HAND OUT

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STRATEGIC TOUR MANAGEMENT & PLANNING

SEMESTER: SECOND

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Unit-I:
1.Strategic Management
What Is Strategic Management?
Strategic management is the management of an organization's resources to achieve its goals and objectives. Strategic management involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies <u>across the organization</u>.

Understanding Strategic Management
Strategic management is divided into several schools of thought. A prescriptive approach to strategic management outlines how strategies should be developed, while a descriptive approach focuses on how strategies should be put into practice. These schools differ on whether strategies are developed through an analytic process, in which all threats and opportunities are accounted for, or are more like general guiding principles to be applied.
Travel and tourism organisation need to know how well they are performing. One way they can do this is by using an analytical tool the SWOT analysis to examine the internal and external factors that may be affecting the organisation performance and success. The analysis will help to discover what factors are lacking in the organisation success causing it to fail in the market its competing. The result will help managers to focus on new strategies.
Strategic choices
Strategic choices are concerned with making the decisions about an organisation's future and the way in which it needs to respond to the many pressures and influences (Johnson and Scholes, 2002). A strategic choice is concerned with three stages: Formulation of options for future development, Evaluation of available options and selection of options.
Corporate level strategy
Strategy at this level is concerned with the overall purpose and scope of an organisation.
This might include the broad determination of which business areas or geographical   areas
The organisation might want to be involved. This area of strategic choice is thus closely involved with the organisation's mission and formulate its mission statement.
Business level strategy
Strategy is concerned with how to compete successfully in the markets. Mangers focus on the hall organisation every strategic business unit (SBUs). Managers are concerned with different levels of strategy, how can they gain advantage over competitors and how it can be achieved. The development of products or services which methods to use to achieve competitive advantage. These three concerns of business level strategy can be addressed by considering:
Strategy   bases   of   competition   '   Competitive   strategy.
Strategy use for the direction of development ' Direction Strategy
Strategy methods are used for development ' Methods Strategy.
Operational level strategy

Strategy is concerned with more detailed implementation issues relating to how the proposed corporate and business level strategies can be successful if put in practice. The concern is how the changes arise from the adoption of corporate and business level strategies can be managed effectively and on the detailed decisions that have to be made in each area of the organisation to implement the higher order decisions.

2.Entrepreneurship

It is a universal fact that entrepreneurship is an important factor in economic development.

An Entrepreneur is the risk bearer and works under uncertainty. But no attempts were made by economists for formulating systematic theory of entrepreneurship.

According to William J. Baumol, the economic theory has failed to provide a satisfactory analysis of either the role of the entrepreneurship or its supply.

However, different theoretical assumptions of entrepreneurship focus on three major aspects of entrepreneurship. These three aspects are nature of opportunities, the nature of entrepreneurs, and the nature of decision making framework within which an entrepreneur functions. These three aspects give rise to two logical, consistent theories of entrepreneurship, namely, discovery theory and creative theory.

Theories of Entrepreneurship – 4 Important Theories: Cultural Theories, Economic Theories, Psychological Theories and Sociological Theories

"He loves practice without theory is like the sailor who boards ship without a rudder and compass and never knows where he may case." – Leonardo Da Vinci

There are four factors of production i.e., land, labour, capital and organization. Organization is the coordinating factor that brings together the other three factors and entrepreneurship is the element that powers and strengthens the organization. Many of the economists believe that entrepreneurship is itself the fourth factors of production that is the most important in driving a successful economy.

Entrepreneurs are defined by their risk taking abilities and their intentions to fill in the void because of the existing lack of knowledge about a product. According to them, the entrepreneur ventures are carried out where there is a gap in the development of a product. The entrepreneurs work to fill the gap by introducing something that increases the effectiveness of the already existing product.

The field of entrepreneurship continues to struggle with the development of a modern theory of entrepreneurship. In the past 20 years development of the

current theories of entrepreneurship have centered on either opportunity recognition or the individual entrepreneur.

At the same time many theoretical insights have come from economics, including a rediscovery of the work of Schumpeter. However because there is a lack of clarity about the theoretical assumptions that entrepreneurship scholars use in their work, assumptions from both individual opportunity recognition and economics, have been used as if they are interchangeable. This lack of theoretical distinction has hampered theory development in the field of entrepreneurship.

Throughout the theoretical history of entrepreneurship, scholars from multiple disciplines in the social sciences have grappled with a diverse set of interpretations and definitions to conceptualize this abstract idea. Entrepreneurship is an evolved thing. With the advancement of science and technology it has undergone metamorphosis change and emerged as a critical input for socio-economic development.

Various writers have developed variety theories on entrepreneurship and popularized the concept among the common people. The theories of entrepreneurship that are propounded by many eminent theorists have been grouped under four categories.

They are:

I. Cultural Theories:

1. Theory of Imitating – Hoselitz

2. Theory of Social Culture – Stokes

II. Economic Theories:

1. Theory of Functional Behaviour – Casson

2. Theory of Economic Incentives – Papanek and Harris

3. Theory of Adjustment of Price – Kirzner

4. Theory of X-Efficiency-Leibenstein

5. Theory of Innovations-Schumpeter

6. Theory of Harvard School

7. Theory of High Achievement – McClelland

8. Theory of Profit-Knight

9. Theory of Market Equilibrium-Hayek

III. Psychological Theories:

1. Theory of Psychology-Kunkal

2. Theory of Personal Resourcefulness

IV. Sociological Theories:

1. Theory of Entrepreneurial Supply – Cochran

2. Theory of Religious Belief – Weber

3. Theory of Social Change – Hagen

I. Cultural Theories:

Cultural theories pointed out that entrepreneurship is the product of the culture. Entrepreneurial talents come from cultural values and cultural systems embedded into the cultural environment.

This theory supports two other theories i.e.:

1. Hoselitz theory and

2. Stokes theory.

1. Theory of Imitating:

According to Bert F. Hoselitz's theory, supply of entrepreneurship is governed by cultural factors and culturally minority groups are the spark-plugs of entrepreneurial and economic development. In many countries, entrepreneurs have emerged from a particular socio-economic class. Hoselitz reveals that in several countries entrepreneurial talents are found in persons having particular socio-economic background.

He emphasized the role of culturally marginally groups like Jews and the Greeks in medieval Europe, the Chinese in South Africa and Indians in East Africa in promoting economic developments. Further he has emphasized on the theory through examples of Christians contributes to entrepreneurship in Lebanon, Halai Memon industrialists in Pakistan and Marwaris in India.

2. Theory of Social Culture:

According to David Stoke's theory, entrepreneurship is likely to emerge under specific social sanctions, social culture and economic action. According to Stokes, personal and societal opportunities and the presence of requisite psychological distributions may be seen as conditions for an individual movement to get changed into industrial entrepreneurship.

II. Economic Theories:

According to these theories, entrepreneurship and economic growth take place when the economic conditions are favourable. Economic development takes place when a country is real rational income increases overall period of time wherein the role of entrepreneurs is an integral part.

Economic incentives are the main motivators for entrepreneurial activities. Economic incentives include taxation policy, industrial policy, sources of finance and raw materials, infrastructure availability, investment and marketing opportunities, access to information about market conditions, technology etc.

1. Theory of Functional Behaviour:

According to Mark Christopher Casson theories, entrepreneurship can provide a synthetic theory of the business firm that provides an integrated framework for many partial theories of the firm. His theory deals with the functional behavior of entrepreneur and his qualities which are crucial for his success.

Drawing on an institutional approach to entrepreneurship, it is argued that economic insights can combine with managerial perspectives to clarify and synthesize many strategic issues of firms. Four dimensions of environmental shock lead to different forms of entrepreneurship that leads, in turn, to different sizes and structures for firms.

Entrepreneurs create firms that identify and monitor sources of volatility and channel information to key decision makers in the firm; entrepreneurial firms are located at nodes of information networks. The standard rational action model of neoclassical economics is generalized to an uncertain world of volatility and differential access to information, which generates differing perceptions of the business environment.

2. Theory of Economic Incentives:

According to G.F.Papanek and J.R.Harris Theory, economic incentives are the integral factors that have induced entrepreneurial initiatives. Main features of this theory are- (i) Economic incentives, (ii) Link between economic gains and the inner urge and (iii) Economic gain.

3. Theory of Adjustment of Price:

According to M. Kirzner, the chief role of entrepreneur is based upon the adjustment of price in the market. The buyer may pay higher price or seller may accept a lower price, which gives rise to opportunities for profit. Further if different prices prevail in the same market, there in an opportunity for profitable arbitrage between two segments.

4. Theory of X-Efficiency:

Harvey Leibenstein propounded the theory of X-efficiency which is popularly called Gap Filling Theory. According to Leibenstein, entrepreneurial functions are determined by the X-efficiency which means the degree of inefficiency on the use of resources within the firm.

It includes routine entrepreneur, new entrepreneurship, and twin roles of entrepreneur, gap filling, input completing and X-efficiency factor. An example of Leibenstein's Thoery is Lalu Prasad Yadav, who is an entrepreneur for Indian Railways. He had turned around the Indian Railways by improving efficiency and innovation.

5. Theory of Innovation:

This theory is developed by Joseph Schumpeter, who believes that entrepreneur helps the process of development in an economy. Schumpeter's theory of entrepreneurship is a pioneering work of economic development. Development in his sense implies that carrying out of new combinations of entrepreneurship is basically a creative activity. According to Schumpeter an entrepreneur is one who perceives the opportunities to innovate, i.e., to carry out new combinations of enterprises. He says that an entrepreneur is one who is innovative, creative and has a foresight.

According to him, innovation occurs when the entrepreneur:

i. Introduces a new product

ii. Introduces a new methods of production

iii. Opens new market

iv. Conquests of new source of supply of raw material

v. Carrying out new organization.

The theory emphasizes on innovation, ignoring the risk taking and organizing abilities of an entrepreneur. Schumpeter's entrepreneur is a large scale businessman, who is rarely found in developing countries, where entrepreneurs are small scale businessmen who need to imitate rather than innovate.

In view of the above, Schumpeterian theory of entrepreneurship has got the following features:

(i) Distinction between invention and innovation – Schumpeter makes a distinction between innovation and invention. Invention means creation of new things and innovation means application of new things onto practical use.

(ii) Emphasis on entrepreneurial function – Schumpeter has given emphasis on the role or entrepreneurial functions in economic development. In his views development means basic transformation of the economy that is brought about by entrepreneurial functions.

(iii) Presentation of disequilibrium situation through entrepreneurial activity – The entrepreneurial activity represents a disequilibrium situation, a dynamic phenomenon and a break from the routine or a circular flow towards equilibrium.

Critical Evaluation:

Schumpeter's theory of innovation is criticized on the following ground:

i. The theory has the scope of entrepreneurism in the sense that it has included the individual businessman along with the directors and managers of the company.

ii. Schumpeter's innovating entrepreneurs represents the enterprise with the R&D and innovative character. But developing countries lack these characters.

iii. The theory emphasizes on innovation and excludes the risk taking and organizing aspects.

iv. Schumpeter's entrepreneurs are large scale businessman who introduces new technology, method of production.

v. Schumpeter remained silent about as to why some economists had more entrepreneurial talent than others.

However, despite the above criticisms, this theory is regarded as one of the best theories in the history of entrepreneurial development.

6. Theory of Harvard School:

Harvard school contemplated that entrepreneurship involves any deliberate activity that initiates, maintains and grows a profit-oriented enterprise for production or distribution of economic goods or services, which is inconsistent with internal and external forces. Internal forces refer to the internal qualities of the individual such as intelligence, skill, knowledge experience, intuition, exposure, etc.

These forces influence the entrepreneurial activities of an individual to a great extent. On the other hand external forces refer to the economic, political, social, cultural and legal factors which influence origin and growth of entrepreneurship in an economy.

This theory emphasizes on two types of entrepreneurial activities i.e.- (i) Entrepreneurial functions like organization and combination of resources for creating viable enterprises, and (ii) The responsiveness to the environmental condition that influences decision making function besides the above mentioned activities.

Harvard School also emphasizes on following points:

i. To search and evaluate economic opportunities,

ii. To master the process of mobilizing resources to accomplish the goal,

iii. To interconnect the different market segments for creating an absolutely ideal marketing environment,

iv. To create or expand the firm or business enterprise,

7. Theory of High Achievement:

This theory is developed by David McClelland.

According to him entrepreneurship has been identified with two characteristics such as:

(i) Doing things in a new and better way, and

(ii) Decision making under uncertainty.

He stressed that people with high achievement oriented (need to succeed) were more likely to become entrepreneurs. Such people are not influenced by money or external incentives. They consider profit to be a measure of success and competence.

According to McClelland, a person has three types of needs at any given time, which are:

(i) Need for achievement (get success with one's one efforts)

(ii) Need for power (to dominate, influence others)

(iii) Need for affiliation (maintain friendly relations with others)

8. Theory of Profit:

This theory is developed by Knight, Frank H. He points out that entrepreneurs are specialized group of persons who bears risk and deals with uncertainty. Main features of this theory are pure profit, situation of uncertainty, risk bearing capability, guarantee of specified sum, identification of socio economic and psychological factors, use of consolidation techniques to reduce business risks.

9. Theory of Market Equilibrium:

According to Hayek, the absence of entrepreneurs in Neo-classical economics is intimately associated with the assumption of market equilibrium. The elasticity of bank credit causes a disparity between the natural and market rate of interest. According to this theory, the postulate presupposes the fact that there is no need for further information to modify the decision.

III. Psychological Theories:

Entrepreneurship gets a boost when society has sufficient supply of individuals with necessary psychological characteristics. The psychological characteristics include need for high achievement, a vision or foresight and ability to face opposition. These characteristics are formed during the individual's upbringing which stress on standards of excellence, self-reliance and low father dominance.

1. Theory of Psychology:

This theory is developed by John H. Kunkel. According to him psychological and sociological variables are the main determinants for the emergence of entrepreneurs. According to him, entrepreneurship can be dependent upon the following structures in the economy, i.e.- (i) Demand Structure (ii) Limitation Structure (iii) Labor Structure and (iv) Opportunity structure.

Beginning with the premise that fundamental problems of economic development are non-economic, he emphasizes on the cultural values, role

expectation and social sanctions as the key elements that determine the supply of entrepreneurs. As a society's model personality, entrepreneur is neither a supernormal individual nor a deviant person but is a role model of the society representing model personality.

Model personality as a derivative of social conditioning, the role is partly shaped by the model personality that is a derivative of social conditioning of his generation. Further, innovation and invention go together with the type of conditioning in the society.

Role expectations and entrepreneurial role: Primary cultural factor operating on the personality of the executive and the defining of his role by those involved must accommodate to some degree to the necessities of the operation to be carried out.

2. Theory of Personal Resourcefulness:

According to this theory, the root of entrepreneurial process can be traced to the initiative taken by some individuals to go beyond the existing way of life. The emphasis is on initiative rather than reaction, although events in the environment may have provided the trigger for the person to express initiative. This aspect seems to have been subsumed within 'innovation' which has been studied more as the 'change' or 'newness' associated with the term rather 'pro-activeness'.

IV. Sociological Theory:

Entrepreneurship is likely to get a boost in a particular social culture. Society's values, religious beliefs, customs, taboos etc., influence the behaviour of individual's in a society. The entrepreneur is a role performer according to the role expectations by the society.

1. Theory of Entrepreneurial Supply:

Thomas Cochran emphasizes on the cultural values, role expectation and social sanctions as the key elements that determine the supply of entrepreneurs.

2. Theory of Religious Belief:

Max Weber has propounded the theory of religious belief. According to him, entrepreneurism is a function of religious beliefs and impact of religion shapes the entrepreneurial culture. He emphasized that entrepreneurial energies are exogenous supplied by means of religious beliefs.

The important elements of Weber's theory are described further:

i. Spirit of capitalism – In the Webbrian theory, spirit of capitalism is highlighted. We all know that capitalism is an economic system in which

economic freedom and private enterprise are glorified, so also the entrepreneurial culture.

ii. Adventurous spirit – Webber also made a distinction between spirit of capitalism and adventurous spirit. According to him, the former is influenced by the strict discipline whereas the latter is affected by free force of impulse. Entrepreneurship culture is influenced by both these factors.

iii. Protestant ethic – According to Max Webber the spirit of capitalism can be grown only when the mental attitude in the society is favourable to capitalism

iv. Inducement of profit – Webber introduced the new businessman into the picture of tranquil routine. The spirit of capitalism intertwined with the motive of profit resulting in creation of greater number of business enterprises.

3. Theory of Social Change:

This theory is developed by Everett E. Hagen. It explains how a traditional society becomes one in which continuing technical progress takes place. It exhorts certain elements which presume the entrepreneur's creativity as the key element of social transformation and economic growth. It reveals a general model of the society which considers interrelationship among physical environment, social culture, personality etc.

According to Hagen, most of the economic theories of underdevelopment are inadequate. Hagen insisted that the follower's syndrome on the part of the entrepreneur is discouraged. This is because the technology is an integral part of socio cultural-complex, and super-imposition of the same into different socio-cultural set-up may not deliver the goods.

The Kakinada Experiment:

Conducted by McClelland in America, Mexico and Mumbai. Under this experiment, young adults were selected and put through a three month training programme. The training aimed at inducing the achievement motivation.

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4. EVENT MANAGEMENT

DEFINITIONS OF EVENTS There is no single universally accepted definition of event. Many authors have discussed the definition of events and the various terms used to describe them. However, there is only limited agreement on standardised terms, definitions or categories to use. The differences are manifested as a result of different approaches of authors to defining certain events. Most authors agree that the event in the economic sense is a part of service economy, and different approaches to defining the event are the consequences of the specific characteristics of the environment in which some of the authors work and create. In addition, the events are highly versatile; therefore the definition of the events can be flexible to suit different situations.

The Accepted Practices Exchange Industry Glossary of TERMS (APEX, 2005) defines an event as, "An organized occasion such as a meeting, convention, exhibition, special event, gala dinner, etc. An event is often composed of several different yet related functions." Goldblatt (2005) focuses on special events as "a unique moment in time, celebrated with ceremony and ritual to satisfy specific needs." Getz (2008) notes that events are spatial - temporal phenomena and that each is unique because of interactions among the setting, people, and management systems, including design elements and the program. He highlights the fact that the biggest appeal of events is that they are never the same, and that the guest has "to be there" in order to enjoy the experience fully. He suggests two definitions, from the perspective of the event organizers, as well as the guests': 1. A special event is a one-time or infrequently occurring event outside normal programmes or activities of the sponsoring or organizing body. 2. To the customer or guest, a special event is an opportunity for leisure, social or cultural experience outside the normal range of choices or beyond everyday experience. Bowdin (2006) notes that the term "event" has been used "to describe specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions and/or to achieve particular social, cultural or corporate goals and objectives."

Jago and Shaw (1998) suggest six features of special events. According to them, special events should: 1. Attract tourists or tourism development
2. Be of limited duration
3. Be one-off or infrequent occurrence
4. Raise the awareness, image, or profile of a region
5. Offer a social experience
6. Be out of the ordinary.

Summarising the definition of a special event, they note it as: "A one-time or infrequently occurring event of limited duration that provides the consumer with a leisure and social opportunity beyond everyday experience. Such events, which attract or have the potential to attract tourists, are often held to raise the profile, image or awareness of a region."

3. CLASSIFICATION OF EVENTS There are different criteria for classification of events. The basic one classifies events as planned and unplanned. Planned events are the subject of study of event management and they require setup, management, executives and certain length of time. Unplanned events are accidents, natural disasters and other similar, and they will not be taken into consideration in this paper. If the events are classified according to their size and scope, it is possible to distinguish the following four types:
1. Mega events
2. Hallmark events
3. Major events
4. Local events

Mega event is an event that has impacts on the overall economic activity of the host country, and is globally covered by media. In economic terms, mega event is strongly reflected in the tourism and economic infrastructure of the host country. These events are generally associated to sports events. They include the Olympic Games, the Paralympic Games, the FIFA World Cup, the IAAF World Championships and World Fairs, but it is difficult for many other

events to fit into this category. Getz (2005) defines them: "Mega-events, by way of their size or significance, are those that yield extraordinarily high levels of tourism, media coverage, prestige, or economic impact for the host community, venue or organization." Another author, Hall, explains that mega events owe their name to their size in terms of attendance, target market, level of public financial involvement, political effects, extent of television coverage, construction of facilities, and impact on economic and social fabric of the host community (Allen et al., 2011).

Hallmark event is an event with the distinctive quality of the program. Hallmark events are so identified with the spirit and soul of a host community that they become synonymous with the name of the place, and gain widespread recognition and awareness. Hallmark events are of special importance and attractiveness both for participants and visitors, they attract great attention of the public, contribute to the image of destination and maintain and revitalize the tradition. Classic examples of hallmark events are Carnival in Rio, the Tour de France, the Oktoberfest in Munich and Wimbledon. These events are identified with the very essence of these places and their citizens, and bring huge tourist revenue as well as a strong sense of local pride and international recognition. Tourism researcher Ritchie (Quinn, 2009) published the first general discussion of their impact and defined them as "major one time or recurring events of limited duration, developed primarily to enhance awareness, appeal and profitability of a tourist destination in the short term or long term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention." Getz (2005) emphasizes their role in image making, place marketing and destination branding of host communities: "The term 'hallmark' describes an event that possesses such significance, in terms of tradition, attractiveness, quality or publicity, that the event provides the host venue, community, or destination with a competitive advantage. Over time the event and destination can become inextricably linked." Major event is a large-scale event, with strong public interest and media coverage. Major events attract large numbers of visitors, and help the organizers achieve good economic results. In practice of management of events, these events are often sports-oriented, with an international reputation, and defined structure of competition (example: Formula One Grand Prix). Local event is an event that is targeted mainly for local audiences and staged primarily for their social, fun and entertainment value. These events often produce a range of benefits, including engendering pride in the community, strengthening a feeling of belonging and creating a sense of place. They can also help with exposing people to new ideas and experiences, encouraging participation in sports and arts activities, and encouraging tolerance and diversity.

Another common way of classifying events is by their form or content:
• Cultural celebrations
• Arts and Entertainment
• Business and Trade
 • Sport competitions
• Recreational
• Educational and Scientific
 • Political and state

• Private events.

Some are for public celebration, while others are planned for purposes of competition, fun, entertainment, business or socializing. One more criterion of classifying the events that is often mentioned in literature is according to the level they are attached to particular destination. Therefore, there are events that always take place in the same community, those that always take place in a different community, and those that take place simultaneously in several communities, or they cover the entire region. As Getz (2008) explains, mega events, which by definition always take place in different community, are typically global in their orientation and require a competitive bid to "win" them as a one-time event for a particular place. On the other hand, hallmark events cannot exist independently of their host community, as well as regional and local events which are rooted in one place. Finally, all events can be categorized as profitable and non-profit events. Non-profit events are characterized by special programmes mainly devised to enhance the image of the organizers, participants or some organizations. Another type of non-profit events is charity events, devised to collect funds, not for the organizers or participants, but for charity purposes. Nevertheless, the majority of events are profitable. Their economic goal is the profit, and social objectives are related to implementation of various types of programmes - sports, cultural, artistic, business, educational, political or scientific.

4. TOURIST VALUE OF EVENTS Events can be categorized according to their attractiveness for tourism. Even though the majority of events are tourist driven, there are a significant number of those with little or no thought given to their tourism appeal or potential. Getz (2008) explains that this is either due to the organizers' specific aims, or there is simply no relationship established between specific events and tourism. According to events' attractiveness for tourism, they can be classified in three following categories: 1. Festivals and events that are organized primarily for local residents and often with the help of volunteers. Although in the majority of the cases these events are small and have limited or none tourist attractiveness, they can still function as a valuable opportunity for visitors to the area. However, most of the local events do not have the need to be tourism oriented; their organizers even feel threatened by it and take pride in their events not being commercialized. That comes as no surprise considering the fact that they are community and culturally oriented, and massive tourism would have potential negative impacts and probably corrupt their authenticity. 2. Events of regional and provincial significance which can have a significant tourist attractiveness power. These events are rarely aimed to become larger. However, with the help of tourists attracted to the event and future investments, their tourist potential can be developed. Usually the events in this group have a professional staff. 3. Events of national and international significance which are most attractive from the tourist point of view. These events attract national and international tourists, and can further enhance the reputation and attractiveness of certain destination. Unlike local events, their primary goal is to increase the tourism appeal of the host destination as much as possible.

Why Event Management is Important in Tourism

We've already detailed the importance of event management in tourism. Now, let's talk about the significance of tourism in event management. These two notions are interrelated activities, while tourism is mostly dependent on effective management of events. Let's introduce one clear example. Niagara Falls is a popular and prominent place to visit. However, the main flow of tourists started as soon as the event managers had begun to arrange tours and cruises across the basin of Niagara River. These activities have led to the development of other entertainments around this destination. Keep in mind that everything has begun, with a simple event.

Events trigger a boost of tourism

This is the major reason why the role of event management in tourism is so important. Tourists and travelers need to understand why they should visit a particular destination. Therefore, event tourism comes to the rescue. What is event tourism? It can be compared with a small stream that turns into a large river when supported by other streams. Regardless of the activities you offer, e.g. organizing incentive trips, they will definitely attract more customers to your destination.

Events in tourism promote customer loyalty

Tourism event management promotes the loyalty of regular customers. Just imagine that your favorite destination for vacation offers some events which you have not experienced before. For this reason, the customers would prefer to remain loyal to the resort or place they usually visit rather than searching for other options.

Stickiness of social events

This point mostly relates to lonely people who need to find a soulmate or friends. The arrangement of various social events promotes communication of people and building new relationships. As a result, a couple, which was created at a particular destination, would be happy to recreate the romantic moments of their first meeting. In this sense, event management benefits for both tourism and society development.

Wedding as a main social event in tourism

A new trend of arranging weddings in some special places is developing. People want to make this special date incredible and unforgettable. The event managers apply all their efforts to meet the requests of the most demanding customers. What can be better than the beginning of honeymoon, right after the wedding itself? The next day after the ceremony, the newlyweds don't need to pack belongings and suffer in airports and airplanes. They're already in place, where they want to be. The role of events in tourism is well demonstrated in this particular case.

Multipurpose Tourism

Management of events provides various opportunities for the travelers to spend their time without being bored. If you plan your visit to some exotic country, it doesn't mean that your vacation will be limited with rambling across the sights and historical monuments of the destination. You can diversify your trip with extreme events or any social activities.Thanks in part to event management, you will surely experience a wide array of emotions and experience many new things.

Any kind of events needs a proper plan and a process to achieve your organization's goal. Hosting an event is a tedious job and achieving your objectives with the event is even tougher. Here are 8 key elements of event planning that, if followed, will make your event a success.

The hosting of significant events in a city, region or nation, therefore presents a unique opportunity to rethink or reposition the destination. It's for this very reason that many countries view the successful hosting of events as a vehicle for growth, and that tourism bodies are devoting resources to attracting and supporting major events as part of a broader strategy.

We have just witnessed this in action with the recent Ironman 70.3 World Championships, held in Nelson Mandela Bay. Worldwide coverage of our city, its people and all it has to offer has magnificent measurable and immeasurable results that last long after the event is over. The celebration of creating experiences can outlast any individual event.

The four major event groups that drive large-scale international tourism are:

Niche events that have close links to the host destination, such as the arts, food and drink and sport.

Participatory sports events, as mentioned above, the Ironman 70.3 World Championships. Such 'destination' events attract thousands of competitors from outside the host country, most of whom bring multiple people with them (spouses, friends, family) and often extend their event-related stay into a holiday.

Signature cultural have an international reputation as a 'must see' and include, events such as South by South West (SXSW) in Austin, Texas, Sonar festival in Barcelona, White Nights in Melbourne, or the Edinburgh Fringe Festival and Hogmanay, in Scotland.

International sports events, not only bring in large numbers of participants and spectators but also achieve worldwide media coverage which plays a significant role in raising a destination's profile.

The Definition of Event Management

- "Event management is the **process** by which an event is **planned, prepared, and produced**. As with any other form of management, it entails the assessment, definition, acquisition, allocation, direction, control, and analysis of **time, finances, people, products, services, and other resources** to achieve objectives".

- "An event manager's job is **to oversee and arrange every aspect of an event, including researching, planning, organizing, implementing, controlling, and evaluating an event's design, activities, and production**".

Types of events (genres)

1. Cultural events
2. Business or trade events
3. Educational events
4. Private events
5. Sports events
6. Art/entertainment events
7. Political events
8. Recreational events

8 Key Elements of Event Planning:
1. Understand the purpose of the Event:

Every event should have a primary purpose and goals and objectives, which give the measurements of success. Understanding the purpose of the event leads to better planning and proper allocation of time and money.

In order achieve the success you need to set a realistic goal and in particular a realistic attendance target. That leads to the next point...

2. Know Your Audience:

Depending on your organization's goal, you need to identify your target audience and their needs. Once you selected your target audience, figure out where to find them and determine how you will reach them. Do you have a long enough list of prospects or you need to search outside?

There are many ways to reach to your prospects and generate more audience and potential clients. Email marketing, telemarketing, social media, Search Engine Organic and Pay Per Click are the things to consider, again depending on your target audience some will be more effective than others.

Having all information about your audience will also help you determine the type of events you need to host.

3. Selection of right Venue is vital:

Depending on the type of event and targeted audience and choosing right venue is vital to your event success. There should be a connection between organization's expectation from the event, the venue selected and the audience being served.

We have written a detailed article dedicated to **online meetings** for attendees to participate events from multiple locations all around the world.

4. Suitable Timing:

Much like right venue, right timing is also vital to organize a successful event. To determine the right timing, there are many factors to be considered, such as days of a week, months of a year, holidays or other events in the calendar, type of event, location and many local factors.

5. Draft a plan and follow the timeline:

As now you have a definite goal and you know your target audience, it is time to have a plan to execute the tasks and achieve the goal. Depending on the size and complexity of an event start planning early enough so that you have time to understand every aspect of the event, its requirements, necessary actions and so on. You should determine the major milestones and deadlines before you begin.

Making planning plan is not enough, you have to follow the timeline and keep track of the work being done.

6. Create content that attracts your target audience:

One of the most important factors to consider is what value event is gonna provide to attendees. Create compelling content that attracts your targeted audience, serve the information that your audience wants or solve their problems. Add some value, don't just use blatant sales pitches for your business.

Be creative while creating content to increase engagement. Check out some of **the best new techniques that event organizers, exhibitors are using** to increase attendee engagement and generating better ROI.

7. Design the message you want to share through the event:
Well, creating content and having your audience to consume it is actually a boon to your event objective. It provides you the opportunity to design the message a way that attendees agrees with or accept easily. You don't just throw events to cheer up the participant; events should achieve its mission, which is to provide information that helps the audiences understand the organization and its contribution and impact. That makes the attendees to trust the organization.
8. Lead capture mechanism:
This is very likely that for B2B events capturing leads of potential prospects is the primary goal. If taken care of all of the above things, it will make generating leads easier but you need to plan how you are going to capture your leads. Think of some creative methods or mechanism that you think will work best for your events.

UNIT-II:
5.Tourism Planning: Steps and Procedures
Tourism planning is an important instrument to attract tourists in a particular area or country or anywhere. Only an appropriate and well formulated plan can make a country or area preferable tourist destination. The most important thing is to note that the tourism serves the community or area or country first and then only the tourists themselves. The tourism planning should always consider this point. The tourism planning, like any other planning, involves different steps. Further, because of its multi-dimensional nature and multi-dimensional impacts, many other issues should also be addressed while making a tourism plan. This paper tries to outline the steps involved in formulating a tourism plan, responsible organizations, market mechanisms and the environment for the tourism planning.

1   Introduction
Tourism is one of many activities in a community or region that requires planning and coordination. Only with coordinated and better formulated planning, tourism yields fruits to the community as well as individuals and the whole society. Planning is the process of identifying objectives, setting targets and defining and evaluating methods of achieving them. By comprehensive tourism planning we mean planning which considers all tourism resources, organizations, markets, and programs within a region. Comprehensive planning also considers economic, environmental, social, and institutional aspects of tourism development.
Planning is a continuous process that helps to achieve the set objective(s) within a specified time frame. Albert Waterston defines Planning as "organized, rational and continuous effort to achieve specific objective". Planning is a statement which tells about what to do, when to do, who to do and how to do. In general, planning is comprised of five D's. The first D is about "Desire", means the identification of the problem. The second D is about "Design", means to prepare for fulfilling the desire. The third D is about "Deduction" in which the alternatives are identified and analyzed. The fourth D is "Decision" where the best alternative from the "Deduction" phase is

chosen. The final D is "Deeds" where the planning comes into action. Like any other planning, tourism planning also comprises all those five D's.

2   Tourism Planning

Planning the tourism is bit different than planning other economic and social or infrastructure sector. In fact, its planning process involves all these sectors as they are closely linked with the tourism. Without developing these sectors, tourism cannot be developed on one hand and on other hand each sector addresses the issues of tourism. A good and coordinated planning tries to involve the two approaches of tourism – service and the business.

Tourism is one of many activities in an area that must be considered as part of physical, environmental, social, and economic planning. Though the degree may be different, it is common to find tourism addressed, at least partially, in a regional land use, transportation, recreation, economic development, or comprehensive plan. It depends on the relative importance of tourism to the community or region and how sensitive the planning authority is to tourism activities.

Tourism may also be viewed as a business in which a community or region chooses to engage. Individual tourism businesses conduct a variety of planning activities including feasibility, marketing, product development, promotion, forecasting, and strategic planning. If tourism is a significant component of an area's economy or development plans, regional or community-wide marketing plans are needed to coordinate the development and marketing activities of different tourism interests in the community.

A comprehensive approach integrates a strategic marketing plan with more traditional public planning activities. This ensures a balance between serving the needs and wants of the tourists versus the needs and wants of local residents. A formal tourism plan provides a vehicle for the various interests within a community to coordinate their activities and work toward common goals. It also is a means of coordinating tourism with other community activities.

Although tourism planning does not guarantee the success in tourism, it is an essential activity for every tourist destination area. This is more important in today's rapidly changing business environments. Planning is very important as tourism has both positive and negative impacts on tourist destinations. On one hand it explores room for the development of the area and on the other hand, it may damage the natural and cultural resources. Gunn (1994) in his authoritative book on tourism planning outlines five distinct reasons for tourism planning - (1) the negative and positive impacts of tourism, (2) more competitiveness of tourism than before, (3) tourism a more complicated phenomenon than previously thought, (4) damages by tourism to natural and cultural resources of the destination areas, and (5) wide participation of people and effects to the community. These reasons clearly suggest that the tourism is not an easy issue as it was thought to be in the past and its multi dimension nature demands clear planning to get benefited by it.

3   Steps in the planning process

Like any planning, tourism planning is goal-oriented, striving to achieve certain objectives by matching available resources and programs with the

needs and wants of people. Comprehensive planning requires a systematic approach, usually involving a series of steps. The process is best viewed as an iterative and on-going one, with each step subject to modification and refinement at any stage of the planning process. Though there are many views on steps of tourism planning we describe following six steps in the planning process.

3.1   Defining Goals and objectives

Obtaining clear statements of goals and objectives is difficult, but important. Ideally, tourism development goals should flow from more general community goals and objectives. It is important to understand how a tourism plan serves these broader purposes. It has to be identified whether the community seeks a broader tax base, increased employment opportunities, expanded recreation facilities, better educational programs, a higher quality of life or any other activities and overall economic development of the community as well as the country.

3.1.1   How can tourism contribute to these objectives?

If tourism is identified as a means of serving broader community goals, it makes sense to develop plans with more specific tourism development objectives. These are generally defined through a continuing process in which various groups and organizations in a community work together toward common goals. A local planning authority, chamber of commerce, immigration authority, or similar group should assume a leadership role to develop an initial plan and obtain broad involvement of tourism interests in the community. As the impacts of tourism are on general public, their support for the planning process and plan is also important.

Having a good understanding of tourism and the tourism system in community and the tourist destination area is the first step toward defining goals and objectives for tourism development. The types of goals that are appropriate and the precision to define them depend upon how long the community has been involved in tourism and tourism planning.

In the early stages of tourism development, goals may involve establishing organizational structures and collecting information to better identify the tourism system in the community. Later, more precise objectives can be formulated and more specific development and marketing strategies evaluated.

3.2   Identifying local tourism system

When planning for any type of activity, it is important to first define its scope and characteristics. The plans should be clear about exactly what the plan encompasses. A good initial question is, "What does tourism mean?" Tourism is defined in many ways. Generally, tourism involves people traveling outside of their community for pleasure. Definitions differ on the specifics of how far people must travel, whether or not they must stay overnight, for how long, and what exactly is included under traveling for "pleasure". And it has to be clear that whether the tourism plan includes day visitors, conventioneers, business travelers, people visiting friends and relatives, people passing through, or seasonal residents.

Which community resources and organizations serve tourists or could serve tourists? Generally, tourists share community resources with local residents

and businesses. Many organizations serve both tourists and locals. This complicates tourism planning and argues for a clear idea of what your tourism plan entails.

The tourism system by can be clarified by breaking it down into three subsystems:

(1) tourism resources,

(2) tourism organizations, and

(3) tourism markets.

An initial task in developing a tourism plan is to identify, inventory, and classify the objects within each of these subsystems.

3.2.1   Tourism Resources

Generally tourism resources are any (1) natural, (2) cultural, (3) human, or (4) capital resources that either are used or can be used to attract or serve tourists. A tourism resource inventory identifies and classifies the resources available that provide opportunities for tourism development. The following table shows the different type of tourism resources.

Table 1: Tourism resources

Natural Resources	Cultural Resources	Human Resources	Capital
Climate-seasons Water resources-lakes, streams, waterfalls Flora-forests, flowers, shrubs, wild edibles Fauna-fish & wildlife Geological resources-topography, high mountains, soils, sand dunes, beaches, caves, rocks & minerals, fossils Scenery-combinations of all of the above	Historic buildings, sites Monuments, shrines Cuisine Ethnic cultures Industry, government, religion, etc. Anthropological resources Local celebrities	Hospitality skills Management skills Seasonal labor force Performing artists-music, drama, art, storytellers, etc. Craftsman and artisans Other labor skills from chefs to lawyers to researchers Local populations	Availability of capital, financing Infrastructure-transportation roads, airports, railroads, harbors & marinas, trails & walkways Infrastructure: utilities water, power, waste treatment, communications

3.2.2   Tourism Organizations

Tourism organizations combine resources in various proportions to provide products and services for the tourist. The following table is a partial list and classification of organizations that manage or coordinate tourism-related activities. It is important to recognize the diverse array of public and private organizations involved with tourism. The most difficult part of tourism planning is to get these groups to work toward common goals. A list of these organizations within a community should be developed and their input and

cooperation should be obtained in tourism planning efforts. Setting up appropriate communication systems and institutional arrangements is a key part of community tourism planning.

Table 2: Tourism Organizations and Services

Off-Site: Coordination, planning, technical assistance, research, regulation	On-Site: Development, promotion and management, of tourism resources
Governmental departments of tourism, commerce, transportation, & natural resources Central, regional, & local tourism associations Educational organizations & consultants, e.g., Travel & Tourism Research Association; Tourism Board Travel information & reservation services	Local government organizations, e.g., visitor information, chamber of commerce, convention & visitor's bureaus, parks Businesses: **Accommodations:** Hotels, motels, Lodges, resorts, bed & breakfast cabins & cottages, Condominiums, second homes, Campgrounds **Food & Beverage:** Restaurants, Grocery, Bars, nightclubs, Fast food, Catering services **Transportation:** Air, rail, bus; Local transportation: taxi, limo, Auto, bicycle, boat rental; Local tour services mation: Travel agencies, Information and reservation services, Automobile clubs **Recreation Facilities & Services:** Winter sports; ski, skating, snowmobile areas; Golf courses, miniature golf; Swimming pools, water slides, beaches; tennis, handball, racquetball courts, bowling alleys; Athletic clubs, health spas; boat rentals and charters; fishing guides; Sporting goods sales & rentals **Entertainment:** Amusement parks, spectator sport facilities; Gambling facilities such as casinos, bingo; video arcades; art galleries and studios, craft shops, studios, demonstrations; theater, dance, music, film; historic & prehistoric sites; museums: art, history, science, technology; zoos,

	nature centers, Special festivals and events **Support services:** Auto repair, boat & recreation vehicle dealers and service; retail shops, sporting goods, souvenirs, clothing; health services: hospitals, clinics, pharmacies; laundry and dry cleaning; beauty & barber shops; communications: newspaper, telephone; banking and financial services

3.2.3   Tourism markets

Tourists makeup the third, and perhaps most important subsystem. Successful tourism programs require a strong market orientation. The needs and wants of the tourists to attract and serve must be the focus of much of the marketing and development activity. Therefore, it is important to clearly understand which tourism market segments to attract and serve. Tourists fall into a very diverse set of categories with quite distinct needs and wants. The different types of tourists, or market segments should be identified that presently serve or would like to serve. This may involve one or more tourism market surveys.

(a) Visitor survey

A visitor survey identifies the size and nature of the existing market and asks the following questions:
- What are the primary market segments that presently attract the tourists?
- Where do they come from?
- What local businesses and facilities do they use?
- What attracted them to the community?
- How did they find out about the local community?
- How satisfied are they with the offerings provided by the community?

(b) Market survey

A market survey (usually a telephone survey) also can be conducted among households in regions from which the tourists are attracted. This type of study helps identify potential markets, and means of attracting tourists to your area.

3.2.4   Tourism market segments

In a general tourism plan, some clear target tourism market segments should be identified. It can be begun by defining the market area from which most of visitors will be drawn. The size of the market area depends upon the uniqueness and quality of the particular "product", transportation systems, tastes and preferences of surrounding populations, and competitiveness. Identifying the market area will help target information and promotion and define transportation routes and modes, competition, and characteristics of local market. Next, the package program should be developed with full descriptions of the time bound activities. The mode of transportation and expected costs should also be outlined.

After having an idea of the market area and kinds of trips that will be serving, begin defining more specific market segments like vehicle campers, downhill skiers, sightseers, family vacationers, single weekenders, and the like. These segments can be more clearly tied to particular resources, businesses, and facilities in the community.

What kinds of products and services are likely to attract each of these groups? Tourist needs as well as their impact on the local community are quite different for day tourists versus overnight tourists. Areas catering primarily to weekend traffic will experience large fluctuations in use. In deciding the relative importance of these different segments, communities need to assess both their ability to provide required services as well as the demand for different types of trips relative to the supply and the competitiveness.

3.2.5   The Environment

A tourism plan is significantly affected by many factors in the broader environment. Indeed, one of the complexities of tourism planning is the number of variables that are outside of the control of an individual tourism business or community. Local populations also must be considered in tourism planning. As they compete with tourists for resources, they can be significantly affected by tourism activity, and they are an important source of support in getting tourism plans implemented. A survey of local residents can be conducted to assess community attitudes toward tourism development, identify impacts of tourism on the community, and obtain local input into tourism plans. Public hearings, workshops, and advisory boards are other ways to obtain public involvement in tourism planning. Local support and cooperation is important to the success of tourism programs and should not be overlooked.

3.3   Generating Alternatives

Generating alternative development and marketing options to meet the goals requires some creative thinking and brainstorming. The errors made at this stage are usually thinking too narrowly or screening out alternatives prematurely. It is wise to solicit a wide range of options from a diverse group of people. If tourism expertise is lacking in the community, help and advice from outside the community should also be taken.

Tourism planning involves a wide range of interrelated development and marketing decisions. The following development questions might be a good start:

- How much importance should be assigned to tourism within a community or region?
- Which general community goal is tourism development designed to serve?
- Which organization(s) will provide the leadership and coordination necessary for community tourism planning?
- What are the relative roles of public and private sectors?
- Which market segments should be pursued; geographic markets, trip types, activity or demographic subgroups?
- What kinds of tourism products and services should be provided? Who should provide what?
- Where should tourism facilities be located?

- What kinds of promotion should be used, by whom, in which media, how much, when?
- What community tourism theme or image should be established?
- What prices should be charged for which products and services?
- Who should capture the revenue?

3.4   Evaluating Alternatives

Tourism development and marketing options are evaluated by assessing the degree to which each option will be able to meet the stated goals and objectives. There are usually two parts to a systematic evaluation of tourism development and marketing alternatives: (1) Feasibility analysis, and (2) Impact assessment. These two tasks are interrelated, but they are linked to answers of two basic questions:

- Can it be done?, and
- What are the consequences?

A decision to take a specific action must be based both on feasibility and desirability.

3.4.1   Feasibility Analysis

Screen of alternatives and eliminating those that are not feasible due to economic, environmental, political, legal, or other factors is a first step in the feasibility analysis. Then the remaining set of alternatives in more detail, paying particular attention to the market potential and financial plan should be evaluated. A realistic assessment of the community's ability to attract and serve a market segment or segments is a next step. This requires a clear understanding of the tourism market in the area and its changing pattern. Also careful identification of competitiveness and evaluation of the local advantages and disadvantages compared to the competition is needed.

Plan toward the future should be made because it takes time to implement decisions and for the actions to take effect. Therefore, a close look at the likely market and competition for several years to come is highly required. If available, forecasts for the travel market in the area should be reviewed.

3.4.2   Impact assessment

When evaluating alternative development and marketing strategies it is important to understand the impacts, both positive and negative, of proposed actions. Table 3 presents a classification of economic, environmental, and social impacts associated with tourism development. The types of impacts and their importance vary across different communities and proposed actions. Generally, the size, extent, and nature of tourism impacts depend upon

- volume of tourist activity relative to local activity
- length and nature of tourist contacts with the community
- degree of concentration/dispersal of tourist activity in the area similarities or differences between local populations and tourists stability/sensitivity of local economy, environment, and social structure
- how well tourism is planned, controlled, and managed.

Both the benefits and costs of any proposed actions should be assessed. While tourism development can increase income, revenues, and employment, it also involves cost. Benefits and costs of tourism development from the perspectives of local government, businesses, and residents should be analyzed.

Table 3: Impacts of Tourism

Economic Impacts	Environmental Impacts	Social Impacts
⬚ Sales, revenue, and income ⬚ Employment ⬚ Fiscal impact-taxes, infrastructure costs ⬚ Prices ⬚ Economic base & structure ⬚ Local and national poverty reduction	Lands Waters Air Infrastructure Flora & fauna	⬚ Population structure & distribution ⬚ Values & attitudes ⬚ Education ⬚ Occupations ⬚ Safety & security ⬚ Congestion & crowding ⬚ Community spirit & cohesion ⬚ Quality of life

In addition to these impacts, the tourism planning has impacts on local governments also as local government provides most of the infrastructure and many of the services essential to tourism development, including highways, public parks, law enforcement, water and sewer, garbage collection and disposal. Thus tourism decisions should be evaluated with a clear understanding of the capacity of the local infrastructure and services relative to anticipated needs, and both the needs of local populations and tourists should be taken into consideration.

A fiscal impact analysis evaluates the impact of tourism on the community's tax base and local government costs. It entails predicting the additional infrastructure and service requirements of tourism development, estimating their costs, deciding who will pay for/provide them, and how. Further, the question "Will tourism generate increased local government revenue through fees and charges, local sales or use taxes, increased property values or property tax rates, or larger local shares of federal and state tax revenues?" should be tried to addressed.

(a) Impacts on Business and Industry

Businesses that are directly serving tourists benefit from sales to tourists. Through secondary impacts, tourism activity also benefits a wide range of businesses in a community. For example, a local textile industry may sell to a linen supply firm that serves hotels and motels catering primarily to tourists. A local forest products industry sells to a lumberyard where local woodcarvers or furniture makers buy their supplies. They in turn sell to tourists through various retail outlets. All of these businesses benefit from tourism. If most products and services for tourists are bought outside of the local area, much of the tourist spending "leaks" out of the local economy. The more a community is "self-sufficient" in serving tourists, the larger the local impact.

(b) Impacts on Residents

Local residents may experience a broad range of both positive and negative impacts from tourism development. Tourism development may provide increased employment and income for the community. Although tourism jobs are primarily in the service sectors and are often seasonal, part time, and low-paying, these characteristics are neither universal nor

always undesirable. Residents may value opportunities for part time and seasonal work. In particular, employment opportunities and work experiences for students or retirees may be desired.

Residents may also benefit from local services that otherwise would not be available. Tourism development may mean a wider variety of retailers and restaurants, or a better community library. It may also mean more traffic, higher prices, and increases in property values and local taxes. The general quality of the environment and life in the community may go up or down due to   tourism development. This depends on the nature of tourism development, the preferences and desires of local residents, and how well tourism is planned and managed.

3.5   Implementation, and Monitoring and Evaluation

We will not attempt a complete discussion of decision making, plan implementation, and monitoring, but these are critical steps in the success of a tourism plan. A set of specific actions should be prescribed with clearly defined responsibilities and timetables. Progress in implementing the plan should be monitored and the success of the plan in meeting its goals and objectives should be evaluated on a regular basis. Plans generally need to be adjusted over time due to changing goals, changing market conditions, and unanticipated impacts. It is a good idea to build monitoring and evaluation systems into your planning efforts.

4   Conclusion

Successful tourism planning and development means serving both tourists and local residents. This market orientation must be balanced with a clear view of how tourism serves the broader community interest and an understanding of the positive and negative impacts of tourism development.

It should be noted that tourism should serve the community first and the tourist second. Tourism development must be compatible with other activities in the area and be supported by the local population. Therefore, the tourism plan should closely be coordinated with other local and regional planning efforts, if not an integral part of them.

6.Levels of tourism planning

Tourism policy and planning takes place on different levels. This can take a top-down approach, for example by international or national bodies, or a bottom-up approach, from a local level.
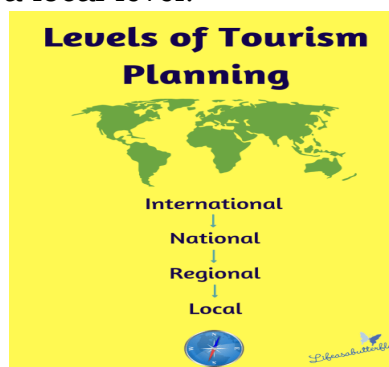
International tourism planning

At the international level tourism planning typically involves; international transportation services; the movement and scheduling of the tours of tourists among different countries; the development of major tourist attractions and facilities in neighbouring countries and the working strategies and promotional programs of many countries. Examples of international level participation groups include:

- **International Government and Intra-government Org's:**g. World Tourism Organisation; Organisation for Economic Cooperation and Development (OECD)
- **International Producer Organisations:**g. World Travel and Tourism Council
- **International Non-Producer Organisations:**g. Tourism Concern; World Wildlife Fund (WWF); Greenpeace;
- **International Single Interest Organisations:**g. World Congress Against the Commercial Sexual Exploitation of Children
  You may also be interested in my post- 'What is tourism? A definition of tourism' The following organisations will consider similar issues, but not limited by the concerns or boundaries of a single nation. Decisions and influences from this level can be significant for tourism at a national and local level
- European Union
- of Caribbean States (ACS)
- The Organisation for Economic Co-operation and Development
- The South Pacific Tourism Organization (SPTO)
- The "Tourism Program" of the Organization of American States (OAS)

National tourism planning

The national level of tourism planning is concerned with: tourism policy; infrastructure facilities and a physical structure plan which includes important tourist attractions, selected tourism development regions, international entry points, facilities, and services. It is also concerned with: the amount, kinds, and quality of accommodation and other required tourist facilities and services; the important tour routes in the country and their regional connections; tourism organisational entitles, laws and investment policies; tourism marketing strategies and promotion; education and training programs and environmental, economic, and socio-cultural analysis. Examples of national level participation groups include:

- **National Government and Intra-government** Organisations- e.g. Visit Britain, Tourism New Zealand
- **National Producer** Organisations- e.g. Visit Scotland, ABTA, The Association of Independent Tour Operators (AITO)
- **National Non-Producer** Organisations- e.g. National Trust; The British Association for Nature Conservationists
- **National Single Interest** Organisations- e.g. The Wilderness Society; Society for the Protection of Birds

You may also be interested in my post- 'Volunteer tourism: The reasons why people volunteer'

Regional tourism planning

Regional planning looks at aspects including; regional policy: regional entry points and transportation facilities and services; kinds of tourist attractions and their locations; the amount, kinds, and location of tourist accommodation and other tourist facilities, and services and location of tourist development areas including resort areas. In addition, they will manage: socio-cultural, environmental, economic, and impact analysis's; education and training programs on the regional level; marketing techniques and promotion; organisational establishments, laws, regulations and investment policies and implementation methods which include project plans and regional zoning regulations.Examples of regional level participation groups include:

- **Regional Government and Intra-government Organisations**– g. Caricom, Organisation of Eastern Caribbean States (OECS)
- **Regional Producer Organisations**– e.Caribbean Hotel & Tourism Association
- **Regional Non-Producer Organisations**– e.g. European Environmental Bureau (EEB), Regional Environmental Centre for Central and Eastern Europe
- **Regional Single Interest** Organisations- e.g. Coastwatch Europe, Climate Action Network Europe

Local tourism planning

Local level participants will consider tourism planning goals/objectives, analysis, plan preparation, outputs, outcomes, and evaluation at grass roots level. Examples of local level participation groups include:

- **Local Government and Intra-government** Organisations- e.g. local government involvement in leisure and tourism provision, e.g. Visit Cornwall, Tourism South East
- **Local Producer** Organisations- e.g. local chambers of commerce and industry associations; local sporting clubs and private sport and leisure centres
- **Local Non-Producer** Organisations- e.g. ratepayers and resident associations,
- **Single Interest Organisation** – e.g. organisations such as 'friends of a park' or a group which has been formed in order to prevent particular developments such as a hotel or airport

The approach and implementation of tourism policy and planning differs considerably between destinations. It may, for example, be well organised and regulated in a developed country (or even over-regulated in some cases), and less resourced in developing countries.

Tourism Policy and Planning

To conclude, this post has demonstrated that tourism policy and planning takes place on different levels and in many different regards.

7.Job Analysis

Job analysis, contains a simple term called "analysis", which means detailed study or examination of something (job) in order to understand more about it (job). therefore job analysis is to understand more about a specific job in order to optimise it. Job analysis is a systematic process of collecting complete information pertaining to a job. Job analysis is done by job analyst who is an officer have been trained for it.

Job analysis is a procedure through which you determine the duties and responsibilities, nature of the jobs and finally to decide qualifications, skills and knowledge to be required for an employee to perform particular job. Job analysis helps to understand what tasks are important and how they are carried on. Job analysis forms basis for later HR activities such as developing effective training program, selection of employees, setting up of performance standards and assessment of employees (performance appraisal)and employee remuneration system or compensation plan.

One of the first industrial-organizational psychologists to introduce job analysis was Morris Viteles. In 1922, he used job analysis in order to select employees for a trolley car company. *Refernce:http://en.wikipedia.org/wiki/Job_analysis.*

The intention behind job analysis is to answer questions such as:
- what is the need of the job to exist?
- What physical and mental activities does the worker undertake?
- When is the job to be performed?
- Where is the job to be performed?
- How does the job performed by an employee?
- What qualities and qualifications are required to perform the job?

Job analysis is a detailed examination of
(1) tasks that make up a job (employee role),
(2) conditions under which an employee performing his/her job, and
(3) what exactly a job requires in terms of aptitudes (potential for achievement), attitudes (behavior characteristics), knowledge, skills, educational qualifications and the physical working condition of the employee.

Its objectives include
(a) to determine most effective methods for performing a job.
(b) to increase employee job satisfaction.
(c) to identify core areas for giving training to employees and to find out best methods of training.

(d) development of performance measurement systems, and (e) to match job-specifications with employee specifications while selection of an employee.

Definitions   of   Job   Analysis

Some important definitions of job-analysis are as under :
Harry L. Wylie. "Job analysis deals with the anatomy of the job.....This is the complete study of the job embodying every known and determinable factor, including the duties and responsibilities involved in its performance; the conditions under which performance is carried on; the nature of the task; the qualifications required in the worker; and the conditions of employment such as   pay,   hours,   opportunities   and   privileges"

In the words of **Dale Yoder.** "A Job is a collection of duties, tasks and responsibilities which are assigned to an individual and which is different from   other   assignment"

According to **Michael J. Jucius,** "Job analysis refers to the process of studying the operations, duties and organisational aspects of jobs in order to derive specification or, as they are called by some job description"

In the words of **Edwin B. Flippo,** "Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific   job   "

According to Blum, "A job analysis is an accurate study of the various components of a job. It is concerned not only with an analysis of the duties and conditions of work, but also with the individual qualifications of the worker."

According to **John A Shubin** "Job analysis is the methodical compilation and study of work data in order to define and characterise each occupation in such   a   manner   as   to   distinguish   it   from   all   others."

In the words of **Scott, Clothier and Spriegel,** "Job analysis is the process of critically evaluating the operations, duties and relationship of the job."

In simple words Job analysis is a formal programme which examines the tasks, duties and responsibilities contained in an individual unit of work.

Job analysis takes place before the recruitment process.
The U.S. Department of Labor publishes The Occupational Outlook Handbook every two years. The handbook is a nationally recognized source of career

information for hundreds of various jobs. Information subjects include required job training and education, earnings, expected job prospects, what workers do on the job, and working conditions.
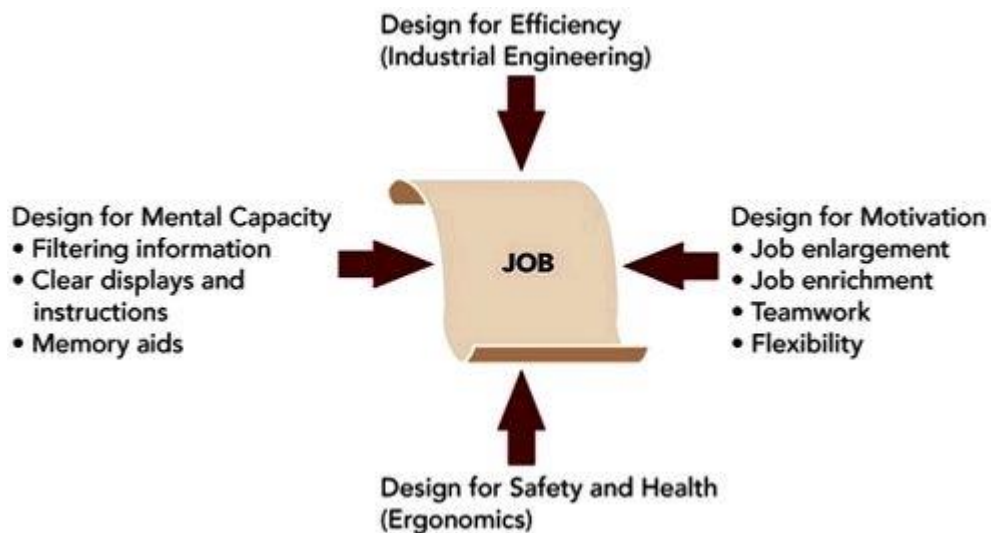
Operative function of Human Resource Management

- **Job analysis** is a systematic process of gathering all the data & information pertaining to the job for preparing of job specification which determine the skills, qualifications & traits for job and preparation of job description which describes the duties and responsibilities so as to recruitment and selection of employee, give satisfaction on the job, and feel motivation while doing the job,etc. **Harry L. Wylie** defines "Job analysis deals with the anatomy of the job.....This is the complete study of the job embodying every known and determinable factor, including the duties and responsibilities involved in its performance; the conditions under which performance is carried on; the nature of the task; the qualifications required in the worker; and the conditions of employment such as pay, hours, opportunities and privileges"

Job Analysis

Job Description
Job Title/ Name of the Job
Working Hours
Duties and Responsibilities
Working Conditions
salary and Incentives

Job Specification
Qualifications
Qualities
Experience
Family Background
Tranining
Interpersonal skills

www.whatishumanresource.com

- **Job design** is the process of deciding on the content of a job in terms of its duties and responsibilities; on the methods to be used in carrying out the job, in terms of techniques, systems and procedures and on the relationships that should exist between the job holder and the superiors, subordinates and colleagues. Job enlargement, job enrichment, job rotation, and job simplification are the various techniques used in a job design exercise. *Job design goal is to minimize physical strain on the worker by structuring physical work environment around the way the human body works.*

Design for Efficiency
(Industrial Engineering)

Design for Mental Capacity
• Filtering information
• Clear displays and
  instructions
• Memory aids

JOB

Design for Motivation
• Job enlargement
• Job enrichment
• Teamwork
• Flexibility

Design for Safety and Health
(Ergonomics)

- **Recruitment & selection** - Recruitment and selection of the human resources for an organisation is the major and basic function of human resource management. Human resources planning and recruiting precede the actual selection of people for positions in an organisation. Recruiting is the process of inviting qualified job seekers by using different platforms like issuing notification in regular newspapers or employment newspapers which are exclusively meant for employment news and notifications, television media, online and on social networking websites which have become mostly used resources for recruitment and hiring people. There are two major source of recruitment of employees, one is recruitment through internal sources and the other is recruitment through external sources. Internal recruitment is the process of inviting or giving chance to the people relating to concern organisation or to the people relating to the existing employees or directly giving opportunity to the existing employees. External recruitment is the process of inviting job seekers who do not belong to or anyway related with an organisation, which simply means inviting outside candidates.

Subsequently, selection of right person form the pool of candidates by administering various selection tests like preliminarily screening, written tests, oral tests and interviews etc.

Definitions of a job description and a job specification
Job description is a document which states an overview of the duties, responsibilities and functions of a specific job in an organisation.
Job specification is a statement of the qualifications, personality traits, skills, etc. required by an individual to perform the job.

Differences between a job description and a job specification
Content
Job description usually lists out the job title, location, job summary, working environment, duties to be performed on the job, etc.
Job specification lists out the qualifications, experience, training, skills, emotional attributes, mental capabilities of an individual to perform the job.
Measures

Job description measures the tasks and responsibilities attached to the job.
Job specification measures the capabilities that the job holder must possess to perform the job.

Usefulness

Job description offers ample information about the job which helps the management in evaluating the job performance and defining the training needs of an employee.

Job specification helps the candidates who are applying for a job to analyse whether they are eligible for a particular job or not.
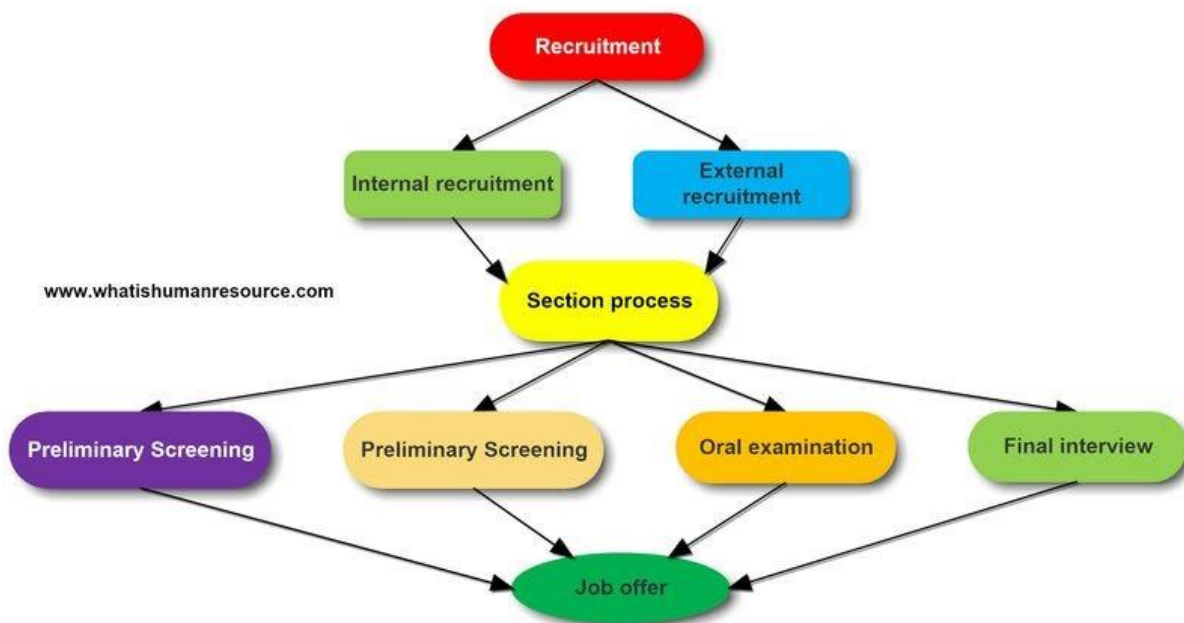
Benefit

Job description statement helps the organisation to be clear about "Who should do what".

Job specification statement helps the management to take decisions regarding promotion, bonus, internal transfers and salary increase.

8. HUMAN RESOURCE MANAGEMENT:

- **Human resource planning** (HRP) may be defined as strategy for acquisition, utilization, improvement and preservation of the human resources of an enterprise. The objective is to place right personnel for the right work and optimum utilization of the existing human resources. HRP exists as a part of the planning process of business.
  - o The major activities of **Human resource planning** include:
    1. Placement of employee in the job where he exactly fit
    2. forecasting (future requirements),
    3. inventorying (present strength),

4. anticipating (comparison of present and future requirements) and

5. planning (necessary programme to meet future requirements).

- **Induction & Orientation**: **Induction** of Employee is the first step towards gaining an employees' commitment, Induction is aimed at introducing the job and organization to the recruit and him or her to the organization. In a nutshell, it covers the organization's history, philosophy, mission and vision, and the managerial style of the organization. Inform the financial benefits and different taxation policies offered. Addresses trainings offered, performance expectations, and the work schedules of the organization. Educate new employees on the laws, regulations and company policies that applies to their role. Highlight the different safety and security aspects related to the work environment. **Orientation** is the planned introduction of new employees to their jobs, coworkers, and the organization so as to alien an employee with their job role.

- Explain the role employees have to play to achieve organization's goals.

- Portray the organization structure demonstrating the various departments, the people involved and their respective designation. It covers all the information starting from customer profile, to the competitors' product and services.

- **Socialization** is a process of making employees to mingle up with everyone for team-spirit

performance appraisal :

The **performance appraisal** is the process of assessing employee performance by way of comparing present performance with already established standards which have been already communicated to employees, subsequently providing feedback to employees about their performance level for the purpose of improving their performance as needed by the organisation.

As said above the very purpose of performance uprising is to know performance of employee, subsequently to decide whether training is needed to particular employee or to give promotion with additional pay hike. performance appraisal is the tool for determining whether employee is to be promoted, demoted or sacked (remove) in case of very poor performance and no scope for improvement.

Every corporate sector uses performance appraisal as a tool for knowing about the employee and take decisions about particular employee. for the purpose of performance appraisal of employees there are different methods under the category of traditional methods and modern methods which are discussed in following   chapters.

What   is   Performance?
What does the term performance actually mean? Employees are performing

well when they are productive. Productivity implies both concern for effectiveness and efficiency, effectiveness refers to goal accomplishment. However it does not speak of the costs incurred in reaching the goal. That is where efficiency comes in. Efficiency evaluates the ratio of inputs consumed to outputs achieved. The greater the output for a given input, the greater the efficiency. It is not desirable to have objective measures of productivity such as hard data on effectiveness, number of units produced, or percent of crimes solved etc and hard data on efficiency (average cost per unit or ratio of sales volume to number of calls made etc.).

In addition to productivity as measured in terms of effectiveness and efficiency, performance also includes personnel data such as measures of accidents, turnover, absences, and tardiness. That is a good employee is one who not only performs well in terms of productivity but also minimizes problems for the organisation by being to work on time, by not missing days, and by minimizing the number of work-related accidents.

What is Appraisal?

Appraisals are judgments of the characteristics, traits and performance of others. On the basis of these judgments we assess the worth or value of others and identify what is good or bad. In industry performance appraisal is a systematic evaluation of employees by supervisors. Employees also wish to know their position in the organization. Appraisals are essential for making many administrative decisions: selection, training, promotion, transfer, wage and salary administration etc. Besides they aid in personnel research.

Performance Appraisal thus is a systematic and objective way of judging the relative worth of ability of an employee in performing his task. Performance appraisal helps to identify those who are performing their assigned tasks well and those who are not and the reasons for such performance.

Definitions:

Performance appraisal has been defined by different scholars in various ways. Some of the important definitions are as follows:

Dale S. Beach, "Performance appraisal is systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development".

Heyel, "It is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require
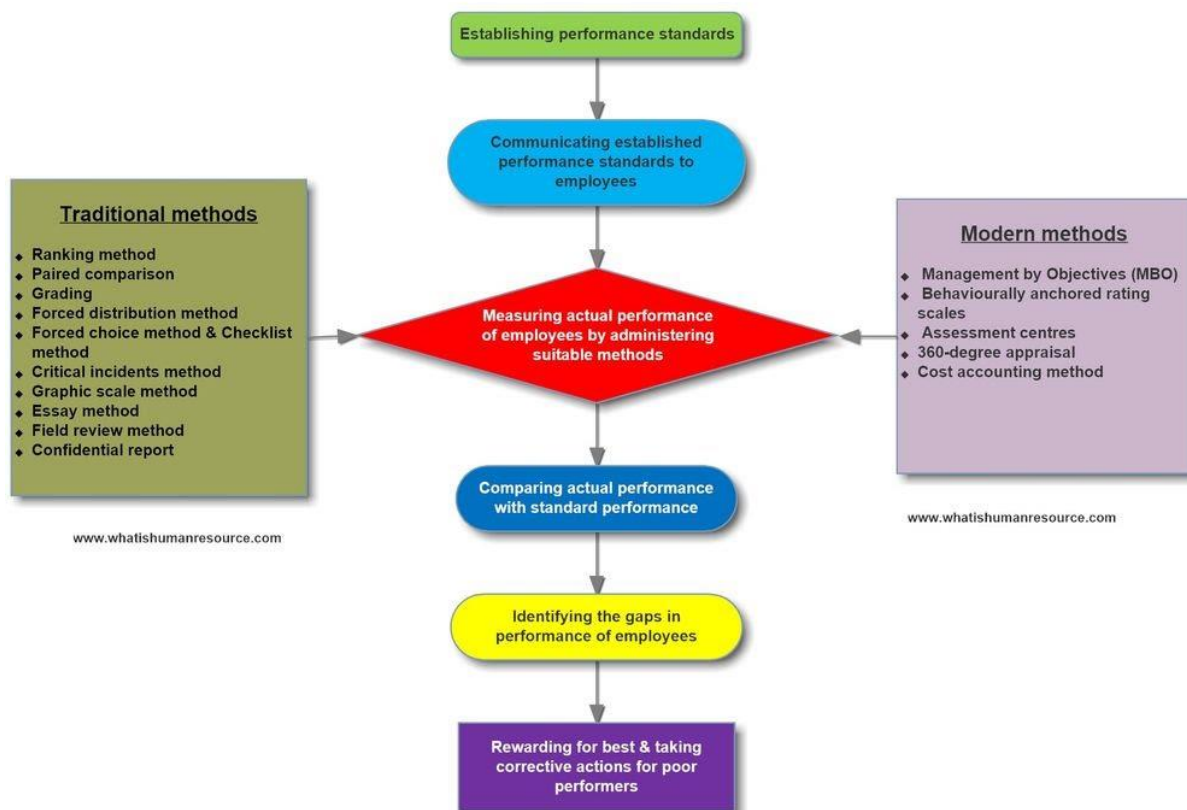
differential treatment among the members of a group as distinguished from actions affecting all members equally."

It is a continuous process to secure information necessary for making correct and objective decisions on employees."

Performance appraisal from employee point of view - "A performance appraisal is meant to help employees realise their strengths and shortcomings and receive a compensation accordingly."

A recent survey of more than 2,000 full-time employees by Adecco Staffing of North America found that less than half of workers say managers take performance reviews seriously, and even fewer say they receive constructive feedback.

Performance appraisal process

Establishing performance standards

Communicating established performance standards to employees

Traditional methods
- Ranking method
- Paired comparison
- Grading
- Forced distribution method
- Forced choice method & Checklist method
- Critical incidents method
- Graphic scale method
- Essay method
- Field review method
- Confidential report

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Measuring actual performance of employees by administering suitable methods

Modern methods
- Management by Objectives (MBO)
- Behaviourally anchored rating scales
- Assessment centres
- 360-degree appraisal
- Cost accounting method

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Comparing actual performance with standard performance

Identifying the gaps in performance of employees

Rewarding for best & taking corrective actions for poor performers

Tech Mahindra in its annual performance appraisal process layoff bottom performers every year and this year too. company, however, did not specify the number of employees that could be asked to leave. However, industry sources suggest that the number would run into hundreds. At the end of December 2016, the company had over 1.17 lakh employees. In an another incident the US-based Cognizant had rolled out a voluntary separation programme for

The development comes at a time when Indian IT firms are facing challenges in the business environment and stricter work permit regime in countries like the US, Singapore, Australia and New Zealand

60% employees say performance appraisals are a waste of time, 70% say no idea how they are evaluated: Survey

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Organisations need to make staff appraisals more transparent and useful as most employees are neither fully conversant with the process nor do they see them as a worthy task to perform.

Majority of the employees find performance reviews in their organisations opaque, cumbersome and a waste of time, reveals a TimesJobs survey, 'The Performance Review Puzzle', of more than 1,200 employees in various kinds of organisations.

Sixty per cent employees said the performance review was a waste of time.

Most employees are not even fully aware of the process of evaluation. Seventy per cent said they did not know how they were evaluated. Not surprisingly, 85 per cent were not aware of the end-to-end process of performance review.

Ninety per cent found performance review forms complex and cumbersome.

Outcome of appraisals never left 35 per cent satisfied while 25 per cent had been rarely satisfied. Only 10 per cent said they were always satisfied. Thirty per cent were sometimes satisfied.

A huge 95 per cent said they were not trained by the human resource department to fill in the review form.

How often should appraisals take place?

Performance appraisal in any organisation will be done at a specific period, like annually or half yearly or quarterly or maybe regularly. It all depends upon the nature or size of the organisation, and sometimes necessity of the managers decide the period of performance appraisal of their employees. Most of organisations are insisting employee appraisal should be a continuous process and should not be limited to a formal review once a year. The frequency of formal appraisals will depend on the nature of the organization and on the objectives of the system. For example, in a high technology organisation objectives may be changing quickly so that formal appraisals may need to be carried out more than once a year. In an environment which is less subject to change, annual appraisals may be sufficient. Most employees

receive a formal appraisal annually, although more frequent appraisals are often needed for new employees, for longer serving staff who have moved to new posts or for those who are below acceptable performance standards.

Adobe Systems, U.S based software company has abolished annual performance appraisal system of its employees. Instead company management has introduced regular feedback method for reviewing regular performance of its employees rather than waiting till year ending for performance review. Company managers feel regular feedback will improve the performance of employees as they come to know their regular performance, further managers are considering these regular feedback in the matter of salary hikes and promotions.