woven upholstery, and the carpet has a contemporized Chinese wave-patterned. The furniture uses influenced white porcelain on ivory lacquer furniture pieces that are located around the restaurant. The focal point of the restaurant is the live kitchen which enhances the dining experience, as patrons can watch the chefs in action. The newly introduced menu is the perfect blend of perennial favourites and a sumptuous array of delectable food designed to please any gastronomic palate. The delicacies include a wide array of dimsums, Beijing Peking Duck and the Chef's special - Song of the Dragon. The meal is perfectly complimented with a variety of exotic tea from around the world. Golden Dragon also offers Private Dining Rooms for 10 - 12 people.

Attire: Semi-Formal

Hours: Open from: 12:30 hours - 14:45 hours and 19:00 hours - 23:45 hours.

(iv) Masala Kraft, It started with a dream of Chef Hemant Oberoi to retrace authentic Indian cuisine. It became "Masala" a circle of restaurants where time-tested ingredients are given a new life. Gone are the masks of butter, cream, and gravy. Instead, we use extra virgin oil and researched preparation techniques to retain the authentic flavours.

The authentic experience starts with the hand washing ritual in brass containers and is followed by the unique menus which feature signature dishes and piping hot phulkas (Indian bread) from the phulka trolley. The signature dishes include atta chicken and langarwali dal. We also recommend special wines which enhance the cuisine. The central feature is the interactive kitchen counter with separate stations for seafood and vegetarian fare.

Inspired by the six sigma tiffin service in Mumbai, the Mumbai Dabbawalahs (recognised the world over for their perfect delivery system), the Chef has introduced three signature Mumbai tiffins - non-vegetarian Bohri, non-vegetarian Parsi and vegetarian.

Location: Lobby Level at The Taj Mahal Palace

Attire: Smart Casual

Hours: Lunch: 12:30 hours - 14:45 hours Dinner: 19:00 hours - 23:45 hours

(v) Souk, Enter Souk near a large copper wall, tooled with Moorish verses that celebrate love and welcome you to this magically lit gathering place. Guests can enjoy a panoramic view of the Mumbai harbour speckled with boats, as well as the majestic Gateway of India. Along with gorgeous scenery, guests can look forward to the fresh, pungent flavours of dishes from Iran, Turkey, Lebanon, Egypt, Greece, and Morocco. The live kitchen studio with a bread-making section and rotisserie grill enhances the feeling of authenticity.

On weekdays, Souk offers the option of a relaxing, yet quick lunch with a gourmet buffet spread. The restaurant offers plenty of mouthwatering delicacies including mezzes, humus babaganoush, falafel, sheesh taouk, Moroccan vegetarian tagine, bakhlava, rose petal ice cream, and Bastilla au lait. Come Sunday, guests can savour a special lunch with beer while they take in the mesmerizing sights.

The exclusive Chef's table, in the cosy Casablanca Room, makes private occasions truly special. Dine from an exclusive Middle Eastern menu set right for your palates. Allow tantalizing decorative presentation to awe you at every step of the evening. Glassware and crockery from the house of Versace add to the many surprises of this exclusive, candlelight dinner.

Cuisine: Mediterranean **Attire:** Smart Casual

Seating Capacity: 66

Hours: Lunch - 12:30 p.m. to 2:45 p.m.; Dinner - 7:00 p.m. to 11:45 p.m.

(vi) Shamiana, It is the ideal spot for stylish all-hours dining, featuring an extensive wine list and a variety of Indian and International cuisines. Lobster Thermidor, Dosas and Pao Bhaji are the signature dishes. Shamiana guests are treated to a lavish spread for the lunch buffet and special weekend dinner buffets and Sunday brunch. Shamiana also caters outdoor meals to the Aquarius pool lounge for guests who rave about the coveted vegetarian snack mixes with chick pea flour crunchies, nuts, spices, fruits and legumes.

Cuisine: Multi Cuisine **Hours:** All hours dining **Lunch buffet:** 12:30 p.m. to 2:45 p.m. **Sunday brunch:** 12:30 p.m. to 3.30 p.m. **Attire:** Casual

Seating Capacity: 144

(vii) Sea Lounge, It offers a wide array of tea and coffee as well as mouth-watering pastries from its famous desert trolley. Guests can indulge in a lavish high tea with delicious savories and sweets from different Asian countries. The high tea includes hot snacks, dim sum, kebabs, scones and pastries. Chocolates, crepes and coffee also make a perfect accompaniment to an evening of live jazz from eight to midnight

Now you know about the food. But what makes the Sea Lounge interesting is its culture, history and clientele. The exact date when Sea Lounge opened is not known. But as most stalwarts recall, it has always been a part of The Taj. Originally known as The Palm Lounge in the early sixties, it became known as The Sea Lounge in 1966, with the Palm Lounge remaining as an adjacent, non-air-conditioned lounge. The essence of Sea Lounge is that it was and will always be a place for people to meet, relax and lounge. Sea Lounge regulars have always had fixed tables.

In the 1970s the Sea Lounge became known as a place for matchmaking. Families of prospective brides and grooms would meet, especially from 4:30 to 7:00 in the evening, from initial meetings to finalizing the proposal. Moviegoers from Regal and Eros would come in after the film for a coffee and dessert.

A tie-up with British Airways in the 1980s brought in the concept of English High Tea at The Taj. They flew down hostesses for the restaurant and Wedgwood provided typical English crockery. In light of renovations that took place at Taj in the late 90s, people always maintained that the one place they did not want to be changed was Sea Lounge. So now the tables are a little higher, the lighting is a little better but the original essence of a place where people can come in and lounge has been maintained now and forever more.

Cuisine: Snacks and beverages

Hours: 7:00 a.m. to midnight.

Breakfast Buffet: 7:30 a.m. to 10:00 a.m.

Hi Tea: 3:30 p.m. to 5:30p.m.
Attire: Casual
Seating Capacity: 84
(viii) La Patisserie, is just the place to grab your early morning treats. The cakes, pastries and confectionery are simply the freshest and most delicious to be found in Mumbai. Also one must not miss out on the varied cold cuts: smoked ham, pastrami, German sausages and more. You can try some of the great fruit vol-av-vents, mango spice cheesecakes, the brown onion off bread, ciabatta sandwiches, Maracaibo almond rocks, Bailey's cappuccinos and many more exclusive additions to the menu.
Cuisine type: Pastries and Desserts
Hours: 9:00 a.m. to 8:30 p.m.
(ix) Harbour Bar, A stylish and sophisticated retreat for a drink or an informal meal, Harbour Bar first opened its doors to the discerning Mumbai gentlemen in 1933 and has since played host to decades of high-powered rendezvous'. It has the distinction of being the first licensed bar and Its design ideology is hence heavily influenced by its rich history, with echoes of its Art Deco legacy seen in the furniture and finishes. This historical prestige is reflected in the centre bar, a solid carved piece of white marble that denotes the potency of a bygone era but boasts a fresh new face for Mumbai's new generation of movers and shakers. The back bar is framed in cut glass and provides an inviting light, warmth and glow. The discovery of two historic windows allow a raised seating area to connect directly with the harbour, and develops a dialogue with the vivacity of Apollo Bunder Road from the intimacy of a classic bar setting. The all new international tapa's menu includes innovative dishes such as Guacamole Golgappa, Panko-crusted Camembert and Crispy Calicut Calamari. This creative dining experience is complimented by the large selection of single malts and wines. Harbour Bar offers spectacular views of The Gateway of India and provides the perfect place to do business or simply relax. Don't forget to ask the bartender for our signature cocktail-From the Harbour 'Since 1933'.
Attire: Formal or semi-formal
Hours: Open from: 11:00 hours - 23:45 hours.
(x) Starboard, At Starboard, guests can let loose and enjoy the city's finest selection of cocktails and delicious Mexican snacks. This split-level watering hole offers the comfort of air-conditioned splendour as well as an alfresco area with a spectacular view of the Gateway of India. For those patrons who like to shake a leg, there is the sunken stage dance floor where one can sway to the rhythms of Lindsay and Reena or move to the beats of the DJ. Behind the bar, master bartenders set the place on fire with their daredevil jugglery and creative cocktail array. Indulge in 101 intoxicating Margaritas which pair perfectly with the Mexican delicacies. A plethora of the finest selection of Single Malts, Cognac and Armagnacs add to the already mind-boggling display of international spirits, liqueurs and extensive wine list.
Cuisine: **Bar Hours**: **5:00 p.m. to 1:30 a.m.** Attire: **Semi-formal Seating** Capacity: **62**
(xi) Aquarius, **Indulge yourself at our relaxing outdoor lounge located by the pool, open to resident guests only.**
Cuisine: **Light fare** Attire: **Casual** Hours: **07:00 hours - Midnight**
Seating Capacity: **72**

18.6.3 Other Hotel Services:

Warm and welcoming staff members are knowledgeable hosts, taking care of each guest personally. They can arrange dinners, spa treatments and tours. Anything you want, from a day of shopping to a relaxing bath at the end of the day, can be tailor-made to create your individual city experience. The other services of the hotel are described as below:

(i) The Palace Lounge: The classic beauty and charm of the hotel are encapsulated in the Palace Lounge, the seat of all things splendid. For the exclusive use of Palace wing guests alone, during the day it is home to a delectable sparkling tea service and at sundown it is the cradle of carefully cultivated style, complete with cognac pouring all with our compliments, exclusively for our Taj Club and Suite guests. Priceless paintings from Indian masters like V.S. Gaitonde, Ram Kumar, Ara and Jehangir Sabavala adorn the walls of the refined Palace Lounge.

(ii) Business Centre: The Taj Mahal Palace provides seamless meeting and conference services to ensure the highest levels of creativity, convenience and efficiency for every business need and event. In addition to our perfectly appointed meeting rooms and banqueting venues, we provide a technology-driven business centre designed to provide guests with comprehensive secretarial, meeting and ancillary services all expertly handled by our professional staff.

(iii) Fitness Centre: Being away from home need not mean being away from your health and fitness routine. The Taj Mahal Palace offers state-of-the-art facilities so that guests may stay invigorated and refreshed whenever their schedules permit.

(iv) Taj Salon: The Taj Salon at The Taj Mahal Palace, Mumbai gives you a sense of luxury and elegance with a touch of tranquillity. A team of skilful stylists and aestheticians customize your needs in grooming and relaxation. Where comfort is an assurance and where opulence is an inheritance! **Timings:** Mon - Sat : 0900 hrs - 1930 hrs; Sun 0900 hrs - 1800 hrs.

Check Your Progress- II

1) **Write in short about the accommodation offerings of the Taj Hotel, Mumbai.**

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2) **Write a short note on the different other services offered by the Hotels?**

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18.7 Summary:

Under the block of Case Studies of Prominent hotels, the present unit highlighted the historical evolution of Taj Group of Hotels and its subsidiary sister concerns. Being one of the pioneers in the growth and development of the Hospitality industry in India, the

study of Taj Group has its importance. Therefore, the present unit described the prominent characteristics of accommodation, food and beverage products of Taj Palace Hotel, Mumbai besides highlighting its other tourist attractions.

18.8 Glossary:

- **EARTH:** Environment Awareness & Renewal at Taj Hotels
- **TajSATS Air Catering Ltd.:** A joint venture of the Indian Hotels Company and Singapore Airport Terminal Services (SATS)
- **IHCL:** Indian Hotels Company Limited
- **Ginger**: It is IHCL's revolutionary concept in hospitality for the value segment (Economy Hotels)
- **Taj Safaris:** These are wildlife lodges that allow travellers to experience the unparalleled beauty of the Indian jungle amidst luxurious surroundings.

18.9 Answers to Check Your Progress:

1) Read Section 18.6.1
2) Read Section 18.6.3

Check Your Progress –II:

1) Read Section 18.3.
2) Read Section 18.4.9

18.10 Reference/Bibliography:

http://www.tajhotels.com/Luxury/Grand-Palaces-And-Iconic-Hotels/The-Taj-Mahal-Palace-Mumbai/Overview.html accessed on September 18 and September 19, 2012

18.11 Suggested Readings:

1. Paul R. Dittmer, Gerald G. Griftin (1998), Dimensions of the Hospitality Industry, Van Nostrand reinhold New York.
2. Peter Jones (2004), Introduction to Hospitality Operation, Cassell, New York.
3. Fred Lawson (2008), Hotels & Resorts, Planning, Design and Refurbishment, Butter worth-Architecture, Oxford.
4. Donald E. Lindbergh (2009), The Hotel and Restaurant Business, Van Nostrand Reinhold, New York

18.12 Terminal and Model Questions:

1. Explain in detail about Indian Hotels Company Limited (IHCL) and its subsidiaries?
2. Write a detailed note on the features and amenities offered in The Taj Mahal Palace Rooms and The Taj Mahal Tower Rooms?
3. Write notes on the following Food and Beverage outlets:
   a) Souk
   b) Golden Dragon

c) Wasabi by Morimoto

4. Explain the following in detail:

a) The Palace Lounge

b) Taj Salon

Unit-19
The Leela Resort Beach, Goa

Structure:

19.1 Introduction

19.2 Objectives

19.3 Historical Evolution of the Leela Group

19.4 Corporate Social-Responsibility

19.5 The Leela Beach Resort, Goa

19.6 Summary

19.7 Glossary

19.8 Answers to Check Your Progress Exercise

19.9 Reference/Bibliography

19.10 Suggested Readings

19.11 Terminal and Model Questions

19.1 Introduction:

In the previous units, you have studied the history and development of the Indian Hotels Company Limited (IHCL) and the guests' services offered at the hotel **The Mahal Palace Hotel, Mumbai**. The present unit elaborates the history, development and operations of The Leela Beach Resort, Goa as a case study to have an understanding of hotel operations and management of Leela Group of Hotels.

The Indian Hotels Company Limited (IHCL) and its subsidiaries are collectively known as Taj Hotels Resorts and Palaces and is recognized as one of Asia's largest and finest hotel company. Incorporated by the founder of the Tata Group, Mr. Jamsetji N. Tata, the company opened its first property, The Taj Mahal Palace Hotel, Bombay in 1903. The Taj, a symbol of Indian hospitality, completed its centenary year in 2003. Taj Hotels Resorts and Palaces comprises 93 hotels in 55 locations across India with an additional 16 international hotels in the Maldives, Malaysia, Australia, UK, USA, Bhutan, Sri Lanka, Africa and the Middle East.

The present unit is an effort to highlight the historical evolution and achievements of the Taj Group in general and The Taj Mahal Palace, Mumbai in particular.

19.2 Objectives:

After reading this Unit, you will be able to:

- Have an idea about the Leela Palaces, Hotels and Resorts,
- Know historical evolution of the Leela Palaces, Hotels and Resorts,
- Know prime attractions at ***The Leela Beach Resort, Goa***,
- Identify various products and services offered,
- Recognise different outlets of ***The Leela Beach Resort, Goa***.

19.3 Historical Evolution of the LEELA Group:

The Leela Palaces, Hotels and Resorts is owned and managed by Hotel Leelaventure Limited which was established in 1987 in Mumbai. The first Leela hotel launched in Mumbai in 1987, the same year Nair signed a marketing alliance with Kempinski. The company is part of The Leela Group whose portfolio includes luxury hotel and resort properties, IT and business parks, as well as real estate development.

Spearheading the group is chairman, Captain C. P. Krishnan Nair, whose vision has been inspired by his strong belief in India’s ability to compete with the world’s premier travel destinations. Born and raised in Kannur, Kerela, Captain C. P. Krishnan Nair is the founder and chairman of The Leela Palaces, Hotels and Resorts. Captain C. P. Krishnan Nair has led a fulfilling life of hard work and dedication.

Nair received his early education at a small elementary school in his native village. A born rebel, he joined the freedom movement at the age of 13 and later became an officer in the Indian Army. In 1951, he resigned his commission and helped establish the All India Handloom Board. He was instrumental in developing and marketing bleeding Madras, a hand-spun yarn from India in the United States, which met with legendary success in starting exports to America. By 2001, he was the recipient of the prestigious Golden Globe Award for the highest exports in clothing in India from The Ministry of Textiles, Government of India.

His many business trips to Europe and America exposed him to hotels with high service standards, inspiring him to enter the world of luxury hospitality. At the age of 65, he

started to build The Leela Palaces, Hotels and Resorts which today has evolved into one of the most celebrated indigenous hospitality groups in the luxury segment. Even today, Nair's indomitable spirit and enthusiasm have him working on elaborate expansion plans - for both The Leela Palaces, Hotels and Resorts and India.

The Leela Palaces, Hotels and Resorts comprise a collection of luxury hotels and resorts in New Delhi, Mumbai, Bangalore, Gurgaon, Udaipur, Goa and Kovalam. A new hotel will soon open in Chennai with plans to develop hotels in Agra, Lake Ashtamudi (Kerala) and Jaipur. The group has marketing alliances with Germany-based Kempinski, US-based Preferred Hotel & Resorts and is a member of the Global Hotel Alliance based in Geneva, Switzerland.

Since its founding, The Leela has been at the forefront of bringing alive the drama and grandeur, one that goes far beyond the grand facades and theatrical interior design. The group is dedicated to extending warm, gracious, anticipatory service in settings that ideally capture the essence of India. The authentic Indian experience found across the hotels and resorts exemplifies the group's underlying philosophy to delight and exceed guest expectations through gracious Indian hospitality, known in the ancient Indian scriptures as 'Atithi Devo Bhava or 'Guest is God.'

Globally recognized as an environmentalist, hotelier and visionary, Nair has been the recipient of many prestigious accolades. For his unstinting efforts in environmental conservation, he received the Global 500 Laureate Roll of Honour by the United Nations Environment Program in 1999 from Emperor Akihito of Japan. Lauding him as a doyen hotelier, the American Academy of Hospitality Sciences honoured him with the Lifetime Achievement Five Star Diamond Award in 2009; the Green Hotelier Award by the Geneva-based International Hotel and Restaurant Association (IH&RA) and the Maharana Mewar Foundation's Uday Singh Award for "Outstanding Practical Achievements in the Protection and Improvement of the Environment" in 2002. In 2008, Business Week, US-listed him among the 50 global octogenarians who still 'rock the world'. Recent awards in 2010 include the Hall of Fame Award at the Hotel Investment Forum India held in Mumbai and the 'Hotelier of the Century' Award given by the International Hotel and Restaurant Association. Nair also received the highest Indian civilian honour - the Padma Bhushan, from Smt. Pratibha Devisingh Patil, the Honourable President of India.

The Group has marketing alliances with Germany based Kempinski (Hoteliers since 1897); US-based Preferred Hotel Group and are members of Global Hotel Alliance based in Geneva, Switzerland.

19.3.1 Kempinski Alliance:

Founded in Germany over a hundred years ago, Hotels represents the highest standards. Located in many of the world's most well-known cities, the collection includes a range of hotels varying from the grand and opulent to pace-setting modern establishments and older hotels of individual charm. All blend gracefully into their surroundings and offer luxurious accommodation, superb cuisine and unrivalled facilities – complemented by impeccable service.

For leisure and business guests alike, the name has long been synonymous with style, nobility and efficiency. Put simply, they are the first choice for the discerning individual. The India story is so hot that Kempinski, its international marketing and distribution

partner, held its first-ever global sales and strategy conference outside Europe at Leela hotels in Mumbai, Bangalore and Kovalam.
Hotels are proud of their long-standing relationships with partners from the travel, hospitality, lifestyle and credit card industries. Guests can enjoy numerous additional benefits and services as a result of these partnerships.

19.3.2 Preferred Hotel Group:

June 1, 2008, marks the initiation of the sales and marketing agreement between The Leela Palaces, Hotels & Resorts and US-based, Preferred Hotel Group headquartered in Chicago. The preferred group is a global leader in the refined hospitality industry. It facilitates reservations, sales and marketing services to more than 600 independent hotels and resorts in over 65 countries.
Onno Poortier, Ex-President of The Leela Palaces, Hotels & Resorts, stated that "The USA is the largest source market for The Leela, and this alliance will strengthen our brand positioning, awareness and market penetration."
Following an aggressive growth plan, The Leela Group seeks to amplify its presence in key Indian cities over the next four years. This coalition will bring The Leela Group in direct contact with the four largest consortia namely– Ammex, CWT, BCD and Hogg Robinson, PHG's Airlines and Credit Card partnerships. Additionally, it will increase international sales via the 29 Global Sales Offices (GSOs) of Preferred Hotel Group.
Confirming the alliance, John Ueberroth, CEO, The Preferred Hotel Group said, "I have a deep appreciation for India and have visited many times throughout my career. We are proud to partner with The Leela Palaces, Hotels & Resorts because we complement one another in several key areas - strong leadership, dedication to growth in key strategic locations, and vision for a new standard of luxury in India."
Hotel Leelaventure Ltd. owns and operates The Leela Palaces, Hotels and Resorts in Mumbai, Bangalore, Goa and in Kovalam (Kerala); have new developments in Gurgaon (opens Nov. 2008) and Udaipur (opens Jan. 2009), Chennai (opens 2009), New Delhi (opens 2010), Hyderabad and Pune (opens 2011), and already have marketing alliance with (Hoteliers since 1897) and are members of Global Hotel Alliance headquartered in Geneva, Switzerland.

19.3.3 Preferred Hotel Group:

The Leela Palaces, Hotels and Resorts expands its wings by partnering world's largest luxury Global Hotel Alliance (GHA). The Leela Palaces, Hotels and Resorts, India's premium hotel group, is all set to broaden its international market reach by joining the Global Hotel Alliance (GHA), the world's largest alliance of independent luxury hotel brands.
Global Hotel Alliance is the world's largest alliance of independent hotel brands including Leela and Hotels. It uses a common technology platform to drive incremental revenues and create cost savings for its members while offering enhanced recognition and service to customers across all brands. GHA currently comprises nearly 300 hotels with over 65,000 rooms across 48 different countries.
The new agreement offers GHA members a great opportunity to spread its footprints in a dynamic and rapidly growing market like India. The Indian hospitality industry is

experiencing a boom and most international brands are constantly eyeing entry opportunities in this market.
The Leela Group intends to increase its awareness among international travellers and enjoy the benefits of global scale by leveraging GHA partner sales network, sales road shows, frequent flyer program partnerships, trade shows, consortia contracting strengths, PR and advertising campaigns and preferred partnerships.
Based on the airline alliance model, GHA is the world´s largest alliance of independent hotel brands. It uses a common technology platform to create memorable experiences for guests by offering enhanced recognition and personal service across all brands.

19.4 Corporate Social Responsibility:

The Leela Palaces, Hotels and Resorts is committed to the prevention of pollution and continual improvement in environmental performance by controlling the impact of activities, products and services on the Environment. The organisation will achieve the above by:

- Managing all operations in an environmentally responsible manner,
- Implementing state-of-the-art waste management practices,
- Conserving all-natural resources,
- Complying with applicable legislative, regulatory & other requirements, and
- Providing training and education of stakeholders which will include Employees, Suppliers, Vendors, Customers and Society

The Leela Group's Chairman, Captain C.P. Krishnan Nair, has won numerous international and national awards for the initiatives towards environment conservation. He has created an oasis of greenery around all his hotels, making The Leela group of hotels synonymous with a green environment throughout the country. The staff of The Leela value working in a green environment and nurture the gifts of nature.

Check Your Progress–I:

1. **Write a short note on Captain C. P. Krishnan Nair, the founder Chairman of Leela group.**

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2. **Write in short about the Kempinski, international marketing and distribution partner of the Leela Group of hotels?**

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3. Write about the corporate social responsibility measures adopted in Leela group of hotels?

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19.5 The Leela Beach Resort, Goa:

Combine the trademark opulence and luxury of The Leela with the natural beauty and Portuguese heritage of South Goa for the ultimate beachfront holiday. The Leela Goa, a 5-star beach resort, is a contemporary celebration of south India's Vijayanagara Empire temple and palace architecture, and Goa's Portuguese heritage. Five-star accommodations and world-class dining come as standard. Set in 75 pristine acres with an unspoiled beach, lush golf course and bustling riverfront fishing village nearby, Balmy days, Starry nights.

Tucked away in the South Goa, 40 kilometres from the domestic airport and 18 kilometres from the railway station, this deluxe luxury resort is situated by the Arabian Sea, bordered by the secluded Mobor beach and the active fishing village along with the River Sal. Nestled among 75 acres of landscaped tropical gardens and a 12 whole par-3 golf course, the spacious villa-style rooms and suites provide the ultimate leisure experience in gracious living.

In a resolutely warm and modern style, all resort rooms are spacious and offer luxurious amenities and world-class services.

Featured Amenities:

- State-of-the-art business centre
- Bespoke concierge service
- Twelve hole par three golf course
- Decadent in-room dining
- 24-hour Vegas-style casino
- Floodlit tennis courts
- Premier spa and salon
- Exciting entertainment lounge
- Croquet and beach volleyball

Other Amenities and Services

- Airport transfers
- Baby cots and sitting service
- Banquet and conference facilities
- Boutique and souvenir shop
- 24-hour business services
- Car and limousine service
- Children's activity centre and pool

19.5.1 Rooms and Suites:

Personality, style and a level of luxury, well out of the ordinary, characterize all the rooms of the resort and every door opens onto the pristine natural beauty of South Goa, Paradise.

(i) The Club Suite:

The design and layout of The Club allow families and small groups to holiday in their private world. And its exclusive facilities allow everyone to enjoy personal butler service, airport limousines, outdoor showers and private plunge pools. Dedicated butler service, airport limousines, outdoor showers and private plunge pools are just some of the exclusive facilities and services that make these outstanding even more appealing.

In Club Suite when you step out onto one of your balconies and spot the golf course and ocean. Your butler and all the privacy and convenience of the Royal Club only confirm your status. The suite is recently refurbished and equipped with every luxury and convenience.

Size: 1,722 square feet
Location: Closer to the Beach
View: Partial Ocean and Golf Course
(ii) *Premier Suites and Villas:*
Our Premier Suites and Villas combine heritage architecture with the absolute best in contemporary services and amenities. Opulent living, dining and relaxation spaces look out to the ocean and private plunge pools.

Royal Villa:
Royal in name and royal in style. This is a perfect example of an absolute luxury resort-style villa. Nearly two and a half thousand square feet, the villa includes a master bedroom, guest bedroom, living room, dining room and Italian marble bathrooms. And, a private Jacuzzi, plunge pool and terrace looking out towards the golf course and ocean.

Size: 2,432 square feet

Location: Closer to Lagoon

View: Partial Ocean and Golf Course
Presidential Suite: The President Suite offers villa-like accommodations spread over 4,300 square feet. A master bedroom, two adjoining bedrooms, a living room and a dining room with a kitchenette. Your private terrace with pool and Jacuzzi looking out onto the golf course and ocean beyond.

Size: 4,305 square feet

Location: Lagoon One **View:** Partial Ocean and Golf

(iii) Lagoon Rooms and Suites:

Lazy days by the lagoon are enhanced by classic Portuguese styling, modern amenities and your private balcony. Put yourself in the picture.

Lagoon Terrace:

Newly upgraded/refurbished Lagoon Terrace Rooms are surrounded by lush greenery, big skies and ocean views. The private balcony is just the place to unwind in an enchanting, timeless and tropical wonderland.

Size: 538 square feet

Location: Surrounding Lagoons

View: Lagoons

Lagoon Suite:

The Lagoon Suite offers a twenty-first-century take on an authentic Portuguese villa. State-of-the-art amenities, two lagoon balconies and extraordinary day-lit bathrooms highlight this luxurious space.

Size: 861 square feet

Location: Surrounding Lagoons

View: Lagoons

Deluxe Suite:

The Lagoon Deluxe Suite is surrounded by lagoons. And inside, you're surrounded by over a thousand square feet of classic comfort and modern amenities. You'll see the world differently from your private balcony.

Size: 1,291 square feet

Location: Surrounding Lagoons

View: Lagoons

19.5.2 Dining:

An appetite for the exotic - from India and abroad - has inspired the culinary culture at The Leela. From sea food served poolside to a hand-rolled cigar paired with the perfect cognac, the dining experiences of The Leela Goa rise above all, with imaginative menus superbly executed. A series of classic Indian restaurants capture the spirit of the royal cuisine of the maharajahs, while selected concept restaurants from around the world offer the best in contemporary gastronomy. Read more about its featured restaurants below. *Bon appetit.*

(i) Riverside:
Riverside offers fine Italian dining overlooking the tranquil Sal River. A perfect setting for a romantic meal - we'll even serenade you as you eat. The dress code is smart casual (collared shirts and trousers).
Hours: 7.00 pm to 10.30 pm
Location: East end of the hotel overlooking Reversal
(ii) Susegado:
Susegado means 'relax and live a little' in local Konkani. And who wouldn't, with fresh-from-the-sea grilled fish, live music and gentle breeze. Grilled meat and fabulous frozen cocktails are also on the menu. Go on - live a little. Not operational during monsoon season.
Hours: 9.30 am to 10.30 pm

(iii) The Restaurant:

Dine buffet-style overlooking the pool. The cuisine is extensive and multicultural with live chef stations. Casual, elegant and informal dress code.

Hours: 7.30 am to 10.30 pm

(iv) Yali Lounge:

Afternoon tea, cocktail hour or a nightcap. The time is always right to enjoy live music and a drink at the Yali Lounge. The setting, under imposing domes inspired by Vijayanagara Palace architecture, is dramatic and different.

Hours: 9.30 am to 12 midnight:
(v) Aqua:

Hit the dance floor, lounge on our cigar divan or reserve a semi-private lounge for the complete nightclub experience.

Hours: 7.00 pm to 1.00 am

(vi) The Pool Bar:

Don't interrupt your sunbathing for a second. The Poolside Bar staff are ready with drinks and refreshments all day long.

Hours: Breakfast: 9.30 am to 7.30 pm

19.5.3 MICE Arrangements:

Conference, banquet or a private executive meeting - The Leela Goa is geared for meetings and functions of all sizes. Build team morale and reward effort in stunning surroundings. Impeccable service and attention to detail are seamless. Whether a wedding reception or a state-of-the-art presentation, discover spaces that adapt perfectly to your meeting goals, along with technology that accommodates the most demanding

presentation and communication requirements. The conference rooms of the hotel are described as below:

(v) Aparanta:

Perfect for sit-down dinners and reception functions.

It has the following features:

- Fully equipped for all types of staging, from awards galas to Multimedia presentations
- Experienced meeting and conference personnel
- Dramatic lawn-side views
- LED, decorative and intelligent lighting
- Superior sound systems
- Video conferencing, web casting
- Audio and video recording and duplicating

Size: 6,585 square feet **Dimensions:** 78.9 X 83.7 X 11.9

Seating Capacity:

Theatre Style: 400, Class Room: 150, U Shaped: 60,

Board Room: 70, Banquet: 250, Reception: 400

(vi) Hampi: This richly appointed room can host a variety of events, from all-day executive meetings to high-level confidential dinners. It has the following features:

- Wired or wireless, high-speed Internet access
- State-of-the-art audiovisual equipment
- Screens, flipcharts, easels and marker boards
- Teleconferencing
- LCD projectors
- Plasma televisions
- Tech support staff

Size: 6,830 square feet **Dimensions:** 77 X 36.8 X 8.6

Seating Capacity:

Theatre Style: 200, Class Room: 80, U Shaped: 50,

Board Room: 70, Banquet: 100

(vii) Badami: A perfect setting for a pre-dinner drinks reception or corporate events. It has the following features:

- Wired or wireless, high-speed Internet access
- State-of-the-art audiovisual equipment

Size: 462 square feet **Dimensions:** 24.6 X 18.8 X 8.6

Seating Capacity:

Theatre Style: 20, **Class Room:** 18**, U Shaped:** 12,

Board Room: 14**, Banquet:** 30

(viii) Bidar: Ideal for smaller, more intimate groups.

Its prime features are as below:

- Screens, flipcharts, easels and marker boards
- Teleconferencing
- LCD projectors
- Plasma televisions
- Tech support staff

Size: 462 square feet **Dimensions:** 24.6 X 18.8 X 8.6
Seating Capacity:
Theatre Style: 20, Class Room: 18, U Shaped: 12,
Board Room: 14, Banquet: 30

(v) The Leela Lawn: Outdoor Lawns with a partial view of the beach and ocean. Versatile cuisine and impeccable setting are sure to impress every guest, and passionate Leela staff care promises an occasion of unforgettable beauty.

Feature List:

- Full-service wedding planning
- Lush gardens and stunning beach views
- Special tasting menus
- Rich and grandeur decoration
- A pre-function area and break out space

Size: 10, 006 square feet Capacity: Theatre Style: 600, Banquet: 400

Figure 19.11: The Leela Lawn

Check Your Progress-II:

- **Write about the Premier Suites and Villas of Leela Beach Resort, Goa.**

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- **Write short notes on Riverside and Yali Lounge outlets?**

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- **Write a short essay on Aparanta conference hall and facilities therein?**

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19.6 Summary:

The present unit highlighted the history and development of Leela Palaces, Hotels and Resorts. The unit also discussed Kempinski, Preferred Hotel Group and Global Hotel Alliance, the marketing partners of the Leela group. The unit also covers the measures taken by the group for corporate social responsibility.

The unit elaborates on the different types of rooms and the amenities and services offered therein. The food and beverage outlets and MICE facilities offered by Leela Beach Resort, Goa is also highlighted in the present unit.

19.7 Glossary:

- **Susegado:** means in Konkani 'relax and live a little'
- **Kempinski Alliance:** Germany based Kempinski (Hoteliers since 1897) is marketing partner of Leela group.
- **GHA:** Global Hotel Alliance the world's largest alliance of independent luxury hotel brands
- **Captain C.P. Krishnan Nair:** Founder Chairman of the Leela Group
- **Riverside**: The fine Italian restaurant of Leela Beach Resort, Goa

19.8 Answers to Check Your Progress Exercise:

1) Read Section 19.3.
2) Read Section 19.3.1
3) Read Section 19.4
4) Read Section 19.5.1 (ii)
5) Read Section 19.5.2 (i) & (iv)
6) Read Section 19.5.3 (i)

19.9 References/Bibliography:

1. http://www.theleela.com/locations/goa/weddings/venues accessed on September 20 and September 21, 2012

19.10 Suggested Readings:

- Paul R. Dittmer, Gerald G. Griftin (1998), Dimensions of the Hospitality Industry, Van Nostrand reinhold New York.
- Peter Jones (2004), Introduction to Hospitality Operation, Cassell, New York.
- Fred Lawson (2008), Hotels & Resorts, Planning, Design and Refurbishment, Butter worth-Architecture, Oxford.

Donald E. Lindbergh (2009), the Hotel and Restaurant Business, Van Nostrand Reinhold, New York

19.11 Terminal and Model Questions:

1) Write a descriptive note on the growth and development of the Leela Group of Hotels in India.

2) Elaborate the types of rooms and services offered therein in the Leela Beach Resort, Goa?

3) Write a detailed essay on the Food and Beverage outlets of Leela Beach Resort, Goa?

4) Write a note on the following:

(a) The Leela Lawn

(b) Badami Conference hall

Unit-20
The Cecil, Shimla

Structure:

20.1 Introduction

20.2 Objectives

20.3 About the Oberoi Group of Hotels

20.4 The Oberoi Cecil, Shimla

20.5 Summary

20.6 Glossary

20.7 Answers to Check Your Progress Exercise

20.8 Reference/Bibliography

20.9 Suggested Readings

20.10 Terminal and Model Questions

20.1 Introduction:

In the previous units, you have gained knowledge about the Leela Hotel Venture and amenities and facilities offered at ***Leela Beach Resort, Goa***. The present unit will cover the topic of elaborating Oberoi Hotel Group and discussion on ***The Cecil, Shimla*** as a case study. ***Oberoi Hotels & Resorts*** is a subsidiary company of EIH Limited is a public limited company incorporated under the Indian Companies Act, 1913 and existing under The Companies Act, 1956. It has its Registered Office at 4, Mangoe Lane, Kolkata - 700 001, West Bengal and Corporate Office at 7, Sham Nath Marg, Delhi - 110 054.
Oberoi Hotels & Resorts is synonymous the world over with providing the right blend of service, luxury and quiet efficiency. Internationally acclaimed for all-around excellence and unparalleled levels of service, Oberoi hotels and resorts have received innumerable awards and accolades.
The content of the present unit will bring to light the expansion and achievements of the Oberoi Group in general and ***The Cecil, Shimla*** in particular.

20.2 Objectives:

After reading this Unit, you will be able to:
- Know about the Oberoi Group of Hotels and Resorts,
- Understand the history of The Oberoi Group of Hotels,
- Be familiar with the accommodation products of the Cecil, Shimla,
- Recognise different dining areas of the Cecil, Shimla,
- Be acquainted with different outlets of the Cecil, Shimla.

20.3 About the Oberoi Group of Hotels:

The Oberoi Group, founded in 1934, operates 29 hotels across five countries, one Nile Cruiser and one Backwater Vessel in Kerala under the luxury 'Oberoi' and five-star 'Trident' brands. The Group is also engaged in in-flight catering, airport restaurants, travel and tour services, car rentals, project management and corporate air charters.

A distinctive feature of The Group's hotels is their highly motivated and well-trained staff who provide exceptionally attentive, personalised and warm service. The Group's new luxury hotels have established a reputation for redefining the paradigm of luxury and excellence in service amongst leisure hotels around the world.
Trident hotels are five-star hotels that have established a reputation for excellence and are acknowledged for offering quality and value. These hotels combine state of the art facilities with dependable service in a caring environment, presenting the ideal choice for business and leisure travellers. At present, there are nine Trident hotels in India. These are located in Mumbai at Bandra Kurla and Nariman Point, Gurgaon (Delhi National Capital Region), Chennai, Bhubaneshwar, Cochin, Agra, Jaipur and Udaipur. The Oberoi Group also operates a Trident hotel in the Saudi Arabian city of Jeddah.
The last decade has witnessed the debut of new luxury Oberoi leisure hotels in India and abroad. In India, these hotels include The Oberoi Rajvilas, Jaipur; The Oberoi Amarvilas, Agra; Wildflower Hall, Shimla in the Himalayas; The Oberoi Vanyavilas, Ranthambhore; The Oberoi Cecil, Shimla and The Oberoi Udaivilas, Udaipur. Overseas, the new hotels include The Oberoi, Lombok in Indonesia, The Oberoi, Mauritius and The Oberoi, Sahl Hasheesh in Egypt. The Oberoi Zahra, Luxury Nile Cruiser, Egypt was

launched in 2007.
The Group's commitment to excellence, attention to detail and personalised service has ensured a loyal list of guests and accolades in the worldwide hospitality industry.
Recognising the importance of quality training in hospitality management, The Oberoi Group established The ***Oberoi Centre of Learning and Development in New Delhi*** in 1966. Today, this institution is considered amongst the best in Asia with approximately 100 students graduating each year. The Oberoi Group is committed to employing the best environmental and ecological practices in technology, equipment and operational processes. The Group also supports philanthropic activities that range from education to assistance for the mentally and physically challenged. The Group is also a keen contributor to the conservation of nature and cultural heritage.

20.3.1 The Oberoi Group-Dharma:

The members of The Oberoi Group are committed to display through our behaviour and actions the following conduct, which applies to all aspects of business:

- Conduct which is of the highest ethical standards - intellectual, financial and moral and reflects the highest levels of courtesy and consideration for others.
- Conduct which builds and maintains teamwork, with mutual trust as the basis of all working relationships.
- Conduct which puts the customer first, the Company second and the self last.
- Conduct, which exemplifies care for the customer through anticipation of need, attention to detail, excellence, aesthetics and style and respect for privacy, along with warmth and concern.
- Conduct that demonstrates two-way communication, accepting constructive debate and dissent whilst acting fearlessly with conviction.
- Conduct which demonstrates that people are our key asset, through respect for every employee, and leading from the front regarding performance achievements as well as individual development.
- Conduct which at all times safeguards the safety, security, health and environment of our customers, employees and the assets of the Company.
- Conduct which eschews the short-term quick fix for the long-term establishment of a healthy precedent.

20.3.2 The Oberoi Group – Mission:

Our Guests
We are committed to meeting and exceeding the expectations of our guests through our unremitting dedication to every aspect of service.
Our People
We are committed to the growth, development and welfare of our people upon whom

we rely to make this happen.

Our Distinctiveness

Together, we shall continue the Oberoi tradition of pioneering in the hospitality industry, striving for unsurpassed excellence in high-potential locations from the Middle East to Asia-Pacific.

Our Shareholders

As a result, we will create extraordinary value for our stakeholders.

20.3.3 The Oberoi Group – Vision:

- We see an organisation that aims at leadership in the hospitality industry by understanding its guests and designing and delivering products and services which enable it to exceed their expectations. We will always demonstrate care for our customers through anticipation of their needs, attention to detail, distinctive excellence, warmth and concern.
- We see a lean, responsive organisation where decision making is encouraged at each level and which accepts change. An organisation that is committed and responsive to its guests and other stakeholders.
- We see a multi-skilled workforce, which consists of team players who have pride of ownership in translating the organisation's vision into reality.
- We see an organisation where people are nurtured through continuous learning and skill improvement and are respected, heard and encouraged to do their best. Oberoi is recognised as the best practice for training and developing its people.
- We see a more multinational workforce that has been exposed to different cultures, problems and situations and can use its experiences to enrich the local employees whether in India or overseas.
- We see the world dotted with hotels of The Oberoi Group, in strategic commercial and resort locations.
- We see user-friendly technology enhancing value for our customers and helping our personnel by making information more accessible.
- We see an organisation that is conscious of its role in the community, supporting social needs and ensuring employment from within the local community.
- We see an organisation that is committed to the environment, using natural products and recycling items, thus ensuring proper use of the diminishing natural resources.

20.3.4 Rai Bahadur M.S. Oberoi, Founder Chairman, The Oberoi Group:

Rai Bahadur Mohan Singh Oberoi was born on 15th August 1898 in erstwhile undivided Punjab, which is now in Pakistan. He was only six months old when his father died. Success and fortune did not, therefore, come easily to him. Initiative, resourcefulness and hard work, combined with the capability to face and overcome the most overwhelming odds can best characterise this phenomenal entrepreneur.

Mr. M.S. Oberoi completed his primary education in Rawalpindi and moved to Lahore for his Bachelor's degree. Shortly thereafter, to flee the ravages of a virulent plague, he went to seek his fortune in Shimla, the summer capital of British India. Arriving penniless, he found a job at a monthly salary of INR 50, as the front desk clerk at the Cecil Hotel. Today, The Oberoi Group owns the hotel The Oberoi Cecil where the young

Mr. Oberoi found his métier.

The diligence, enthusiasm and intelligence displayed by Mr. Oberoi impressed Mr. Grove, the manager of the hotel. A quick learner, Mr. Oberoi did not restrict his efforts to fulfilling the job description of a desk clerk but sought and shouldered additional responsibilities. A few years later, when Mr. Clarke acquired a small hotel he asked Mr. Oberoi to assist him. It was here, at Clarkes Hotel, that Mr. Oberoi gained first-hand experience in all aspects of operating a hotel.

In 1934, Mr. Oberoi acquired his first property, The Clarkes Hotel, from his mentor by mortgaging his wife's jewellery and all his assets. Four years later, he signed a lease to take over operations of the five hundred rooms Grand Hotel in Calcutta that was on sale following a cholera epidemic. With his customary confidence and sheer determination to succeed, he was able to convert this hotel into a highly profitable business venture.

Over several years, Mr. Oberoi had purchased shares in Associated Hotels of India (AHI), which owned Cecil and Corstophans hotels in Shimla, Maidens and Imperial hotels in Delhi and a hotel each in Lahore, Murree, Rawalpindi and Peshawar. In 1943, Mr. Oberoi acquired a controlling interest in AHI. He thus became the first Indian to run the country's largest and finest hotel chain. In the tumultuous years just before Indian independence, Mr. Oberoi met and intimately interacted with the would-be leaders of Free India, all of whom were, at one time or other, guests at his hotels.

Having consolidated his early ventures, Mr. Oberoi became the first Indian hotelier to agree with an internationally renowned hotel chain, to open the first modern, five-star hotel in the country. The Oberoi Inter Continental, in New Delhi, opened in 1965. The I-Con, as it became popularly known, offered facilities that no other hotel in the country matched and was India's first luxury hotel.

This achievement was enhanced with the opening of the 35-storey Oberoi Sheraton in Bombay, in 1973. Mr. Oberoi was the first Indian to work in association with international chains to woo international travellers to India. This led to a heavy influx of international travellers and foreign occupancy soared to an average of 85%. This enabled the Oberoi Hotels to significantly contribute to India's foreign exchange earnings.

Another pioneering landmark was the establishment in 1966 of the prestigious Oberoi School of Hotel Management, recognised by the International Hotel Association in Paris. Considered India's premier institute, the school is now known as The Oberoi Centre of Learning and Development and continues to provide high-quality professional training in hospitality management.

Other notable firsts were the decision to employ women in his hotels and to establish a chain of ancillary industries producing and supplying items like consumables and stationery to ensure the highest quality. The Oberoi Group was also the first to start flight catering operations in India, in 1959. The Oberoi Flight Services, located in New Delhi, Mumbai, Cochin and Chennai, provide in-flight meals of international quality to reputed airlines.

Mr. Oberoi realised that the hotel and hospitality business is greatly dependent on travel

agents, a vital element in the distribution chain. Therefore, he decided to establish his travel agency. Mercury Travels, part of The Oberoi Group, ranks amongst the leading travel agencies in India.

With vision and imagination, Mr. Oberoi converted old and dilapidated palaces, historical monuments and buildings into magnificent hotels such as The Oberoi Grand in Calcutta, the historic Mena House Oberoi in Cairo and The Windsor in Australia. It was, in fact, in the face of severe opposition that the State Government of Victoria awarded Mr. Oberoi the lease of The Windsor, a heritage building in Melbourne. He supervised the restoration of the hotel to its original grandeur and later acquired it. The Oberoi Cecil in Shimla, built in the early 20th century, reopened in April 1997 after extensive and meticulous renovation.

In 1943, Mr. Oberoi was conferred the title of Rai Bahadur by the British Government in recognition of his services to the Crown. Thereafter, Mr. Oberoi won acclaim and received several national and international awards including admission to the *Hall of Fame* by the American Society of Travel Agents (ASTA) and the *Man of The World award* by the International Hotel Association (IHA), New York. He was presented the *Order of The Republic, First Class* by the President of Egypt. He got an *Honorary Doctorate of Business Administration* from the International Management Centre, Buckingham, UK. *Newsweek* named him one of the *Elite Winners of 1978*. The PHDCCI Millennium award in 2000 was presented in recognition of his entrepreneurial and business success. In 2001, the Government of India accorded him the Padma Bhushan.

To place The Oberoi Group on the world map, Mr. Oberoi exported management expertise to Australia, Egypt and Singapore, where The Oberoi Group took charge of the management of existing luxury hotels. The success of Oberoi Hotels & Resorts overseas, in the face of global competition, greatly enhanced the image of The Group. Today, Oberoi Hotels & Resorts in Indonesia, Egypt, Mauritius, Saudi Arabia and India add value and distinction to their host countries.

Under Mr. Oberoi's dynamic leadership, The Oberoi Group introduced its second brand of hotels, 'Trident'. Trident hotels are five-star hotels that have established a reputation for excellence and are acknowledged for offering quality and value. These hotels combine state of the art facilities with dependable service in a caring environment, making them the ideal choice for business and leisure travellers. Presently there are nine Trident hotels in India located in Mumbai at Bandra Kurla and Nariman Point, Gurgaon (Delhi National Capital Region), Chennai, Bhubaneshwar, Cochin, Agra, Jaipur and Udaipur. The Oberoi Group also operates a Trident hotel in the Saudi Arabian city of Jeddah.

In the luxury category, The Group opened The Oberoi Rajvilas, Jaipur; The Oberoi Cecil, Shimla; The Oberoi Udaivilas, Udaipur; The Oberoi Vanyavilas, Ranthambhore; The Oberoi Amarvilas, Agra; Wildflower Hall, Shimla in the Himalayas; The Oberoi, Lombok, Indonesia; The Oberoi, Sahl Hasheesh, Egypt; The Oberoi, Mauritius and The Oberoi Zahra, Luxury Nile Cruiser, Egypt. The Group employs more than 12,000 people worldwide and operates 28 hotels and three cruisers in five countries.

Mr. Oberoi's achievements and successes did not, however, take from his simplicity and

old-fashioned charm. He retained, until his death in May 2002 at the age of 103, a unique humility. He was fond of saying, "I have been able to accept the challenge and make good. There is comfort in knowing that whatever little I have achieved has also helped to raise the prestige of my country."

Check Your Progress-I:

1) **Write in short about the Dharma of the Oberoi Group.**

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2) **Write a short note on the Vision of the Oberoi Group of hotels?**

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3) **Write in brief about the Rai Bahadur M.S. Oberoi, Founder Chairman, The Oberoi Group?**

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20.4 The Oberoi Cecil, Shimla:

Over 100 years old, The Oberoi Cecil is a Grand Heritage Hotel. It is situated at Chaura Maidan, Shimla, 7000 feet up in the Himalayas.

A celebration of the elegance and grace of the Colonial era in the Queen of Hill Stations, located in the majestic Himalayan ranges, The Oberoi Cecil is very much a part of Shimla's colonial history. The hotel has been restored to its original grandeur with wood floors, period furniture, crackling fires and an inviting ambience. Built around a beautiful atrium, the rooms offer splendid views of the mountains and valleys.

Built-in 1884 as a Himalayan hill station, the hotel has been extensively renovated and reopened in 1997. With fabulous views across the valley, The Oberoi Cecil is a perfect base from which to explore the spectacular mountain scenery, cedar forests and ancient monasteries of this world-famous destination. The Oberoi Cecil is within walking distance of the famous Vice Regal Lodge, the former summer residence of the Viceroy of India.

A heated swimming pool, billiards rooms and children's activity centre and many

opportunities for nature walks, make this luxury resort an all-season destination.
The Oberoi Cecil is just 10 minutes from Shimla Station and 45 minutes from Jubbarhatti Airport. Flights from Delhi arrive daily. There is ample private parking for guests who chose to drive or rent a car. Located at 7000 feet up in the Himalayas, The Oberoi Cecil is a celebration of the elegance and grace of the Colonial era in the Queen of Hill Stations. It is located in the majestic Himalayan ranges and is very much a part of Shimla's colonial history.
A Grand Heritage Hotel, it is situated at Chaura Maidan, Shimla. With fabulous views across the valley, The Oberoi Cecil is a perfect base from which to explore the spectacular mountain scenery, cedar forests and ancient monasteries of this world-famous destination. The Oberoi Cecil is within walking distance of the famous Vice Regal Lodge, the former summer residence of the Viceroy of India. Daily direct flights to Shimla from Delhi are available. Private air charters can also be organized. The flying time is 45 minutes. The Shimla airport is 90 minutes from the hotel. A limousine picks up can be arranged from Shimla or Chandigarh airport.
Shimla is connected by road from Chandigarh (124 Kms), from Kalka (110 Kms) and from Delhi (385 Kms). The drive from Delhi to Shimla takes approximately 8 hours and from Chandigarh to Shimla, approximately 3 hours.
Fast trains run daily from Delhi to Chandigarh and Kalka. From Kalka, train connections on a quaint narrow-gauge railway, built-in 1903, are available up to Shimla. The travel time is approximately 4 hours. There is a number of trains to Chandigarh and Kalka. Limousine picks up can be arranged from Shimla or Chandigarh railway stations. The hotel has the following facilities to offer to its guests:

- Wireless Internet access in all rooms and public areas
- Full service Oberoi Spa
- Fitness Centre
- 24 hours in room dining
- 24 hours Concierge
- Meetings and Conference facilities
- Indoor heated swimming pool
- Activity centre for children
- Billiards room
- 24 Hours laundry service
- Baby sitting
- Electronic safe deposit box in all rooms
- Complimentary tea/ coffee making facilities in all rooms
- Room for guests with special needs

20.4.1 Hotel Accommodation:

All 75 Rooms and Suites at The Oberoi Cecil are spacious, elegant and comfortable. Many rooms at the Cecil have views across the valley and snow-covered peaks of the Himalayas. Rooms are decorated classically, with polished wood, brass and rich, subtle fabrics in a style, which recalls the late 19th century, yet features every modern comfort. All hotel rooms come with the following features:

Teak armoire with a TV & DVD player, Satellite television, wired broadband internet access, Separate walk-in closet with electronic safe, direct dial telephone with voice mail, Personal bar, 24 Hour Butler service

The Oberoi Cecil's classically elegant interiors with panelling, pillars and chandeliers recall the days of the Raj. Many rooms at The Oberoi Cecil have views across the valley and snow-covered peaks of the Himalayas. The bathrooms include a vanity counter, a bathtub and come with deluxe ayurvedic toiletries.

The Hotel is centrally heated in winter, air-conditioned in summer and features one of the highest located heated swimming pools in the world. A specially designed children's activity centre is equipped with computer games, toys, Wendy Room and Billiards Room. Horses and ponies can be hired for trekking in the valley.

Effective from 2nd October 2008, the Government has introduced "No-Smoking" legislation for hotels, restaurants and all public places. As a consequence, smoking is prohibited in all parts of the hotel except in designated bedrooms where smoking is permitted. The hotel has dedicated smoking guest bedrooms. Should you desire a smoking bedroom, please let them know to reserve a smoking bedroom.

(i) Deluxe Room:

Deluxe Rooms offer a view of the Cedar garden and Shimla city. These rooms are elegantly appointed with Burma teak flooring and have king beds.

(ii) Premier Room:

The spacious Premier Rooms offer vistas of the snow-covered peaks of the Himalayas. Some come with private balconies that overlook the Cedar Garden or Chaura Maidan. These rooms are elegantly appointed with Burma teak flooring and have king beds.

(iii) Deluxe Suites:

The Deluxe Suites have private balconies. They have an exquisitely appointed bedroom and an adjoining living room with an attached walk-in closet. The Deluxe Suites offer a view of the Chaura Maidan or the Shimla city.

(iv) Luxury Suite:

The Luxury Suites offer breathtaking views of the Shimla valley and the Southern slopes of the Himalayas from their extensive private balconies. The living room leads to the large bedroom. The suites have a separate dresser area and an additional walk-in closet. The bathroom includes a separate shower cubicle and a bathtub.

20.4.2 Hotel Dining:

The Cecil, Shimla has some of the most sought after restaurants. Guests are treated to diverse cooking styles and the most imaginative culinary traditions from India, Europe, the Middle East and the Orient. You can choose to dine in one of 4 restaurants the features of them are elaborated as below.

The traditional Food Festival or *Dham* is celebrated with great enthusiasm and mirth in the state of Himachal Pradesh. Himachal Pradesh is credited with many lip-smacking and mouth-watering dishes. The Food Festival or the *Dham* of Himachal Pradesh offers one an opportunity to be acquainted with the various delicacies of the state.

Experience the grandeur of Himachali Dham at The Oberoi Cecil. Guests are welcomed to the evening by ladies dressed in traditional attire where every guest is presented with a Himachali cap and pashmina stole. The artists take you through a musical journey of Himachal with a commentary describing the importance of each rendering. Guests are

encouraged to participate in the dances with the artists helping the guests with the dance rituals. The service team is also dressed in traditional attire.

The cuisine of Himachal might not be as rich and varied as many other Indian states yet it has a uniqueness of its own. The influence of Punjab and Tibet can be seen in the Himachal cuisine. Moreover, the geographical and climatic conditions of the state have also had an impact on the way and kind of dishes prepared in the state.

(i) Cedar Garden:

The outdoor restaurant at the Oberoi Cecil offers a light menu with a range of snacks and drinks. Enjoy a light meal here from 11 am to 3 pm.

(ii) The Tea Lounge and Bar:

The Lounge is located in the 5 storey Atrium Lobby and also has a Bar. Guests can also enjoy tea or a quiet drink in front of a roaring fire. The Tea Lounge and Bar offers service from 11 am to 11 pm.

(iii) The Restaurant:

The Restaurant at the Oberoi Cecil offers a selection of European and Asian dishes. Special rates for children apply at mealtimes. It offers a variety of Indian, Continental, Italian and Regional cuisines and is open for Breakfast, Lunch and Dinner. Its wood panelling and chandeliers add to its old-world elegance and charm.

(iv) 24 Hour in-room dining:

24 Hour in-room dining is available throughout the hotel.

20.4.3 Spa and Fitness:

The Spa offers an extensive 'menu' of relaxing and reviving massages and beauty treatments. Aromatherapy, Ayurvedic, Balinese, Hawaiian and Thai massage all feature, along with Chakra Head and Shoulder Massage and facials.

As well as the spa therapy suites, the Spa offers steam rooms. This is the perfect place to relax and unwind after a long day in the mountains - or in the boardroom.

The Gymnasium, located at the level below the Pool, is free to guests. It offers an Exercycle, Multigym, Steppers and Treadmills. This is one way of warming up for a strenuous hill walk.

The Oberoi Cecil has a variety of indoor recreational possibilities. Billiards, board games, bridge tables, toy room and an activity centre with multimedia equipment, CD Rom and VCR.

Naldehra - the highest golf course in the world is nearby and Annandale, another course, is just 3kms from The Oberoi Cecil. Both have nine holes.

Horse riding can be arranged for children and adults. Ice-skating is available between November and March. Trekking with expert guides is also available from the hotel.

Skiing is available at Narkhanda, 64kms from The Oberoi Cecil. There is a beginners run, slalom slope and a sharper run for experienced skiers.

The heated indoor swimming pool – among the highest in the world – is open to guests between 7 am to 9 pm. Its windows look out over a spectacular panorama of snow-capped mountains. Just the place for a few quiet lengths before breakfast.

20.4.4 Meetings at the Oberoi Cecil, Shimla:

The Oberoi Cecil is located at the quiet end of the famous Mall road and is an ideal base to discover the beauty of the spectacular mountain ranges and cedar forests. The hotel is an inspirational venue for board meetings and small conferences.
The meeting rooms are designed to meet the requirements of your business needs and can host conferences from 20 – 150 guests. State-of-the-art equipment coupled with unobtrusive service and professional expertise will ensure a memorable conference experience.
The hotel offers a range of activities to relax and recharge after your meetings. Rejuvenate yourself with a holistic treatment at the Oberoi Spa, get in touch with your inner self with a yoga session, and explore the natural beauty of the Himalayas by going on a nature walk, horse rides or a quiet game of golf with your colleagues.
Peace and tranquility, the crisp invigorating mountain air and the classical elegance of the historic hotel create a perfect ambience for successful business meetings.

Meeting facilities:

- LCD Projector w/screen
- Over Head Projector
- Slide projector
- Pana board
- Table Mike
- Music System
- VCD
- VCR
- Laptop
- Cordless Mike

Seating Capacities:

Venue	Dimension (in feet) L x B x H	Seating Capacity					
		Theatre	Classroom	U-shape	Sit Down	Board Room	Cocktails
The Kipling Room	32 x 23 x 9	40	24	25	32	25	40
The Curzon Room	30 x 19 x 9	30	18	20	24	20	25

Check your progress-II:

1) Write in brief about the prime facilities being offered at The Cecil, Shimla.

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2) Write a short note on the food & Beverage outlets of the Cecil, Shimla?

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3) Write a short essay on the spa and fitness facilities offered at the Cecil, Shimla?

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20.5 Summary:

The present unit deals with the inception, growth and development of the Oberoi Group hotels in India. It also elucidated the life span of Rai Bahadur Mohan Singh Oberoi and the historical evolution of the Oberoi Group of Hotels. The unit also covers the accommodation, dining areas and other services offered at the Cecil, Shimla. The unit also thrown light upon the spa/fitness facilities and meeting arrangements done at The Cecil, Shimla. Therefore, the present unit will help readers in having an understanding of Oberoi Group of Hotels in general and The Cecil, Shimla in particular.

20.6 Glossary:

- **Cedar Garden:** The outdoor restaurant at the Oberoi Cecil, Shimla.
- ***IHA:*** International Hotel Association, New York
- ***O.C.L.D:*** Oberoi Centre of Learning and Development, New Delhi
- ***EIH Limited:*** Oberoi Hotels & Resorts is a subsidiary company of ***EIH Limited***.
- ***ASTA:*** American Society of Travel Agents.

20.7 Answers to Check Your Progress Exercise:

1) Read Section 20.3.1

2) Read Section 20.3.3

3) Read Section 20.3.4

4) Read Section 20.4.

5) Read Section 20.4.2

6) Read Section 20.4.3

20.8 Reference/Bibliography:

1. http://www.oberoihotels.com/oberoi_thececil/index.asp accessed on September 23 to September 25, 2012

20.9 Suggested Readings:

- Paul R. Dittmer, Gerald G. Griftin (1998), Dimensions of the Hospitality Industry, Van Nostrand reinhold New York.
- Peter Jones (2004), Introduction to Hospitality Operation, Cassell, New York.
- Fred Lawson (2008), Hotels & Resorts, Planning, Design and Refurbishment, Butter worth-Architecture, Oxford.
- Donald E. Lindbergh (2009), The Hotel and Restaurant Business, Van Nostrand Reinhold, New York

20.10 Terminal and Model Questions:

- Write an essay on the growth, Dharma, Vision of the Oberoi group of Hotels?
- Write in detail about the different types of rooms available in the Hotel Cecil, Shimla?