

Tourism and Hospitality training:

Part: 2

Khaled Aldhabbi
Master of Tourism Administration

In the near future the tourism industry will emerge as a biggest industry. Basically tourism is a labor-intensive industry. Thus its growth largely depends on the development of human resources. The development of human resources means matching industry's work forces with the changing trends and situations. Provision of training for the work force and for the upcoming professionals is an important aspect of this industry.

Training is designed to improve knowledge, skills and attitude and thus equip the individual to be more effective in his job or prepare him for a future assignment.

Of all factors of production, man is by far the most important. The importance of human factor in any type of cooperative Endeavour cannot be overemphasized. It is a matter of common knowledge that every business organization depends for its effective functioning not so much on its material or financial resources as on its pool of able and willing human resources. The overwhelming importance of this factor is due to its unique characteristics. First, this

is the only resource which can produce unlimited amounts through better ideas. There is no apparent limit to what people can accomplish when they are motivated to use their potential to create new and better ideas. No other resource can do this. Second, this resource is animate, active and living. It is man alone who with his ability to feel, think, conceive and grow shows satisfaction or dissatisfaction, resentment or pleasure, resistance or acceptance for all types of managerial actions. All other resources which are inanimate, inert and passive do not act in this way. All emotional problems

emanate from human factor only. Third, human resource is most complex and unpredictable in its behavior. Fourth, each individual has his own distinct background. This makes each individual unique in his psychological framework. Finally; it is only this resource which appreciates in value with the passage of time. As time passes people become experienced and skilled. It is not so with other resources which generally depreciate as time goes on.

Two other factors which have increased the importance of human resource are the labour enactments and the rise of labour organizations. Fear of opposition by labour union is another somewhat negative reason for

treating the human resource with greater respect

The concept of training is endorsed by most managers in the hospitality and tourism industry, yet managers often give little thought to the training function in the context of their own business or department responsibility until something goes wrong! One of the main problems in the hospitality and tourism industry today is that investment in the training and development of employees is a reactive process for many companies. Frequently, training and development arises as a result of significant change in the operational environment (new systems, facilities, menus, etc.) or as a consequence of crisis such as staff turnover or major departmental problems. Training is then used to cope with the immediate difficulty.

Most training in the hospitality industry is centered around orientation, job skills, and attitude development for both new and current managers, supervisors, and hourly employees. the



overall goal of training is to bring about a desired level of work performance . Learning refers to knowledge the trainee gains through observation and study, resulting in a change in behavior or attitude.

Training and Development:

The terms "Training and development " are closely related but their meaning have important distinctions. Training is act of increasing the knowledge and skill of the trainees for doing a particular job. It is concerned with important specific job related skill to the employee. On the other hand, the term 'development' has broader connotation, its aim being to improve the overall personality of an individual. The term is mostly used in the context of executives only .

In the hospitality industry unfortunately , training is a neglected function . Very often training is left to enhance , or to another employee who really has little desire or ability to train new employees . Training requires a time commitment , which is tough to find in a business with so much time pressure . So if

someone does not find the time for training , what happens ? Managers will lose control over some very important aspects of their business , such as work methods, quality control , quality services , and performance standards . In other words , the housekeepers might all clean the rooms differently , the cooks might each provide different sized portions for the same menu item, and the guests might not be welcomed quickly or treated very well .

Needs & objectives

The benefit of viewing training as an investment lie in the important role training plays in achieving high services quality . According to the " Deacon Management study " there are a number of factors that distinguish service leaders from



other companies . One important factor in achieving service excellence is effective employee training programs . According to Reacon data , presented in 77 % of employees in leading services companies rate their training programs as effective , and only 40 % think they need more training to do their jobs well . In contrast , only 42 % of employees from companies with services problems rate their training programs as effective , and 52 % of those employees they require more training to do their jobs well .

These data demonstrate the importance of training as an ongoing and long-term investment in people . These results also suggest that ad hoc or badly planned training is of limited benefit to the company concerned

. This means that to achieve the best results in terms of services quality and profitability , managers , supervisors , and staff must be intimately involved in determining training needs and planning training programs .

The need for training in part depends upon the company's selection and promotion policies . Companies that attempt to employ only people who already have the needed skills , place less emphasis on training . On the other hand , organizations that stress promotion from within may have to take special steps to ensure that employees develop the skills which will be needed .

Two trend have contributed , in recent years , to more attention to the development of skills . First, fewer and fewer skills are now regarded 19

'inborn' that cannot be taught. It is hoped that one can learn almost all aspects of a job by reading . That is why we find nowadays almost all technical details of a job written out in the instruction manuals . Second ,



the accelerated rate of technological change in the plant ,office and market place is making many skills obsolete. Workers have to be retained to do new tasks .

Surveys indicate that nearly all large organizations employ some formalized training . The major objectives of training are as follows :

1. To train the students in the company culture pattern .
2. To train the students to increase his quantity and quality of output . This may involve improvement in work methods or skills .
3. To train the students for promotion to higher jobs .
4. To train the bright but dronish students in the formation of his goals . This may involve instruction in initiative and drive .
5. To train the students toward better job adjustment and high moral .
6. To reduce supervision , wastage and accidents . Development of effective work habits and methods of work should contribute toward a reduction in the accidents rate , less supervision and wastage

of material.

Suggestions :

Based on my experience as a teacher and trainer in Hotel and Tourism Institutions ,there is little suggestions , which I would like to put forward for upgrading the standard for professionals training Programme in Hotel and Tourism Institutions :

1. Making different field trips to various hotels and travel agencies to show the students in the knowledge of hotel and tourism scheme .
2. Financial contribution to these Institutions to ensure a greater independent management, it means that giving institutes financial and administrative independence is necessary for improving its professional abilities.
3. Tourism and Hotel Training in



Institutions should give due stress to high tech functional training to import necessary / skills , this should be done to required demand areas .

4. To study about the various training establishment and training programmes conducted be different countries the planners should send study missions for information which will be useful in formulating plans and strategies for HRD .

5. Establish links between the private sector (Tourism & Hotel) and Institutions to integrate the new institutes into the local tourism market , the partnership with the private sector will enable the institute to act independent of the financial and administrative bureaucracy and that will be reflected positively in the ability of the institute to meet the market needs in both the tourism and hotel industries .

6. Organize sufficient training programmes for training and educating managements and workers in private sector .

7. The training establishments should have foreign exchange programmes (personnel) to ensure quality training in

successive development of HR .

8. Using the latest technology in systematic ways in the computer industry & internet become also essential for the training .

11. Seminars , workshops should be conducted to discuss problems and prospects of Tourism and Hotel Training in these Institutions as the national and international level .

12. Any successful training session must transfer all three components parts : (Knowledge , Skills , Motivations) management should be taken this in account .

13. Trainer should be used several training methods when he or she will be in the training class .

14. The time of training in the classes should be respected .

15 . Training Centers should operate independent of the Institute , with a separate management team made up of a few key permanent positions and trainers .

16. The private tourism and hotel sectors allocate any percent of their employees' salaries to the vocational training fund which is used to enhance the institute's financial capabilities .