Research Topic

TO ANALYZE THE QUALITY OF FRONT LINE MANAGERS LEADERSHIP SKILLS IN RELATION WITH TRAINING AND DEVELOPMENT IN THE INDIAN HOTEL INDUSTRY (CASE STUDY - ITC GRAND CHOLA HOTEL)

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Course Name - Master of Science in Management Practice (January 2014, Intake, full time)

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Submitted to - Dublin Business School, Dublin, Ireland

Submission Date - 21/05/2015

Number of Words - 19516 (Excluding – Bibliography, Appendix 2,3,4,5)
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Acknowledgement

At first, I would like to thank the Dublin Business School management for providing me the course Master of Science in Management Practice and also for giving very interesting and innovative modules in the course. My sincere thanks to all my lectures for giving me a great learning experience and making me to understand all the modules clearly. Then I would like to thank the entire library staff's for helping me often throughout my course and also for their guidance and service.

Secondly, I would like to thank my supervisor Mr. David Wallace for his expert guidance and motivation for completing this research successfully.

Thirdly, I would like to thank the frontline managers of ITC grand chola hotel, Chennai, India, and also the ITC grand chola hotel training and development team for accepting to participate in this research.

Finally, I would like to thank my family and friends for supporting me throughout the Master of Science in Management Practice program and also specifically till the completion of this research.
Abstract

The hotel industry is a service-oriented industry and the frontline staff in any hotel play a major role. The frontline managers handle the hotel frontline staff’s, so the leadership skills are very important for the frontline managers in the hotel industry. The reviewed literatures indicate that, the Indian hotel industry is growing and in order to sustain the growth and be competitive in the market, it is very important to maintain and development the precious employees like frontline managers. Also, it is said in the reviewed literatures that for hotel frontline managers role the leadership skills are very important and also many Indian hotel companies have training and development for their frontline managers. This research specifically focuses on the quality of frontline managers leadership skills in relation with training and development in the Indian hotel industry. To do this research effectively the ITC grand chola hotel has been taken as a case study and specifically this research identifies ‘do the ITC management training and development program enhances the quality of frontline managers leadership skills and do these skills improve business growth to meet the strategic objectives of ITC grand chola hotels in India. To find out the answer for this research question the four frontline managers of ITC grand chola hotel from Chennai city, India has been interviewed in this research. The ITC grand chola hotel is holding the 2nd rank in Indian hotel industry, so by taking up ITC grand chola hotel as a case study for this research, it will effectively contribute to the knowledge.
CHAPTER 1: INTRODUCTION

The Indian market is a growing market, “the World Bank has predicted a gross domestic product (GDP) growth rate of 8 percent for India by 2017” (K Jha L, 2015) and also it was found that, “India is attempting to shift from consumption to investment-led growth” (K Jha L, 2015) when the investment led growth increases in the Indian market then it will “lead to long term improvements in the Indian economy” (Pettinger T, 2008). It is clearly understood from the author’s research that, making investment on the right industry is very important for the countries economy growth, recently the authors have found “the tourism and hospitality industry is indisputably an important part of the global economy and a significant generator of jobs” (Rok M & Mulej M, 2014: 347). The hotel industry has shown a huge growth globally, at the same time, the demand for the “qualified workforce, were also increased and furthermore, the authors have specifically, quoted in their research that, in 2012 the tourism and hospitality industry supported to 260 millions jobs, which is projected to increase over 323 million by 2021” (Rok M & Mulej M, 2014: 347, cited the work of WTTC, 2013). It is clear from the author’s findings that hotel industry is growing globally and it has shown effective benefits to the global economy. This research is focused on the Indian hotel industry, so it is important to look at the Indian hotel industry growth, the HVS global hospitality- consulting firm have found in their research that, “over 200 hotels that have opened in India over the past five years” (Khanna A & Sahani K, 2014: 05). So it is well evidenced that, Indian hotel industry is growing and becoming more competitive and also it is found by the authors that, hotel industry is “highly a labour intensive industry, the hotel industry depends on good quality personnel in order to perform good quality service” (Rok M & Mulej M, 2014: 347) and also the authors went on saying, to increase a competitiveness in the hotel industry human resource management is very important (Rok M & Mulej M, 2014). When a human resource management practice is effectively implemented then it will lead to competitiveness and success to the hotel companies (Rok M & Mulej M, 2014). The best human resource practice is to “build employees skills in an effort to achieve business objectives (Azmi T.F, 2011: 3890). The training and development play a vital role in developing the hotel employee’s skills (Thadani M., 2014). The few other authors have found specifically that, developing an effective training and
development program is very important for the front line employees in the hotel industry (Ubeda-García M et al., 2013: 382). It is obvious, in the hotel front office the frontline managers are in lead, they will be handling few employees under them and also they will be interacting with customers, so the leadership skills are very important for the hotel frontline managers to perform their role well (James-Sommer P, 2008: 04). The leadership skills are the top most priority for the hotel frontline managers and also they expect their organizations to design and implement an effective training and development program for developing their leadership skills to perform their role well (Garavan N.T et al., 2006: 269). Since the effective and quality leadership skills are the top most priority for frontline managers in the hotel industry.

This research will analyze the quality of frontline managers leadership skills in relation to the training and development program in the Indian hotel industry. In this research the ITC grand chola hotel frontline managers leadership skills quality will be examined in relation to their training and development programs. The main reason for choosing ITC grand chola hotels as a case study for this research, is because among many hotel companies in India, “the Taj group of hotels and ITC grand chola hotels have retained the top positions respectively for the last three years” (Khanna A & Sahani K, 2014: 08). In comparison with Taj group of hotels the ITC grand chola hotels frontline managers often attend to training and development programs. So the ITC grand chola hotel is chosen as a case study for doing this research effectively.

The training and development is very important for the organizations and also it is said that, the training and development is a central role of the management, the authors has clearly defined, “training is therefore a key element of improved organizational performance” (Mullins L.J, 2010: 503). Specifically, the author has found in his research that, “many organizations in India have recognized that training is a strategic priority rather than a tactical response” (Sharma H, 2014: 76, cited the work of Jain & Agrawal, 2005). So many Indian organizations are clear that, training should be a long term and ongoing process rather than providing a short term training to their employees for handling the present situation. The author has also found, “among various types of training programs, managerial training is given greater importance compared to other forms of non-technical trainings in fortune 500 companies” (Sharma H, 2014: 76, cited the work of Ralphs & Stephan, 1986). In the managerial training the leadership skills are very important for the managers in the
organizations (Barsh J et al., 2008). The author has specifically found in his research that, “In Indian hospitality sector hotel performance is found to be positively related to the HRM systems of recruitment and selection, manpower planning, job design, training and development, quality circle and pay systems” (Sharma H, 2014: 77, cited the work of Chand & Katou, 2007). Among these human resource practices, the author has pointed out very specifically that managerial training program is very important. At the same time the author has quoted from “various researchers that, managerial training program is given low priority in many organizations” (Sharma H, 2014: 76, cited the work of Blackburn & Hankinson, 1989). Whereas, in the recent survey by Harvard business review has clearly indicated that, many organizations are failed to train their frontline managers on their leadership skills, “organizations are failing to offer enough leadership and training to all their managers” (Harvard business review survey, 2014: 04). Furthermore, in the survey it is found that, “40 percent of frontline managers do not receive sufficient tools and training to develop into highly effective leaders” (Harvard business review survey, 2014: 04). From the Harvard business review survey it is very clear that, frontline managers do not get required training and development for developing their leadership skills. Whereas, the author clearly indicated in his research that, leadership skills are very important for the hotel frontline managers to perform their role well (James- Sommer P, 2008: 04). The existing research studies and literatures did not specifically focus on the area, how the hotel frontline managers develop quality leadership skills in relation with sufficient and effective training and development program. This research responds to the gap by analyzing specifically, the quality of frontline managers leadership skills in relation with training and development in the Indian hotel industry, to carry out this research effectively the top most ITC grand chola hotel has been taken as a case study for this research.

1.1 Research aim
The main aim of this research is to critically analyze and find out the importance of training and development program has got in developing quality leadership skills for the frontline managers in the Indian hotel industry, it is well evidenced in the existing literatures and research that, organizations have not focused specifically on developing a quality leadership skills in their training and development and also it is
said that effective leadership skills are essential and important for frontline managers in order to perform their role in the organizations, specifically in the service oriented industry like hotel. Since the organizations are investing huge money and effort on training and development program, it adds value and meaning only when the training and development program meets the frontline managers needs. The main interest on choosing this particular topic is because, the hotel industry is a service oriented sector and human resource management is very important, in that specifically the training and development program play a vital role in developing a quality leadership skills to their frontline managers, so by undergoing research study on this particular topic, it will help the researcher to gain an effective knowledge in the subject human resource management. The following research question and objectives will be tested in this research.

1.2 Research question
Do the ITC-management training and development program enhances the quality of frontline managers leadership skills and do these skills improve business growth to meet strategic objectives for ITC grand chola hotels at India?

1.3 Research objectives
1. To understand the theory and academic concept of organizational training and development.
2. To understand the evolution of training and development theory as relates to quality of leadership skills for the hotel frontline managers.
3. To understand the importance of ITC management training and development program for the frontline managers of ITC grand chola hotel in India.
4. To understand how quality as a key variable in the hotel industry training and development program adds value to their strategic objectives.
5. To understand the ITC management-training and development program in terms of enhancing their frontline manager’s leadership skills.
1.4 Approach to the dissertation
The deductive approach is taken for doing this research, because at first the research starts by understanding the existing academic theories and these theories will be tested in the real business world (Saunders M et al., 2012). Specifically the theories and existing literatures based on quality of frontline managers leadership skills in relation with training and development in the Indian hotel industry will be understood by critically analyzing then, the understood theories will be tested with frontline managers of ITC grand chola hotel, India. The primary data will be collected by conducting a semi structure interview with four frontline managers of ITC grand chola hotel in India. The collected primary data will be critically analyzed by relating with existing literatures and theories. The findings from the data analysis will specifically answer to the research question and also the research objectives will be achieved.

1.5 Organization of the dissertation
This research is structured with seven chapters.

Chapter 1: Introduction
This chapter contains the introduction about this research and also explains the main purpose and reason for doing this research, specifically including the research aim, question and objectives. Followed by the research approach, limitations of research and research contribution will be clearly explained in this chapter.

Chapter 2: Literature review
The literature review is divided into five themes, the first literature theme is about the importance of training and development in relation with employee performance and organizational development and it will critically analyzed. The second theme will be focused specifically on the necessity of training and development in the hotel industry under this systematic training model and Kolb’s experiential learning cycle will be underpinned to critically analyze. The third theme will be about the benefits involved in providing a training and development program to the frontline managers in the hotel industry; follow to the hotel industry strategic international human resource management concept will be critically analyzed. The fourth theme will be
very specific to the research; it will be about the importance of developing quality leadership skills for frontline managers with training and development in the hotel industry, under this theme the integrated solution concept will be implemented to analyze critically. Understanding, all these themes are very important for doing this research effectively.

Chapter 3: Research Methodology
This chapter will explain the specific methods adopted for doing this research. The authors Mark Saunders et al., 2012: 108, research onion order will be followed for a systematic explanation. The reason and justification for choosing a particular method will also be explained clearly in detail.

Chapter 4: Data analysis and findings
In this chapter the research findings and results will be presented. The primary data collected via semi structure interview from four frontline managers of ITC grand chola hotel will be critically explained.

Chapter 5: Discussion
In this chapter, the research findings and results presented in the previous chapter will be critically analyzed by relating with chapter 2, the reviewed literature themes for answering to the research question and also to achieve the research objectives. Then the research findings towards answering the research question and also for achieving the objectives will be critically addressed.

Chapter 6: Conclusions and recommendations
In this chapter, at first the research will be summarized and concluded by critically pointing out the findings in relation with reviewed literatures in the chapter 2. The specific and appropriate recommendations will be given to ITC grand chola hotel in India. The further research in the same subject area will be identified and clearly explained.

Chapter 7: Self- reflection
In this chapter, the skills and knowledge achieved from the Master of Science in Management Practice program modules and also specifically how this research
(dissertation) has added value and its relevance for the future employing organization. The theories of learning style concept are underpinned, to explain the exact learning style adopted and followed for completing this research (dissertation). Furthermore, the justification for adapting to particular learning style will also be critically explained.

1.6 Contributions to the study
This research study will effectively contribute to the human resource department of ITC grand chola hotel in India. Furthermore, this research will specifically help the training and development team of ITC grand chola to design and implement an effective training and development program for developing quality leadership skills to their frontline managers. Moreover, this research will also effectively contribute to the subject human resource management specifically, the importance of effective training and development for the hotel frontline managers towards the development of their leadership skills. This research will also effectively contribute to the researcher’s knowledge and help the researcher to achieve the above specified research objectives.
CHAPTER -2 - LITERATURE REVIEW

2.0 Literature Review Introduction
The literature reviews looks at the existing studies done in the subject area of human resource management specifically focusing on quality leadership skills for the frontline managers in relation with training and development program in the hotel industry. The literature review is structured with five themes. Under first theme, the employee’s performance and organizational development in relation with training and development is critically analyzed by referring to various existing studies. Under second theme, the necessity of training and development in hotel industry is critically analyzed by underpinning systematic training model and Kolb’s experiential learning cycle. Under third theme, the benefits involved in providing a training and development program to the frontline managers in the hotel industry is focused and specifically, the importance of providing an effective training and development program for the hotel front line managers is critically analyzed by underpinning with hotel industry strategic international human resource management (SIHRM). Under fourth theme, the importance of developing quality leadership skills for the frontline managers with training and development in the hotel industry is critically analyzed by referring to various current journal articles and to have an effective contribution to the knowledge the integrated approach academic concept has been underpinned and critically analyzed. Under fifth theme, the challenge faced by the hotel frontline managers in implementing the leadership skills achieved from training and development is critically analyzed. Finally, the literature review is summarized and concluded.

2.1 The employees performance and organizational development in relation with training and development
The training and development plays a vital role in every industry and organizations, about training and development the authors have very well defined that “training and development activities are part of the way in which multinational build its stock of human resources- its human capital” (Dowling P.J et al., 2008: 137) it was also proven by many authors in their studies that implementing effective training and development will increase the organization competitiveness and profit in the future
(Kennett G., 2013 cited the work of Becker 1993; Blundell et al., 1999; Lynch 1992) and also the author, went on saying “investment in human capital can improve an organization’s productivity by improving knowledge, skills, and abilities of its employees” (Kennett G., 2013: 113 cited the work of Becker & Gerhart 1996). Few other authors as well have agreed to the point of investment in human capital management and they all have said that when the organizations are focused towards the human capital management, it not only creates high competitive advantage it also leads to “tighter integration of the fields of strategic management and strategic human resource management” (Shaw D.J et al., 2013: 572). The authors have specified the training and development as the first thing that the organization can use in the human resources management practices (Shaw D.J et al., 2013: 572). At the same time, the author Kennett G have also said that some organizations fear to invest in training and development programs because they have feeling that the employee may quit or leave the organization at any time more specifically, he said that the employees may leave the organization “as a result of their improved skills” (Kennett G., 2013: 113). It was also supported by the Harvard business review authors with evidence, that US companies have completely left investment in employees training and development programs, “especially in developing the managers, for fear that it will be lost if they leave” (Cappelli P et al., 2010). Whereas, from the survey of Mckinsey and company found that “companies around the world spend up to $100 billion a year to train employees in the skills they need to improve corporate performance” (DeSmet A et al., 2010).

Though the organizations are in fear to invest on employees training and development program, it is very well understood and evidenced from the Mckinsey and company survey that companies around the world spend huge money on training and development (DeSmet A et al., 2010). On the same survey of Mckinsey and company they have proven that most of the organizations are not even bothered to look back on returns, they get from the investment made towards their employees training and development programs, in the survey it is reported that “only 25 percent of respondents have said their training programs have measurably improved business performance” (DeSmet A et al., 2010). The rest of the organizations are not taking any interest to check and analyze their returns and benefits from the investment made towards their employees training and development programs.
In many journal articles from past to present it is clearly stated that, to make the training programs cost effective and also to tailor the training and development programs to the specific requirement, the evaluation is very important, “training evaluation is the systematic process to determine the worth, value or meaning of a training programme” (Ghosh P et al., 2012: 194). The other few authors in the journal articles have said that, training and development program evaluation is very important because “training evaluation results can be used as a marketing tool for human resource departments” (Grohmann A & Kauffeld S., 2013:137 cited the work of Kraiger, 2002). So on the whole it is understood, often evaluation and review will provide a quality and specific training and development programs to the organizations development as well as for the employee’s growth and performance. Many authors have said that training is planned process (Milhem W et al., 2014: 13 citied the work of Manpower services commission, 1981: 63; Wilson, 1999: 04 & Beard well & Holden, 2001) the authors went on saying more specifically, that “training is an ongoing planned process that replicates many of the stages involved in the task in order to achieve the intended benefit (Milhem W et al., 2014: 13, citied the work of Bratton & Gold, 2007: 197).

2.2 Necessity of training and development in the hotel industry

Today many hotels around the global have started to invest more on employees training and development programs it is well evidenced from the recent article by HVS, specifically, described about the training and development needs in the Indian hotel industry. When the questions, raised about the training initiatives to the Indian hotel companies, the author has said that everyone is “quick to respond with the multiple training programmes, it currently offers across all levels at the work place” (Thadani M., 2014: 02) and also the author has found that “training or the lack of it was identified as one of the four most pressing issues faced by the Indian hotel companies” (Thadani M., 2014: 02). So it is well evidenced from these finds that, the Indian hotel industry invest more on their training and development, whereas, on the other side there is still a question and confusion in around the Indian hotel industry about the quality of training and development provided or implemented to their employees and also in the same article the authors has went on saying that, “today an individual can become a hotel general manager in 10 years or even less than
that” (Thadani M., 2014). Whereas, it is said, how well these individuals are trained, to achieve the high position in the hotel industry. In the journal article the authors have said that, when the training and development program are focused to the organization need then it creates a purpose and growth, “the specific training and evaluation methods to be used involves ensuring a learning environment that enables transfer of training and developing evaluation methods that accurately reflect the effectiveness of training” (Kissack C.H & Callahan L.J, 2010: 367, citied the work of Summative or formative evaluation; Scriven, 1996). Recently, the Harvard business review article produced by the authors, have also found on their survey that, “46 percent of organizations are high performers and only 26 percent of organizations are low performers, when their training programs was tailored to the specific needs of their business” (Swaan Arons M.D et al., 2014) So, it is very well understood that rather than simply focusing on multiple training and development programs it should be very specific and a quality oriented training and development programs in order to develop the employees skills and also to achieve the organization strategy.

2.2.1 Systematic training model

The authors Bratton and Gold have developed the systematic training model and they have defined, “the systematic training model will help the organization to be cost-effective throughout; training needs are identified so that the wasteful expenditure can be avoided” (Bratton & Gold, 2007: 328). It is understood from the authors Bratton and Gold that, when the training is specifically focused and designed, then the organizations can save their cost and also the training program will add an advantage to the employee’s growth and performance. In the business article the authors have also supported to the authors Bratton and Gold systematic training model concept that when the training and development program is closed aligned with business strategy, then “the learning and development will then have a greater impact on the business” (Hewes B, 2010: 18). The systematic training model has four stage (1) Identify the training needs; (2) Design activities; (3) Implement activities; (4) Evaluate activities.
2.2.1.1 Identifying the training needs
The author Bratton and Gold designed the systematic training model in order to create a meaning for the training provided in the organizations, among the four steps, the first step is on identifying the right and specific training method or a practice for the employees in the organizations. The authors have clearly defined “needs are in theory identified at corporate or organizational level and fed through to the individual level” (Bratton & Gold, 2007: 329 cited the work of Boydell, 1976). The authors have clearly said that, trainings needs should be identified by the organization and also it should be aligned to their organization strategy, then the tailored, specific training program should be clearly communicated to the employees in the organization, in order to achieve the goal systematically and effectively. Even few authors have supported to the above statement that, investing on the human capital for the purpose of improving the productivity in the business is a good idea, but “it may not necessarily lead to improved productivity” (Eerde V.W et al., 2008: 63). The authors went on saying that before implementing a training and development program for employees, it is important to assess the training program and deliver according to the need, so then it will have an effective outcomes for the organizations (Eerde V.W et al., 2008: 63). When specifically focusing on the Indian market, the authors from the Harvard business review article on ‘leadership lessons from India’ found that most of Indian companies invest more and tailor their training
programs according to their need, specifically “employee investment continues with leadership development; almost twice as many companies in India as in the U.S formally track leadership training” (Cappelli P et al., 2010). Even in the recent journal article the author has found in his research that Indian companies invest more in training and development programs, “this obligates organizations to focus on training initiatives in all its activities for all of its employees” (Sharma H, 2014: 76). It is clear from the existing literature that, Indian companies invest huge in training and development programs, whereas, the question is how many companies identify the exact training need in order to create meaning for the training and development program as it is said by the authors Bratton and Gold in the systematic training model. The authors from Harvard business review article have found that, top hotel companies in India are more focused in training and development programs, specifically, in taj group of hotels “every year 150 to 200 managers attend training sessions” (Deshpande R & Raina A, 2011), so the taj identifies the exact training needs depending on each managers strength and weakness, then “it hires an external coach to support each manager on his or her leadership journey” (Deshpande R & Raina A, 2011). Same in the case of ITC group of hotels, it also identifies the training needs according to each manager’s role (ITC hotels, 2015). These existing research focused on ‘identifying the training program need’ is important for this research. This research will focus and test, how these tailored specific training program given to the managers in the Indian hotel industry is enhancing their leadership skills and improving business growth for the ITC grand chola hotels in India.

2.2.1.2 Design and Implementation activities

After identifying the exact and specific training program it is very important to design and implement them in the organizations. As it is said in the literature that, the training and development programs should be aligned with business strategy to create meaning for the training and development program, same way it is said in the recent journal article by authors that, changes in the organizations should be considered “during design and execution of high-potential program” (Church H.A et al., 2015: 18 citied the work of Burke & Litwin, 1992; Katz & Kahn, 1978). The authors clearly indicated ‘changes means’ the factors such as “strategy, senior leader behaviors, reward systems, structure and employee needs” (Church H.A et
It is understood that, the internal and external organizations strategy should be considered in designing and implementing the training and development programs in the organizations. On the other side it is found in the mckinsey and company report authors that, “outcomes are much better when business leaders participate in the design and delivery of training programs and connect them to the new ways of working” (Desmet A et al., 2010), the mckinsey and company report authors have clearly indicated that when the senior managers are also involved in designing and implementing the training and development programs in the organization, then the organizations are able to design and implement an effective training and development program to improve their employees skills and also the organization can achieve their strategic objectives (Desmet A et al., 2010). When the training and development program is designed specifically for the managers in the hotel industry then there is a career enhancement and the individual can move towards the position of general manager (Ricci P, 2010: 222). The another study done by authors on ‘career enhancement of international hotel managers' indicates that, “managerial advancement in hotels is frequently unplanned and unsystematic” (Garavan N.T et al., 2006: 253, cited the work of Deery, 1999) also the authors went on saying that when the training and development programs are not properly designed and implemented according to the need, then “managers experience stress” (Garavan N.T et al., 2006: 253, cited the work of Zohar, 1994). These authors findings will be tested in this research that, why the managers in the hotel industry are experiencing stress, when the training and development program are not designed and implemented specifically to their need.

Basically there are various methods of trainings are designed and implemented in the organizations like online coaching, sending the employees outside the organizations and etc. Whereas, it is found by the journal article authors that, when designing and implementing the training programs in the organizations “the training place and equipment, are important factors related to training program planning” (Nikandrou I et al., 2009: 256 & 257). The survey done by CIPD learning and development by the human resource development and human resource management in the year 2009, have clearly found in their survey, which place and equipment creates a effective training for the employees in the organizations, the
survey clearly indicates that “over 40 percent of the respondents high lighting an increased use of in-house development programmes, coaching by line managers, e-learning and international knowledge-sharing events” (Pilbeam S & Corbridge M, 2010: 356). The mckinsey and company survey article specifically pointed out the importance of designing and implementing in-house training program in the service industry that “by providing in-house training both before an employee starts working and on the job” (Breu M et al., 2012) then the employees working readiness is high. The hotel industry also comes under service, so it is understood if the in-house training programs are designed and implemented effectively, then the employees in the hotel industry tend to perform well and it ultimately improves business growth for the hotels. It is clear from the CIPD and Mckinsey and company survey that, designing and implementing in-house training programmes makes the employees to understand the organization strategic objectives and they get trained accordingly to achieve it.

2.2.1.3 Evaluation activities

The final stage of systematic model is evaluation activities. The author has critically defined that, “observation of training event is followed by further enquiry and attempts to provide an explanation” (Clements P & Jones J, 2008: 157 & 158, cited the work of Patton, 1978). It is understood from the above literatures that organizations spend more money on training and development program, “hence, the evaluation of training outcomes is crucial and helps firms to assess their effectiveness more precisely” (Diamantidis D.A & Chatzoglou D.P, 2012: 889, cited the work of Noe et al., 2006). The evaluation creates meaning and purpose for the training and development program, further more in the earlier evolution approach suggested by Phillips in 1991, it is clearly stated that, “evaluation, therefore, seeks to quantify the economic benefits of training” (Pilbeam S & Corbridge M, 2010: 359). The authors Kearns and Miller have also said that, in evaluating the training and development programs it increase the return on investment (Ai- Athari A & Zairi M, 2002). Whereas, after then the authors have said, “focusing too much on return on investment and ‘whether training works’ may distract energy from finding out why and how training works” (Pilbeam S & Corbridge M, 2010: 359, cited the work of Thompson, 2007). The Ester by-smith et al., 1994 framework of evaluation suggest that evaluation should focus on “feelings of learners during as well as after” (Pilbeam
S & Corbridge M, 2010: 360). It is very clear from the authors that, evaluation of training and development is very important, but at the same time the evaluation should not focus more on the return on investment, instead the main focus should be on enhancing and grooming the training program, so then it helps to bring in an effective training and development program for the employees in the organization. Furthermore, the authors Kearns and Miller went on saying that, when the training and development evaluation is done it builds on the credibility and a “solid foundation for training and development decisions” (Ai- Athari A & Zairi M, 2002: 241, cited the work of Kearns & Miller, 1996: 09), and also “it automatically links training and development with strategic and operational business objectives” (Ai- Athari A & Zairi M, 2002: 241, cited the work of Kearns & Miller, 1996: 09).

The Indian hotel industry it is a growing industry and it is specifically said that, “the hotel industry is undoubtedly a labour-intensive industry” (Chand M & Katou A.A, 2007:578). The authors have went on saying that, “the success of the hotel industry depends on the quality of its employees and their effective management in order to assist the organization to achieve its objectives (Chand M & Katou A.A, 2007: 578, cited the work of Berger & Ghei, 1995). When the employees in the hotel industry are important, it is highlighted in many studies that “HRM practices of appraisal system, training, top quality management had shifted from an autocratic to more consultative management style” (Alleyne P et al., 2006: 97, cited the work of Watson & D’ Annunzio-Green, 1996; Anastassova & Purcell, 1995; Buick & Muthu, 1997). In the survey on front line manager in the hotel industry taking up the HRM activities it is found that, “comments relating to training came to 38 percent, encompassing analyzing training needs, encouraging employees to participate in training, delivery and evaluation” (Watson S, 2007: 40). The other authors have said that, though there is huge investment is made on employees in the hotel industry, “the outcomes of this investment are very difficult to measure” and also the authors went on saying that, the investment made on employees in only been measured with “intangible factors such as employee satisfactions, customer satisfaction, customer complaints etc.” (Chand M & Katou A.A, 2007: 579 cited the work of Cho et al., 2006: 263). So it is understood from the exiting literature that and the survey that, in the hotel industry human resource activities specifically employee’s participation with training and development program evaluation is less and also in the other study it is clearly
indicated, in hotel industry the investment made on training and development programs are not specifically measured. These findings are very important for this research and also these findings will be tested in this research with front line managers of ITC grand chola hotel in India.

2.2.2 Kolb’s learning cycle
Kolb’s developed the learning cycle in the year 1984; the learning cycle has got four stages, he has defined that, “learning occurs through grasping an experience and transforming it” (Bratton & Gold, 2007: 341). In the journal article the authors have also found that, “there is an increasing acceptance that lifelong workplace learning can help with both personal development and organizational change” (Winch A & Ingram H, 2004: 231). Same in this research, case study organization ITC grand chola have also got the continuous training and development program for their front line managers, so from the authors point of view it is understood that front line managers can personally develop and also it can result in ITC grand chola hotel growth. More over in the journal article the authors have critically and specifically defined the meaning for the term ‘experiential learning’ that “learning from experience as opposed to what- learning from what we do not experience?” (Winch A & Ingram H, 2004: 231).

**Figure 2: Kolb’s experiential learning cycle**

(Kolb’s 1984, adapted from Alison Winch & Hadyn Ingram, 2004, “Activating learning through the lifetime navigator: a tool for reflection”, International Journal of
Concrete experiences

The concrete experience is a first stage in the Kolb’s experiential learning cycle. The journal article authors have critically stated their view about the concrete experiences, by understanding from Kolb that, someone’s experiences are taught to the learner, in which “the learners are then asked to memorise other people’s past experience and use it in response to a series of someone else’s questions” (Winch A & Ingram H, 2004: 231). The author Armstrong M cited the definition of “Honey (1988) declared that: ‘learning is complex and various, covering all sorts of things such as knowledge, skills, insights, beliefs, values, attitudes and habits” (Armstrong M, 2009: 701). The author Armstrong has went on saying that, people in the organization have got their own method of learning, “Individuals learn for themselves and learn from other people” (Armstrong M, 2009: 702), and even the Kolb says the same under concrete experience. The author Armstrong M as elaborated this by saying people in the organization, “they learn as members of teams and by interaction with their managers, co-workers and people outside the organization, people learn by doing and by instruction” (Armstrong M, 2009: 702). It is clear from the author that, the learning process differs from each individual in the organizations. In the journal article, the authors have said that, “learning and work are two integrated processes” (Gustavsson M, 2009: 246), and the author went on saying that, those “work creates various opportunities for learning and development in everyday activities” (Gustavsson M, 2009: 246). In the experiential learning theory the author Armstrong has stated that, people learn from their own experience and then reflecting on it will create meaning and help them to think and make use of their experience (Armstrong M, 2009: 703). On the whole, it is clear from the existing literature that, the concrete experience means, people come to the organization with their own experience, whereas, others will learn after coming the organization from their managers, co-workers and etc. (Armstrong M, 2009: 702).

The concept of organizational learning and learning organization is very important and also it is necessary to understand under concrete experience. Kolb says that, some people carry their own experience and some people will not have any experience. In this case people come without experience they learn from their
manager, co-workers and others, this method is called as organizational learning. The author has said, there are certain benefits involved in organizational learning like it increases the “firm’s resource capability” (Armstrong M, 2009: 717) and also specifically “the Ehrenberg and Smith (1994), human capital theory indicates that: ‘The knowledge and skills a worker has- which comes from education and training, including the training that experience brings- generate productive capital” (Armstrong M, 2009: 717). Whereas, learning organization is about what organization should do to facilitate the learning of their members” (Armstrong M, 2009: 718). The other few authors have also critically defined the learning organization, “where the experts in the organization focuses on enhancing the learning group or individuals so that the organization can benefit” (Bratton & Gold, 2007: 343). The Harvard business review authors have found in their research that “a supportive learning environment, concrete learning process and practices and leadership behavior that provides reinforcement” the organizations should focus on the these steps and methods in order to build an effective and systematic learning for their members and also the authors have referred, these are the “building blocks of learning organization” (Garvin A.D, 2008). On the whole from the existing literature it is understood, the organizational learning and learning organization is very important for the organizations and employees growth and also it will be helpful for this research.

Observation reflection
The observation reflection is said to be the second phase in the Kolb’s experiential learning cycle. It is well defined by the author that, “it involves actively thinking about the experience and its significance” (Armstrong M, 2009: 704). Further to this in the journal article the authors have critically analyzed the Kolb’s statement and said that, “the individual must attend to their inner world of response to a concrete experience, but then they must make sense of it in the process often called ‘reflection’” (Winch A & Ingram H, 2004: 234). It is understood that, once the individual is attained with certain experience, he or she must know to engage in the process of reflecting on it and also it is clear from the author Armstrong that, the individual must think about the gained experience and the importance of those experience.
2.3 The benefits involved in providing a training and development program to the front-line managers in the hotel industry

The survey done by Mckinsey and company has found that, most of the top-level executive managers are not happy with their front line manager's performance in the organization (Mckinsey & company, 2010). Whereas, in the recent Harvard business review analytic services report they have found that, front line managers have became very important, in order to achieve the organization strategy, from their findings they have critically defined, “front line managers are vitally important to achieving business priorities” (Harvard business review, 2014: 02). Though the front line managers in the organizations are very important in order to achieve the organization strategy, the Mckinsey and company have found that in their survey that, the front line managers performance are less due to inadequate training, “81 percent of front line managers say they are not satisfied with their own performance” (Mckinsey & company, 2010, the main reason for their dissatisfaction is because “the training programs are not designed to help frontline managers” (Mckinsey & company, 2010). The recent survey done by Harvard business review analytic services report also indicates the same that, “frontline managers are not offered robust enough training and development programs to meet the rising job demands” (Harvard business review, 2014: 04) and also they have found exactly that, “the vast majority of respondents- 71 percent said that frontline managers received training and development only occasionally or infrequently” (Harvard business review, 2014: 04). So it is understood from the surveys that, the frontline managers play a vital role in the organizations, whereas, at the same there were no specific focused and quality training and development program is given to them.

The research report produced by the HVS indicates that, Indian hotel companies have various training and development programs for their employees (Thadani M., 2014) and also in the report the author has pointed out that, how well these training and development programs are effective for the employees in the Indian hotel industry (Thadani M., 2014). It is very obvious that, since there are multiple training and development programs implementing in the Indian hotel industry the investment will be very high and it was also evidenced by few authors in the journal article that hotel industry in general invest a lot on training and development (Chand M & Katou
A.A, 2007: 579, cited the work of Cho et al., 2006: 263). In the recent journal article the authors have stated that, “front-line staff should be best trained, so that they can offer customers a quality service” (Ubeda-Garci’a M et al., 2013: 382) and also the authors went on saying that they have to be highly motivated and should be given best pay (Ubeda-Garci’a M et al., 2013: 382). The hotel industry is a labour-intensive so the human resource management is very important and also it is said, “the effective utilization of human resources can give an organization its competitive edge in a labour-intensive industry” (Ubeda-Garci’a M et al., 2013: 382, cited the work of Schneider & Bowen, 1993; Mohinder & Vinay, 2001). The Harvard business article based on Taj group of hotels, the authors have found that, “Taj group insists on an 18-months training program to its managers both class room and on-the job operations training” and from the authors research they have stated in the article that, the training program given by Taj group of hotels is not only making their employees motivated and satisfied but “it also create a favorable organizational culture” (Deshpande R & Raina A, 2011) furthermore, “if empower employees to take decisions as agents of the customer, it energizes them and makes them feel in command” it is a said by Mr. H.N Shrinivas, the senior vice president of human resources for the Taj group (Deshpande R & Raina A, 2011).

2.3.1 Hotel Industry- Strategic International Human Resource Management

“The Schuler et al., 1993: 720 have defined international human resource management as ‘human resource management issues, functions, and policies and practices that result from the strategic activities of multinational enterprises and that impact on the multinational concerns and goal of those enterprises” (Nickson D, 2007: 27 & 28). In the journal article, the authors have found in their research that, the hotel industry is “been identified as international by nature” (Gannon M.J et al., 2012: 520, cited the work of Litteljohn, 2003; Litteljohn et al., 2007). The authors went on finding that, “traditionally, managers in the hotel industry are have been seen as strategic human resources” (Gannon M.J et al., 2012: 520, cited the work of Boxall & Steeneveld, 1999; Marchington et al., 2003) and also the authors went on saying that, the managers in the hotel industry are in position and have a high responsibility in order to create profit, “through their leadership and operational
expertise" (Gannon M.J et al., 2012: 520, cited the work of Forte, 1986; Kriegl, 2000; Ladkin & Juwaheer, 2000). Since the hotels have developed new market entries in recent times, the hotels managers and executives are in a position of being highly responsible and they will be facing a “different challenges and requiring enhanced skills sets” (Gannon M.J et al., 2012: 520). When the organizations want to develop skills for their managers and executive “there needs to be a major transformation in managerial careers and development opportunities to enable the acquisition of the skills, knowledge and experience needed to work in a global market place” (Nickson D, 2007: 36, cited the work of D’ Annunzio- Green, 1997: 200). From the author’s research findings it is clear that, hotel managers have to enhance their skills to work in this competitive global market, so the international hotels are in responsible of providing a systematic strategic international training and development programs for their hotel managers. The authors have said under the topic strategic human resource development that, “training and development should be regarded as central to anything that can sensibly termed HRM” (Maxwell G at al., 2004: 164, cited the work of Keep, 1989, p.111) and the authors went on saying specifically that, in hotel industry the training and development is very important “people are the only organizational resource that can shape and create the ways in which all other business resources are used” (Maxwell G et al., 2004: 164, cited the work of Torraco & Swanson, 1995, p. 18). It is clearly understood that people in the hotel industry are key for the organization and specifically, it becomes very important for the international hotel companies the strategic international training and development programs. Recently few authors have done a research on how the international hotel companies have developed their international human resource management strategies; in their research they have found that many international hotel companies have taken action in creating a “training programmes with universal components; the use of performance appraisal as a mechanism for monitoring and evaluating human resources talent” (Gannon M.J et al., 2012: 523). It is clearly understood from the author’s research that, international hotel companies should have an effective strategic international human resource management to create competitiveness in the hotel industry. Whereas, the journal article author has concluded by understanding from the various researchers that, “an effective human resource management and human resource department are a prerequisite to strategic human resource management” (Azmi T.F, 2011: 3904). It is clear from the author research statement
that, to achieve the strategic human resource management the organization should have an effective human resource department and functions.

The Gannon M.J et al says specifically the training and development programs designed with “universal components” are very important with international hotel companies in order to have an effective human resource management (Gannon M.J et al., 2012: 523). The authors have pointed out in their research that, the international hotel companies’ managers should have effective leadership and operational skills and which is very important for creating profit and growth for the hotels, where as, in the research the authors have not clearly focused and explained, how designing the training programs with universal components are helping the international hotel managers to develop their leadership skills, the gap as been identified from the authors research. The identified authors research gap will be examined in this research with ITC grand chola hotel in India. These existing literatures about strategic international human resource management are very important for this research.

2.4 Importance of developing quality leadership skills for frontline managers with training and development in the hotel industry

The leadership is very important and specifically for the managers in the organizations. The author has clearly defined, “a leader is a person, the one who influences others and get the work done” (Mullins L.J, 2010: 373). The authors in the journal article have said that, “training and development of managers can be seen as an element of an organization’s HRM” (Sewe rin T et al., 2009: 225). The training and development programs are very important for the managers in the organizations. The frontline management training research article the author has found five key competency the frontline managers in any organizations should have in order to be successful in their role, among those five competency the leadership skills are very important (James- Sommer P, 2008: 04). Furthermore, in the same article the author has defined, “leadership development is one of the most valuable elements in a talent management strategy, creating the environment for employee engagement, superior performance and business growth” (James- Sommer P, 2008: 04).
Though the leadership skills are very important for the managers in the organizations, it is very important to know the ‘psychological contract’ of the managers in the organizations about their expectations from the organizations. In the journal article the authors have found specifically, the hotel managers ‘psychological contract’, the hotel managers expect from their organizations the “prioritized clear managerial growth possibilities, hands-on leadership, a strong commitment by the hotel to service, emphasis on collaboration and teamwork and a superior salary as important issues” (Garavan N.T et al., 2006: 269). It is very clear from the author’s research and findings that, improving their leadership skills is the top most expected priority for the hotel managers. When the leadership skills are very important for the hotel manager’s, then developing a quality leadership skills for the front office management people in the hotel industry is very important, the authors have specifically pointed out from their research “the skills of team work, leadership quality, customer care and interpersonal care are listed the most important skills in the hotel front office” (Hai-yen K & Baum T, 2006: 515). Even in the Harvard business article authors have said the same, the strong “leadership brand is a reputation for developing exceptional managers” (Ulrich D & Smallwood, 2007). The authors have found in their research that, most of the organizations spent millions for leadership development but “they have failed to develop true leadership bench strength” (Ulrich D & Smallwood, 2007). The main reason behind the organizations failed leadership development is because “the approach to leadership training is detached from what the firm stands for in the eyes of customers and investors” (Ulrich D & Smallwood, 2007). It is very clear from the author’s research that, the organizations leadership training is disconnected from their strategy. Developing leadership along with organization strategy brings in quality leadership skills for the managers in the organizations. The Harvard business review article authors have clearly pointed out in their research about the prerequisite in building a leadership brand in the organizations, the first and foremost, the leader should be clear with organization strategy, the leader should know about the organization future in order to bring success for the firm. Second, the leader should be in position of building “the organization systems that works, to deliver results, and to make change happen” (Ulrich D & Smallwood, 2007). Third, the leader should know to motivate present and future talent of the organization and finally, the leader must be able to exhibit “with integrity, exercise social and emotional intelligence, make bold decisions, and
engender trust” (Ulrich D & Smallwood, 2007). So it is clear from the Harvard business article authors that, the organizations should consider the above key requirements in developing a training and development program in order to bring in a strong and quality leadership brand.

The journal article authors have also say the same, “in essence leadership development must be relevant, align to business strategy and add value to leaders” (Weiss D & Molinaro V, 2006: 06). The authors have come up with a concept of integrated-solution for leadership development, the authors define the integrated approach as “one that brings together and unites an array of development options so that they add value to one another” (Weiss D & Molinaro V, 2006: 06), and also the authors went on saying that, the integrated approach is “most effective to build a leadership capacity and overcoming leadership gap” (Weiss D & Molinaro V, 2006: 06). The authors have clearly summarized the integrated –approach with effective three “Ss” “Strategic, Synergistic, Sustainable” (Weiss D & Molinaro V, 2006: 06). Under strategic the authors have said that, when the integrated-approach is implemented effectively, the organizations can achieve competitive advantage (Weiss D & Molinaro V, 2006: 06). Under synergistic the authors have said that, if the organizations implement the training and development programs based on the organizations strategy then the training and development programs create value (Weiss D & Molinaro V, 2006: 06). Finally under sustainable the authors have said, “the integrated-solution approach is sustainable in that it takes a long-term perspective to leadership development” (Weiss D & Molinaro V, 2006: 06), and also the authors went on saying, the leadership development in the organizations are very important and also it should be constantly monitored and focused, “it is not work to be delegated to an HR department, but rather it needs to become an organizational priority” (Weiss D & Molinaro V, 2006: 06). So it is very clear from the author’s concept of integrated approach that, only when the organizations implementing a training and development program aligned to their business strategy then it becomes an effective training and development program, so when there is an effective training and development program then managers in hotel industry gain quality leadership skills.
To have an effective contribution to the knowledge for doing this research the integrated approach concept is been underpinned to the hotel industry, the recent research done by authors on leadership style in hospitality industry found, leadership skills are very important for managers in the hotel (Marianne Tromp D & Jan Blomme R, 2014), whereas, in the integrated-approach concept the authors have said, only if the organizations interconnect their strategy with leadership development program then the leaders benefit and gain a quality leadership skills. As many authors say, in the above literatures that hotel industry is a service oriented industry, so to bring in quality leadership skills for the managers in the hotel industry the authors have said, “not only a formal training setting but also the shop floor can provide ample opportunities” (Marianne Tromp D & Jan Blomme R, 2014: 98), and also the authors went on saying, “feedback from colleagues could be formalized by using peer review sessions between managers of the same level” (Marianne Tromp D & Jan Blomme R, 2014: 98). It is very clear from the author’s research that, in the hotel industry if the training and development programs are focused to their strategy and more specifically, when the frontline managers are provided with, on job training, then the quality leadership skills will be achieved. Once the frontline managers gain effective and quality leadership skills, then the leadership style they adapt to is also very important, because through their leadership style only they can inspire and motivate their subordinates or the employees work under them, it is found that “if employees perceived their managers to demonstrate charismatic leadership, their perceived job stress was lower” (Marianne Tromp D & Jan Blomme R, 2014: 89, cited the work of Gill et al., 2006). So when frontline managers in the hotel industry adapt to charismatic leadership style it will lead to lower level of stress for the employees below them. These concepts are very important for this research. The integrated approach concepts are an effective contribution to the knowledge for doing this research effectively and efficiently.

2.5 Challenges faced by the hotel frontline managers in implementing the leadership skills achieved from training and development

The Harvard review article author have found, learning leadership from theory is not hard, whereas, it is hard only when it comes to practical, the author went on saying, “it is about whether you are willing to experience the discomfort, risk, and uncertainty
of saying or doing it” (Bregman P, 2013). Since the hotel industry comes under service oriented, the human resource very important to run the hotel effectively, specifically, the frontline managers play a vital role in the hotel industry, though the hotel companies provide an effective training and development program to their frontline managers in enhancing their leadership skills to perform their role well in practical, at the same time frontline managers faces certain challenges when they implement the achieved leadership skills to the practical business, “the expatriate hotel managers face another major challenge of balancing and satisfying needs of customers, owning and operating companies and hotel employees” (Jayawardena C & Haywood M, 2003: 195). The hotel manager get trained for enhancing their leadership skills whereas, they face challenge in implementing those skills specifically, in adapting to a leadership style, switching over to a different kind of leadership style according to situation becomes a challenge for the hotel frontline managers, specifically the authors have said, “the hotel industry is very much a people industry” and also they went on saying from their research and findings on hotel industry leadership that “individuals with transformational leadership behaviors are most likely to achieve optimum performance from their followers” (Zopiatis A & Constanti P, 2012: 98). So from the author’s research and findings, it is clearly understood that, when the hotel managers adapt to the transformational leadership style they will be able to get a best results from their subordinates.

The authors have also found in their research that, rather making the leadership-training program compulsory for all the hotel managers, it would create meaning for training and development program when the training and development program is provided to the “confident individual who are open to experience and willing to do their work well, should be encouraged for the leadership role, so then it will lead to organizational effectiveness” (Zopiatis A & Constanti P, 2012: 98) furthermore, the authors went on saying, the hotels should choose a right and interested individuals for the leadership training program, then those individuals will perform well in the manager role and also will be able to tackle the challenges well (Zopiatis A & Constanti P, 2012: 98). These existing literatures on challenges faced by the hotel managers in implementing their achieved leadership skills from the training and development is very helpful to carry out this research effectively and efficiently.
2.6 Literature Review Conclusion

The reviewed literatures on the subject area training and development in the hotel industry have effectively contributed to the knowledge. All these reviewed literatures themes are tested in this research by collecting data from the frontline managers of ITC grand chola hotel in India.
CHAPTER 3: METHODOLOGY

3.0 Methodology Introduction
The main aim of this research is to critically analyze the quality of ITC grand chola hotel frontline managers leadership skills in relation with ITC management training and development program. Specifically, the research will examine ‘do the ITC management training and development program enhances the quality of frontline managers leadership skills and do these skills improve business growth to meet strategic objectives for ITC grand chola hotel in India. The research onion was adapted and followed for doing this research effectively. At first, the chosen research philosophy is explained then followed by research approach, strategy, sampling respondents, research ethics, data collection instruments and research limitations. The reason for choosing particular choice under each method will be critically explained.

Figure 3: Research Onion

3.1 Research Philosophy
The first step in the research onion is research philosophy and also understanding of research philosophy is very important because the authors have said, “the research philosophy you adopt can be thought of as your assumptions about the way in which you view world” (Saunders M et al., 2012:128). The kind of philosophy approached in this research is interpretivism, which emphasis “conducting research among people rather than other objects such as truck and computers” (Saunders M et al., 2012: 137). This research is done on human beings, it is to analyze the quality of frontline managers leadership skills in relation to training and development in the Indian hotel industry, and the research will specifically focus on the organization ITC grand chola hotels in India. This research will specifically test ‘do the ITC management training and development program enhances the quality of frontline managers leadership skills and do these skills improve business growth to meet strategic objectives for ITC grand chola hotels in India. The authors have said that, interpretivism philosophy “the researcher has to adapt to the empathetic issue” (Saunders M et al., 2012: 137). The major challenge in this philosophy is to enter the “social world of the research subjects and understand their world from their point of view” (Saunders M et al., 2012: 137). The authors have also said, the interpretivism is “highly appropriate in the case of business and management research specifically in the field of human resource management” (Saunders M et al., 2012: 137). So this interpretivism philosophy is highly suitable for this research, because it is focused on humans, the frontline managers of ITC grand chola hotel, and also to understand from their point view how the ITC management training and development program is helping them to develop quality leadership skills. Therefore this interpretivism philosophy is highly appropriate for this research.

3.2 Research Approach
The research approach is the second layer in the research onion, as it is indicated in the research onion; there are two types of research approach, deductive and inductive. The deductive approach is used in this research; the authors have explained the deductive approach very clearly that, it starts with theory and the reviewed theory will be tested in the research, finally the theory is confirmed or denied (Saunders M et al., 2012: 144 & 145). Whereas, the inductive approach is
opposite to deductive approach, in simple term it is called as ‘bottom-up- approach’ “it starts by collecting data to explore a phenomenon, then the theory is generated or build” (Saunders M et al., 2012:145). This research is a deductive approach because at first, the existing literatures in the subject area training and development will be reviewed and it is tested with frontline managers of ITC grand chola hotel in India. So this research comes under deductive approach and also it is said that, “deductive approach is the most typical for master dissertations” (DBS Moodle, ‘Research Methods 2’, ‘Research Philosophies and Approaches’, Slide 12, 2014).

3.3 Research Strategy
The survey strategy is used in this research, the authors have said in general terms that, “a strategy is a plan of action to achieve a goal” (Saunders M et al., 2012: 173). The authors went on saying specifically the choice of right research strategy will “achieve a reasonable level of coherence throughout the research design, which will enables to answer particular research question and meet the research objectives” (Saunders M et al., 2012: 173). So specifically survey strategy is used in this research for doing this “The survey strategy is usually associated with a deductive approach more over the survey is a common strategy in business management research” (Saunders M et al., 2012: 176). The survey strategy is associated with “organization and method research and interviews” (Saunders M et al., 2012: 178). This survey strategy adds value to this research, because in this research the data collection is by interviewing the frontline managers of ITC grand chola hotel in India. Therefore this survey strategy is right strategy for this research.
3.4 Sampling Respondents

Figure 4: Population, sample and individual cases


There are two samplings Non-probability sampling and Probability sampling (Saunders M et al., 2012: 260). It is clear from the authors that, when the research is “not certain that the participants are truly representative of the population, then it is non-probability sampling” (DBS Moodle, ‘Research Methods 2, Sampling Selecting Respondents, Slide 8, 2014). Whereas, in this research the specific respondents are clearly known so this research is a probability sampling. So in this research specifically to answer the research question and also to achieve the research objectives the four frontline managers of ITC grand chola hotel in India is interviewed and as requested by the frontline managers of ITC grand chola hotel in India, their name are kept confidential in this research.

3.5 Research Ethics

The professional ethics is followed in this research; the authors have said very specifically that, “ethics are critical aspects for the success of any research project” (Saunders M et al., 2012: 208). Since this research involves the participation of ITC
grand chola hotel frontline managers, the ethics is very important, so the professional ethics are clearly followed in this research.

**Traditional type access**

When gaining access with frontline managers of ITC grand chola hotel, the traditional type approach was followed. At first, the meeting was professionally arranged by getting an appointment with the frontline managers of ITC grand chola hotel. During the time of meeting the complete information about this research was clearly explained to the frontline managers of ITC grand chola hotel and also throughout the meeting only the professional business language was used. After explaining the benefits about this research, the frontline managers of ITC grand chola hotel have voluntarily agreed to participate in this research without any personally pressure (Saunders M *et al*., 2012: 237). Once the frontline managers of ITC grand chola hotel agreed to participate in this research the **content form** was officially signed by both head of ITC grand chola hotel training and development team and by the researcher *(see appendix 05)*.

**3.6 Time Horizon**

This research is cross-sectional studies because from the authors it is understood that, “cross-sectional studies refers to short-term research and also it is associated with survey strategy” (Saunders M *et al*., 2012: 190). Since this research comes under cross-sectional studies the proper time plan was structured and followed.

**3.7 Research Limitations**

This research is a cross-sectional studies, as said by the authors the cross-sectional studies refers to short-term research” (Saunders M *et al*., 2012: 190). Since this research is a short term, specifically only one hotel is focused in order to complete this research effectively; the comparative study in the hotel industry was not possible. Due to ITC grand chola hotel ethics, their frontline managers were only able to share limited data for this research and also as requested by them their names were kept confidential in this research.
CHAPTER 4: DATA ANALYSIS AND FINDINGS

4.1 Data collection method
The both primary and secondary method is used for collecting the data. At first, the secondary data is collected from the existing academic journals and researches. The primary data is collected from the ITC grand chola hotel frontline managers by conducting a semi-structure interview.

Figure 5: Forms of Interview


It is very clear from the figure that, there are two forms of interview. In this research the data was collected by non-standardized interview form specifically by one to one; face to face interview. The main reason for adapting to semi-structure interview for collecting primary data is because the authors that, the researcher will be able to frame themes and cover some key questions during the interviews and also it allow the researcher to “open discussions” (Saunders M et al., 2012: 374 & 375). During the semi-structure interview with ITC grand chola hotel frontline managers the answers given by them were recorded through the process of notes taking. Furthermore, by adapting to semi-structure interview form the researcher was able to
meet the frontline managers of ITC grand chola hotel in person, so the collected data is trustworthy in comparison with given or sending questionnaires via email.

4.2 Research findings

The four frontline managers were interviewed specifically from Chennai city ITC grand chola hotel, India. Among various types of questions specifically the open questions were asked to the frontline managers of ITC grand chola hotel during semi-structured interview. The authors have said that, “an open question is designed to encourage the interviewee to provide an extensive and developmental answer” (Mark Saunders et al., 2012: 391). The frontline managers were comfortable with open questions and they were able to provide a detail and specific answers during semi-structured interview. Throughout the interview session, the researcher and the frontline managers of ITC grand chola communicated only with professional business language (English). Since the professional business language were used throughout the interview session, the communication was very smooth and also the frontline managers answers to the open questions regarding quality leaderships skills in relation with their training and development program were understood clearly by the researcher. Because the main aim of this research is to test and find out the effectiveness involved with ITC-management training and development program towards developing quality of frontline managers leadership skills and also the role of these skills towards improving business growth to meet strategic objectives for ITC grand chola hotels in India. The aim of this research is to test and find out the effectiveness of ITC management training and development program in enhancing quality of their frontline managers leadership skills and also how these skills improve business growth to meet strategic objectives for ITC grand chola hotel in India. To answer the research question and also to achieve the research objectives effectively, the themes were framed related to research topic. The themes were framed and under each theme, specific questions were asked to the frontline managers of ITC grand chola hotel during semi-structure interview session. The interview is conducted with four managers and all the four managers were male.
Interview 1 with ITC grand chola hotel: Frontline manager- Male (Front office)

Theme 1: The importance of ITC grand chola hotel training and development program in relation to their frontline manager role

In the interview it was found that, interviewee has two years of work experience as a frontline manager in ITC grand chola hotel. Whereas, the interviewee has ten years of work experience in hotel front office. This question is asked to find out the level of knowledge and experience the interviewee has got towards the importance of leadership skills in hotel industry. It is very clear from the interviewee answer that, the interviewee has sufficient work experience in the hotel industry and also during the interview it was identified that, interviewee is very much aware as a hotel frontline manager about the importance of quality leadership skills.

The interviewee said, in the hotel industry the training and development is very important because, today the work and business environment is evolving on a day to day basis, specifically in ITC grand chola hotel the changes happen very often so in order to cope with these changes, the ITC management training and development program has been provided (see appendix 02). Furthermore, the interviewee said in the interview that, the ITC management training and development program is designed in an international context and it is specifically helping the interviewee to understand the culture, tradition and values of ITC grand chola hotel and also the interviewee went on saying, the training and development program given by ITC grand chola hotel is helping the interviewee to develop interpersonal and managerial skills and also it helps the interviewee in acquiring the necessary skill sets which are essential for being a successful frontline manager in ITC grand chola hotel (see appendix 02).

Theme 2: The ITC- management training program towards the development of quality leadership skills to their frontline managers

The interviewee said in the interview that, leadership skills are very important as a frontline manager, because the leadership skills is needed to lead and motivate the subordinates or peers and also the interviewee defined in common that, leadership skills are also very important for any management graduate or aspirants. The interviewee said, as being a frontline manager with ITC grand chola hotel, the
interacting with people is the main job either with individual or with group, so the ITC management training and development program is helping me to enhance my interpersonal skills which is very important to be a quality leader in hotel. Furthermore, it is clearly identified from the interview that, when interviewee regularly attends to ITC management training and development program, as a frontline manager the interviewee is able to do the job with confidence and authority (see appendix 02).

**Theme 3: The benefits of training and development program evaluation and its importance towards achieving ITC grand chola hotel strategic objectives**

The interviewee said, the ITC management-training and development program is evaluated on a monthly basis and the interviewee went saying, the evaluation is done through interviews and tests. To the specific question about the importance and necessity of evaluating the ITC management-training and development program, the interviewee said, “evaluation is necessary as it monitors the training and development process and helps both the individual and organization to understand, where the person stands and what are the areas of possible improvements” (see appendix 02). Furthermore, the interviewee pointed out the key benefits in evaluating the ITC management-training and development program, at first, the interviewee said, it helps in designing a specific training program, when the training program is designed to the specific needs it helps to achieve quality leadership skills which is the most important skills as a frontline manager (see appendix 02).

In the interview it is identified from the interviewee that, the training and development should be aligned to the organizational strategy. Since the ITC management training and development program is aligned to organizational strategy, it is helping the interviewee to achieve the expected skills and also the ITC grand chola hotel is able to achieve their strategic objectives (see appendix 02).

**Theme 4: ITC grand chola hotel frontline managers leadership challenges**

The interviewee stated clearly in the interview that, adapting to a right kind of leadership style is a major challenge. The reason was also clearly explained by the interviewee that, as a frontline manager of ITC grand chola there will be often communication with subordinates, peers and sometimes even to the guests, so
switching over to a right kind of leadership behavior is a major challenge (see appendix 02). Furthermore, the interviewee said, the ITC management training and development program is an off-the-job training and it is helping the interviewee to face the challenge, whereas, in the initial stage as a frontline manager of ITC grand chola hotel the on-job training has helped the interviewee to perform the role well in comparison with off-the-job training program. The interviewee went saying, currently the work experience and combined with systematic off-the training program is helping the interviewee to enhance the leadership skills and face the ongoing challenges without any difficulties. The interviewee explained on-the-job training is very important for the hotel frontline managers and also for the frontline staffs towards the development of their leadership skills and also to overcome or face the challenges. The interviewee explained, during the initial stage as a hotel frontline manager on-the-job training has helped in developing leadership skills and also to face and overcome the challenges (see appendix 02).

Interview 2 with ITC grand chola hotel: Frontline manager- Male (Front office)

Theme 1: The importance of ITC grand chola hotel training and development program in relation to their frontline manager role

In the interview it was found that, interviewee has three years of work experience as a frontline manager in ITC grand chola hotel. Whereas, the interviewee has seven years of work experience in hotel front office. Specifically, this question was asked during the interview to find out the level of knowledge and experience the interviewee has got towards the importance of leadership skills in hotel industry. It was found in the interview that, the interviewee is very much interested to work in hotel industry and gain more experience and also from the interviewee above answer it is clear that, interviewee has got a sufficient work experience in the hotel industry and specifically, as a hotel frontline manager the interviewee is very much aware about the importance of quality leadership skills (see appendix 02).

The interviewee explained, the ITC management- training and development program is very important because it is helping the interviewee to enhance the leadership skills, which is very important as a hotel frontline manager. The interviewee went on
saying, training and development is the best way to stay updated and perform well (see appendix 02).

**Theme 2: The ITC management training and development program towards the development of quality leadership skills to their frontline managers**

The interviewee said, as a hotel frontline manager the leadership skills is very important in order to perform the role effectively and also the interviewee said, the ITC management training and development program is enhancing the leadership skills and also the interviewee is able to get the work done from the subordinates and peers. From the interviewee it was identified that, when the interviewee regularly attend to the ITC management training and development program the interviewee is able to develop a personal qualities, which is very important as a hotel frontline manager and also the interviewee went on saying, with ITC management training and development program the interviewee is able to develop a quality leadership skills (see appendix 02).

**Theme 3: The benefits of training and development program evaluation and its importance towards achieving ITC grand chola hotel strategic objectives**

The interviewee said, the ITC management-training and development program is evaluated very often and it is done through personal interview sessions and also through tests (see appendix 02). The interviewee explained evaluating training and development program in hotel industry is very important because it is a service oriented and the man power play a major role. The interviewee also specifically said, the ITC management training and development program evaluation is done effectively by conducting a personal interview and tests with interviewee which helps the ITC grand chola hotel training and development team to design and implement a specific and required training and development program aligned with their organizational strategy and also it is helping the interviewee to develop the quality leadership skills towards achieving the ITC grand chola hotel strategic objectives. Furthermore, the interviewee is able to focus more on work without any stress (see appendix 02).
Theme 4: ITC grand chola hotel frontline managers leadership challenges
The interviewee said, understanding a situation and switching over to a right kind of leadership style for that particular situation is a major challenge (see appendix 02) and also interviewee explained clearly that, as being a frontline manager of ITC grand chola hotel adapting to a right kind of leadership behavior is very important towards motivating the subordinates and getting the work done from them (see appendix 02). The interviewee also explained the ITC management training and development program is giving confidence to the interviewee to face the challenge. Whereas, on-the job training was very effective and the interviewee went saying, on-the job training helped the interviewee to completely understand the real problems and helped the interviewee to face the ongoing challenges and also the interviewee was able to develop the necessary skills required (see appendix 02).

Interview 3 with ITC grand chola hotel: frontline manager- Male (Front office)

Theme 1: The importance of ITC grand chola hotel training and development program in relation to their frontline manager role
In the interview it was found that, interviewee has two years of work experience as a frontline manager in ITC grand chola hotel. Whereas, the interviewee has five years of work experience in hotel front office. In comparison with above two frontline managers, the interviewee is less experienced as a frontline manager in ITC grand chola hotel. Whereas, the interviewee is very much aware as a hotel frontline manager about the importance of quality leadership skills (see appendix 02).

The interviewee said the hotel industry is a service-oriented industry in order to maintain a high quality service to the guest, the training and development is very important for all the hotel employees. The interviewee explained, specifically the ITC management-training and development program is helping the interviewee to understand the ITC grand chola hotel tradition and culture (see appendix 02). Furthermore, the interviewee said, as being a hotel management graduate specifically the ITC management-training and development program is helping the interviewee to understand the ITC grand chola hotel strategy and also the interviewee is able to fulfill the ITC grand chola hotel expectation as a frontline manager (see appendix 02).
Theme 2: The ITC management training and development program towards the development of quality leadership skills to their frontline managers
The interviewee said, the leadership skills are the most important for any management role and the interviewee went on saying, for any leader the communication skill is very important in order to direct the employees, so specifically the interviewee said, as a hotel frontline manager communication is a key in order to direct and get the work done from the subordinates and peers (see appendix 02). The ITC management-training program is helping the interviewee to communicate professionally to the subordinates and also when the interviewee regularly attends to ITC management training and development program the interviewee is able to develop the key skill, which is very essential to be an effective leader in ITC grand chola hotel (see appendix 02).

Theme 3: The benefits of training and development program evaluation and its importance towards achieving ITC grand chola hotel strategic objectives
The interviewee said, the ITC management-training program is evaluated on monthly basis through personal interview and tests. The interview explained, by evaluating the ITC management training and development program the ITC grand chola hotel training and development team will be able to monitor the interviewee performance and also it benefits the ITC grand chola hotel. Furthermore the interviewee said, the ITC management-training program is aligned with ITC grand chola hotel strategy because the ITC management-training program is often evaluated. Whereas, the interviewee went on saying, because of evaluating the ITC management-training program often the interviewee is under stress and also the interviewee said, if the changes are made by giving enough time the ITC management training and development program will be more effective and also it is help the interviewee to develop the necessary skills in an effective manner.

Theme 4: ITC grand chola hotel frontline managers leadership challenges
It was found in the interview that, interviewee often face challenges in implementing the ITC management training and development program learning’s on the job floor (see appendix 02) and also the interviewee explained specifically that, though the ITC management training and development program is aligned with ITC grand chola hotel strategy but converting the theoretical learning into practical business is always
a challenge for the interviewee (see appendix 02). The interviewee went saying, the ITC training and development team have to link off-the-job training with on-the-job training to face the challenges with confidence (see appendix 02) and also it will help the interviewee to be an effective frontline manager in ITC grand chola hotel.

**Interview 4 with ITC grand chola hotel: Frontline manager- Male (Front office)**

**Theme 1: The importance of ITC grand chola hotel training and development program in relation to their frontline manager role**

In the interview it was found that, interviewee has only one year of work experience as a frontline manager in ITC grand chola hotel. Whereas, the interviewee has five years of work experience in hotel front office. The interviewee is less experienced as a frontline manager in ITC grand chola hotel.

The interviewee explained, though interviewee is less experienced as frontline manager in ITC grand chola hotel, the interviewee knows the importance of quality leadership skills. Furthermore, the interviewee said, “ITC grand chola hotel is a well established brand in Indian hotel industry” (see appendix 02). The ITC management training and development program is helping the ITC grand chola to be competitive in the Indian market and also the interviewee went on saying specifically that, as a frontline manager of ITC grand chola hotel the ITC management training and development program is helping the interviewee to learn continuously and be a quality leader.

**Theme 2: The ITC management training and development program towards the development of quality leadership skills to their frontline managers**

The interviewee said, the leadership skills are very important as a frontline manager and also to lead effectively (see appendix 02). The interviewee explained clearly and specifically that, ITC management training and development program is enhancing the interviewee knowledge, management skills and leadership behavior (see appendix 02) and also the interviewee went on saying, when interviewee regularly attend ITC management training and development program the interviewee is able to increase the work performance (see appendix 02).
Theme 3: The benefits to training and development program evaluation and its importance towards achieving ITC grand chola hotel strategic objectives
The interviewee said, the ITC management-training and development program is evaluated periodically (see appendix 02). The interviewee explained, by evaluating the ITC management training and development program the interviewee is able to develop the personal integrity. The interviewee said, the personal integrity is very important quality as a hotel frontline manager and also the interviewee went on saying, by developing the personal integrity the interviewee is able to build trust with subordinates and peers. The interviewee explained the evaluation of ITC management training and development program is helping the ITC grand chola hotel training and development team to identify the exact training needs and design an effective training program towards achieving the ITC grand chola hotel strategic objectives and also it is helping the interviewee to get only required training without any stress (see appendix 02).

Theme 4: ITC grand chola hotel frontline manager leadership challenges
The interviewee said, as being a hotel frontline manager understanding the frontline staff and handling them is always an ongoing challenge because the ITC grand chola frontline staff’s are from multi-culture, so understanding each of them and communicating is always a challenge. Whereas, the interviewee explained the ITC management training and development program is helping the interviewee to communicate with subordinates and peers effectively and also the interviewee said, adding up few more on-the-job training sessions will help the interviewee to be an effective frontline manager in ITC grand chola hotel.
CHAPTER 5: DISCUSSION

5.1 Theme 1: The ITC grand chola hotel development and their frontline managers performance in relation with ITC management training and development program

The reviewed literatures indicate training and development for any organization is very important, specifically few authors in literatures have said that, when the organization implement an effective training and development program it will increase competitiveness and profit in the future and also it helps the employees to increase their knowledge and skills (Kennett G, 2013 cited the work of Becker, 1993; Blundell et al., 1999; Lynch 1992, Becker & Gerhart, 1996). The frontline managers of ITC grand chola hotel have also said the same that, the training and development is very important and they have said, the ITC management training and development program is specifically helping them to improve their knowledge and skills, so the reviewed literature is true. There is no specific research was focused on the importance of training and development for the hotel frontline managers, but in this research it is clearly found from the ITC grand chola hotel frontline managers that, ITC management training and development program is very important for them and specifically it is enhancing their leadership skills and also it is helping them to know the ITC grand chola hotel strategy and their business practices. On the whole it is clearly understood that, human resource management department in hotel industry play a major role in providing an effective training and development program for enhancing their leadership skills.

5.2 Theme 2: The importance and benefits of developing quality leadership skills to ITC grand chola hotel frontline managers with ITC management-training and development program

The Mckinsey and company have found in their survey that, “frontline managers performance are less due to inadequate training” (Mckinsey & company, 2010) and also the recent survey done by Harvard business review have also found the same, “frontline managers are not offered robust enough training and development programs to meet the rising job demands” (Harvard business review, 2014: 04). These surveys did not focus specifically on the hotel frontline managers, whereas, in
this research it is specifically found from the ITC grand chola hotel frontline managers that, ITC management- training and development program is very specific to their job role and also it is helping them to develop the required skills. The recent journal article authors have found, “the frontline staff should be best trained, so that they can offer customers a quality service” (Ubeda-García M et al., 2013: 382). The results obtained in this research also indicate the same; the ITC grand chola hotel frontline managers have said that, ITC management training and development program is very important for performing their role well. However, the authors have only specified clearly that in hotel industry the frontline staff has to be given an effective training whereas, the authors did not clearly find how providing an effective training is enhancing the hotel frontline manager leadership skills. This research has specifically found, with ITC management training and development program the ITC grand chola hotel frontline manager are able to develop their leadership skills.

5.2.1 ITC grand chola hotel strategic international human resource management

The authors have found in their research that, “hotel industry is been identified as international by nature” (Gannon M.J et al., 2012: 520, cited the work of Litteljohn, 2003; Litteljohn et al., 2007) and also the authors have went on saying the managers in hotel industry are very important and “they have been seen as a strategic human resources” (Gannon M.J et al., 2012: 520, cited the work of Boxall & Steeneveld, 1999; Marchington et al., 2003). The authors findings are true because the results obtained in this research also indicate the same; The ITC grand chola hotel is an international hotel and specifically their frontline managers have said, the ITC management training and development is a strategic international approach it is helping them to understand the ITC grand chola hotel strategy, culture and business practices. Furthermore, the authors have found in their research that, “hotel manager have high responsibility in order to create profit through their leadership and operational expertise” (Gannon M.J et al., 2012: 520, cited the work of Forte, 1986; Kriegl, 2000; Ladkin & Juwaheer, 2000). The authors have not found specifically in their research that, how the hotel frontline managers leadership skills will create profit for the hotel. In this research it is specifically found from the ITC grand chola hotel frontline managers that, leadership skills are very important to them and it is helping them to lead their subordinates and peers effectively. So it is well understood
that, once the ITC grand chola hotel frontline managers are able to lead their subordinates effectively and get the work done from them it will ultimately create profit for ITC grand chola hotel.

The authors have found in their research that, “many international hotel companies have taken action in creating a training programmes with universal components” (Gannon M J et al., 2012: 523). The ITC grand chola hotel frontline managers have also said the same that, ITC management-training and development program is designed in an international context and it is helping them to understand the ITC grand chola hotel culture, tradition. It is well understood that ITC grand chola hotel has a strategic international human resource management, so the author’s findings are true. However, the authors have not found how designing the training programmes with universal components will help the international frontline managers leadership skills. In this research it is found from the frontline managers of ITC grand chola hotel that, ITC management training and development program is designed in an international context and it is helping them to develop interpersonal skills, communication skills, personal qualities and leadership behavior. These skills are very important as a hotel frontline manager and also to be an effective leader.

5.3 Theme 3: The necessity and benefits involved in evaluating the ITC management training and development program

The author has found specifically in hotel industry “employee’s participation with training and development program evaluation is less” (Watson S, 2007: 40). The author finds are not true because in this research it is found specifically from the ITC grand chola hotel frontline managers that, ITC management training and development program is evaluated on a monthly basis and also they have said the ITC grand chola hotel is encouraging them to participate in evaluating the ITC management training and development program by conducting personal interviews and tests. Furthermore, the ITC grand chola hotel frontline managers have said, when the ITC management-training and development program is evaluated it is helping to identify the specific and required training needs. The other author has found “when the training and development program is designed specifically for the managers in the hotel industry then there is a career enhancement and the individual
can move towards the position of general manager” (Ricci P, 2010: 222). This author finding is true because in this research it is identified from the interviewee’s response that, through evaluation of ITC management training and development program the ITC grand chola hotel frontline managers are able to get the specific and required trainings, which is helping them to develop the skills for career enhancement with ITC grand chola hotel.

The study done by few other authors on ‘career enhancement of international hotel managers’ indicates, “Managerial advancement in hotels is frequently unplanned and unsystematic” (Garavan N T et al., 2006: 253, cited the work of Deery, 1999). These authors findings are not true, because the results specifically obtained from the frontline managers of ITC grand chola hotel, among four frontline managers the three frontline managers have said, since the ITC management training and development program is often evaluated it is very systematic and well structured, also it is helping them to develop skills for career enhancement with ITC grand chola hotel. Only one frontline manager has said, the ITC management training and development program is aligned with ITC grand chola hotel strategy because the ITC management training and development program is often evaluated, but at the same time if the changes are made in the ITC management training and development program by giving enough time then it will help in developing the skills necessary for career enhancement with ITC grand chola hotel. The reviewed literatures also indicate “when the training and development programs are not properly designed and implemented according to the need, then the hotel managers experience stress” (Garavan N T et al., 2006: 253). This reviewed literature is true, because in this research it is found from the frontline managers of ITC grand chola hotel that, ITC management training and development program is designed specifically to the requirement and also it is helping them to focus on the work without any stress. It is well understood from the frontline managers of ITC grand chola hotel that, when the training and development program is designed specifically to the need, then the frontline managers will not be in stress.
5.4 Theme 4: The key challenges faced by the ITC grand chola hotel frontline managers in implementing the learned skills from the ITC management training and development program

The reviewed literatures indicated that, “hotel managers and executives are in a position of being highly responsible and they will be facing a different challenges and requiring enhanced skills sets” (Gannon M J et al., 2012: 520). The other authors have also found in their research that, “the hotel manager get trained for enhancing their leadership skills but at the same time they face challenge in implementing those skills specifically, in adapting to a leadership style, switching over to a different kind of leadership style according to situation becomes a challenge for hotel frontline managers” (Zopiatis A & Constanti P, 2012: 98). These authors findings are true, because from the interview of four frontline managers of ITC grand chola hotel, the two frontline managers say that, they face challenge in understanding a situation and switching over to a right kind of leadership style for that particular situation is a major challenge. Among other two frontline managers, the one frontline manager has said that, there are often challenges in implementing the ITC management training program learning’s on the job floor and the other frontline manager has said, understanding the frontline staff and handling them is always an ongoing challenge because the ITC grand chola frontline staff’s are from multi-culture. On the whole all the frontline managers of ITC grand chola have said that, ITC management training program is helping them to face the challenges with confidence.

Furthermore, few more authors have critically analyzed the Kolb’s experiential learning theory and specifically under the first stage of concrete experiences the authors have said, “someone’s experiences are taught to the learner, in which learners are then asked to memorise other people’s past experience and use it in response to a series of someone’s else’s questions” (Winch A & Ingram H, 2004: 231). These authors’ findings are true, because from the results obtained from the frontline managers of ITC grand chola hotel indicates that, on-the-job training is helping them to learn effectively and also it is helping them to face the challenges and be an effective frontline managers in ITC grand chola hotel. The Kolb says specifically under concrete experiences “some people carry their own experience and some people will not have any experience, in this case people come without
experience they learn from their manager, co-workers and others, in the reviewed literature this method is called as **learning organization** “where the experts in the organization focuses on enhancing the learning group or individuals so that organization can benefit” (Bratton & Gold, 2007: 343). These reviewed literatures are true, because it is found from the interview of four frontline managers of ITC grand chola hotel that, the two frontline managers have said specifically that, during initial stage as a frontline manager in ITC grand chola hotel on-the-job training has helped them to develop a quality leadership skills and also it has helped them to face the challenges effectively and other two frontline managers have said, specifically that, by adding up few more on-the-job training will help them to be an effective frontline manager in ITC grand chola hotel.

### 5.5 Addressing the research question and objectives

The research findings have specifically answered the research question. The research question is ‘Do the ITC management training and development program enhances the quality of frontline managers leadership skills and do these skills improve business growth to meet strategic objectives for ITC grand chola hotels in India. From the results obtained in this research indicated clearly that, ITC management training and development program is very well structured, which focuses on developing quality leadership skills to the frontline managers of ITC grand chola hotel and also the ITC management training and development program is aligned with ITC grand chola hotel strategy. So it is very clear from the frontline managers of ITC grand chola hotel that, ITC management training and development program is helping the frontline managers of ITC grand chola hotel in developing a quality leadership skills and also as it is said by the frontline managers of ITC grand chola hotel that, ITC management training and development program is aligned with ITC grand chola hotel strategy, so the leadership skills achieved by the frontline managers from ITC management training and development program is helping to improve business growth and also to meet strategic objectives for ITC grand chola hotel. Furthermore, in this research it is specifically found that, in ITC management training and development program the on-the-job training sessions has helped the frontline managers of ITC grand chola hotel to develop quality leadership skills and also to be an effective frontline manager in ITC grand chola hotel.
The research objectives, (1) To understand the theory and academic concept of organizational training and development and (2) To understand the evolution of training and development theory as relates to quality of leadership skills in the hotel industry. The reviewed literatures have helped in achieving these two objectives and also it has contributed to the knowledge effectively. The third objective is to understand how quality as a key variable in hotel industry training and development program adds value to their strategic objectives, this objective is achieved by reviewing specifically to the hotel industry strategic international human resource management. The fourth and fifth objectives are (4) to understand the importance of ITC management training and development program for the frontline managers of ITC grand chola hotel and (5) to understand the ITC management training and development program in terms of enhancing their frontline managers leadership skills, the reviewed literatures was tested with frontline managers of ITC grand chola hotel and they said that, ITC management training program is very important for their role and also it is helping them to enhance the quality of their leadership skills (these findings from the frontline managers of ITC grand chola hotel is addressed clearly in the above data findings part). On the whole, the research question is specifically answered and also the research objectives are achieved in this research effectively.
CHAPTER 6: CONCLUSION AND RECOMMENDATION

The main aim of this research is to critically analyze the quality of frontline managers leadership skills in relation with training and development in the Indian hotel industry (the ITC grand chola hotel as a case study for this research). The main purpose of choosing the ITC grand chola as a case study is to find out specifically, ‘do the ITC management training and development program enhances the quality of frontline managers leadership skills and do these skills improve business growth to meet strategic objectives for the ITC grand chola hotel in India. The reviewed literatures clearly indicated that, leadership skills are very important for the hotel frontline managers and also it is found in the reviewed literatures that, training and development play a vital role in the hotel industry for developing quality leadership skills to their frontline managers. Furthermore, the HVS is the world’s leading consulting and services organization for the hotel industry have specifically found in their survey that, Indian hotel companies invest more on training and development and also they have multiple training and development programs (Thadani M, 2014). Though from the reviewed literatures it is understood that, training and development in the hotel industry is very important for developing their frontline managers leadership skills and also specifically many Indian hotel companies provide training and development program for development their employees, no recent research has indicated how these training and development program provided in the hotel industry is enhancing the quality of their frontline managers leadership skills.

This research has addressed to this gap and found specifically from the frontline managers of ITC grand chola hotel that, ITC management training and development program is helping them to develop quality leadership skills and also to perform their role well in ITC grand chola hotel. This research also found that, in ITC management training and development program, the on job training sessions has helped the frontline managers of ITC grand chola hotel to develop quality leadership skills and also to face the real challenges on the job floor. By concluding, it is very clear from these research findings that, ITC management training and development program is well structured and aligned with ITC grand chola hotel strategy and specifically it is helping their frontline managers to develop quality leadership skills. It was also
understood very specifically from the frontline managers of ITC grand chola hotel that, by adding up few more on-the-job training sessions will make the ITC management training and development more effective and the frontline managers will be able to perform well.

**Recommendation**

From this research it is clear that, ITC management training and development program is effective, structured and also it is aligned with ITC grand chola hotel strategy. However, the main recommendation is ITC management training and development should add up few more on-the-job training sessions, because the frontline managers of ITC grand chola hotel feel that though the ITC management training and development program off-the training sessions is strategic oriented and also helping the frontline managers of ITC grand chola hotel to develop a quality leadership skills. Whereas, on-the-job training sessions is helping the frontline managers to face the real challenges in the job floor. In the reviewed literature also indicated the same, to develop quality leadership skills for the hotel managers “not only a formal training setting but also the shop floor can provide ample opportunities” (Marianne Tromp D & Jan Blomme R, 2014: 98). So by adding up few more on-the-job training sessions in ITC management training program it will result in quality leadership skills for the frontline managers of ITC grand chola hotel. So the human resource management department of ITC grand chola hotel should focus on bringing up these changes in their ITC management training and development program. By bringing up these changes will not only improve the frontline managers leadership skills and also it will help in achieving the hotel guests satisfaction, which will improve business growth and meet strategic objectives for ITC grand chola hotels in India. Furthermore, the ITC grand chola hotel can also retain their precious frontline managers.

Since it is understood that, ITC management training and development program is consist of both off-the-job training and on-the-job training sessions. So the future research can find out among these off-the-job training and on-the-job training sessions, which is more effective and helping the frontline managers of ITC grand chola hotel to develop quality leadership skills.
BIBLIOGRAPHY

Books


E-books

Electronic Databases


Online Reports


Website

APPENDICES

Appendix 01:
Chapter 7: Self-Reflection

7.0 Introduction
This chapter is about the self-reflection, explains on how the Master of Science in Management Practice and specifically this research has effectively contributed to the knowledge. This chapter includes at first, about the learning adapted and also discussed the experienced other learning styles, then the challenges faced in this research and specifically skills and knowledge achieved from the Master of Science Management Practice and also from this research. Finally, the action plan is structured for sustaining and developing the skills and knowledge achieved.

7.1 Learning Styles
The Kolb’s experiential learning cycle indicates four types of learning styles (1) Diverging (feeling and watching); (2) Assimilating (watching and thinking); (3) Converging (doing and thinking); (4) Accommodating (doing and feeling) (Alison Winch & Hadyn Ingram, 2004). Among these four learning styles from the Honey and Mumford’s test it was found that I come under the second learning style, which is Assimilating (watching and thinking) and also I had an opportunity to explore and analysis all the styles in the module Management Simulation and Personal and Professional Development module. Whereas, the author has said, “there are many types of learning styles, staying on a learning style which is beneficial is very important” (Buckingham M., 2005). After understanding from the author and also from the module Management Simulation and Personal and Professional Development that, Assimilating (watching and thinking) learning style is more beneficial for me in comparison with other learning styles. Whereas, I was able to experience other learning styles from my course modules and also from my tutors and lectures. By experiencing, all the learning styles I was able to complete my term 1 and 2 modules successfully and also it has helped me to do this research effectively. The author has said people with Assimilating (watching and thinking) style are very much interested with theories rather than practical world (Alison Winch & Hadyn Ingram, 2004). As being an Assimilating (watching and thinking) learner
I was able to learn all my modules by understanding from the lecturers and theories, in this research also at first, I learned and critically analyzed the academic concepts and theories, then I tested the understood concepts in the real business world. Whereas, the other learning styles were also supported for doing this research effectively and also for learning all my course modules.

7.2 Self-Appraisal
The Master of Science of Management Practice course modules designed by the Dublin Business School management has really fulfilled my needs and expectation. The lecturer’s innovative teaching and also the library resource and service has helped to achieve good grades in all the modules. The skills and knowledge achieved from all the modules has also helped me to do this research effectively. I was able to do this research effectively with help of my supervisor Mr. David Wallace, he has given me an expert guidance throughout the research and also he often encouraged and motivated me often via email to complete this research on time. Over all, the Master of Science in Management Practice program has effectively contributed to the knowledge and it will surely benefit me in my future academic career as well as in my professional career.

7.3 Problem Solving
The major challenge faced in this research was scheduling the interview with the frontline managers of ITC grand chola hotel in Chennai, India, because the frontline managers work in the hotel front office they were continuously held up with their role. By setting up prior appointment with frontline managers of ITC grand chola hotel, I was able to handle the challenge and interview them on time.

7.4 Summary of Added Value
The Master of Science in Management Practice course and also specifically, this research has helped to develop certain skills like leadership skills (communication and presentation), interviewing skills, research skills and analytical skills.
7.4.1 Leadership Skills

At first, as a Master of Science in Management Practice course class representative throughout the year, I was able to develop the leadership skills specifically my communication and because I often had an opportunity to communicate professionally during the class representative meetings organized by the Dublin Business School management and also during my course modules seminar activities I had an opportunities to develop my presentation skill.

7.4.2 Interviewing Skills

This research has specifically help me to develop the interviewing skills, because in this research I had an opportunity to interview the frontline managers of ITC grand chola hotel, Chennai, India. So to make the interview session professional I prepared myself by referring to previous interviews done by other scholars. This research has also helped to develop my research skill.

7.4.3 Analytical Skills and Research Skills

The analytical skills I was able to develop from my course modules, because all the modules offered in my course was based on real business, so I had an opportunity to develop my analytical skills by analyzing various real business related case studies and also by doing this research has also effectively helped me to develop the analytical skills and the research skills.

7.5 Action Plan

This action plan is created to sustain and develop the skills and knowledge developed throughout the Master of Science in Management Practice course. The developed skills are very important, but to be an effective leader in my future career, among those developed skills, I have identified two key skills, which I have to sustain and develop. Here below in the table I have indicated clearly.
<table>
<thead>
<tr>
<th>What I have to sustain/develop</th>
<th>How will I sustain / develop</th>
<th>How will I review and seek for further development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership skills, specifically my presentation skill</td>
<td><strong>Theory</strong> - I will continue to watch some of the professional presentations like TED, business Conference speech via your tube and also I will read the article provided by Harvard business review and Mckinsey and company. <strong>Practical</strong> – I will try to participate in my future business presentations or open business seminars happening in my home country and also outside my country.</td>
<td>From June 2015 on wards I will spend weekly twice and review my progress.</td>
</tr>
<tr>
<td>Decision Making skill</td>
<td><strong>Theory</strong> - I will continue reading the academic book by the author Julian Lincoln Simon on <em>Developing Decision Making Skills for Business</em>, I will also read the article specifically made by the Harvard business review and Mckinsey and company. <strong>Practical</strong> – I will try to implement the learned skills in my family business, which is mobile retail store, located in Chennai, India.</td>
<td>From June 2015 on wards I will spend weekly twice and review my progress.</td>
</tr>
</tbody>
</table>
INTERVIEW 1

Interviewer: Balaji Jayaraj (Student)
Interviewee: Frontline Manager of ITC Grand Chola, Chennai, India (Male)
Interview Location: ITC Grand Chola Hotel, Training and Development Center, Chennai, India.
Interview date and time: 06/05/2015 – 17:00 pm.

Theme 1: The importance of ITC grand chola hotel training and development program in relation to their frontline manager role

1. Interviewer: How many years you are working as a frontline manager in ITC grand chola hotel?

Frontline Manager: Two years.

2. Interviewer: How many years you can experience in hotel industry?

Frontline Manager: Ten years.

3. Interviewer: It is said in the recent literatures review that, training and development is very important in the hotel industry? What do you say about it?

Frontline Manager: In the hotel industry the training and development is very important because, today work and business environment is evolving on a day to day basis, specifically the ITC grand chola hotel, the changes happen very often so in order to cope with these changes, the ITC management training and development program.
4. **Interviewer:** Could you please, tell me the importance of ITC management training and development program?

**Frontline Manager:** The ITC management training and development program is designed in an international context and it is specifically helping to understand the ITC culture, tradition and the values of ITC grand chola hotel.

5. **Interviewer:** Could you please tell me, the importance of ITC management training and development program for your role?

**Frontline Manager:** The ITC management training program is very important to my role, because it is helping me to develop specifically the interpersonal and managerial skills and also it is helping to acquire the necessary skill sets, which are essential for being a successful frontline manager in ITC grand chola hotel.

**Theme 2: The ITC- management training program towards the development of quality leadership skills to their frontline managers**

1. **Interviewer:** Could you please tell me, the importance of leadership skills for your role?

**Frontline Manager:** As being an MBA graduate, the leadership skills are very important because as a frontline manager the leadership skills is needed to lead and motivate the subordinates or peers.

2. **Interviewer:** Do the ITC management training and development program is enhancing your leadership skills? To what extent it is enhancing your leadership skills?

**Frontline Manager:** The ITC management training and development program given by ITC grand chola hotel is surely enhancing my leadership skills and specifically it helps me in improving the interpersonal skills which are essential for a leader.
3. **Interviewer:** What difference you has seen within yourself, when you regularly attend to the ITC management training and development program?

**Frontline Manager:** After attending regularly the ITC management training and development program I am able to do my job with more confidence and authority.

**Theme 3: The benefits of training and development program evaluation and its importance towards achieving ITC grand chola hotel strategic objectives**

1. **Interviewer:** How often the ITC management training and development program given to you are evaluated?

**Frontline Manager:** The ITC management training and development is evaluated on a monthly basis and it is specifically done by interviews and tests.

2. **Interviewer:** Could you please tell me, how important the ITC management training and development program evaluation?

**Frontline Manager:** Evaluation is necessary as it monitors the training and development process and helps both individuals and organization to understand where the person stands and what are the areas of possible improvements.

3. **Interviewer:** Could you please tell me, the benefits involved in evaluating the ITC management training and development program given to you?

**Frontline Manager:** To analyze the effect of the program on the trainee and also it is helping in designing a specific training program and also to formulate the future course of action. When the training is provided specific to the need then it helps in achieving the quality leadership skills, which is the most important skills as a frontline manager.
4. **Interviewer:** In the existing literatures, theories and academic concepts it is said that, when the training and development in the hotel industry are specifically aligned or tailored to their strategy, then the training and development program creates meaning and also employees perform well, what do you think about this?

**Frontline Manager:** Yes, the training and development program in the hotel industry should be aligned to their strategy, specifically, the ITC management training and development program is aligned with ITC grand chola hotel strategy and it is helping me to achieve the expected skills and also the ITC grand chola hotel is able to achieve their strategic objectives.

**Theme 4: ITC grand chola hotel frontline managers leadership challenges**

1. **Interviewer:** Can you tell me as being a frontline manager in ITC grand chola hotel, what problem do you face often?

**Frontline Manager:** Adapting to a right kind of leadership style is a major challenge, because as a frontline manager of ITC grand chola hotel there will be often communication with subordinates, peers and even sometimes with our guests, so switching over to a right kind of leadership behavior is a major challenge.

2. **Interviewer:** How the ITC management training and development program is helping you to overcome the challenges you face?

**Frontline Manager:** The ITC management training and development program is a off-the-job training and it is helping me to face the challenge, but during my initial stage as a frontline manager in ITC grand chola hotel on-the-job-training sessions has helped me to perform well in comparison with off-the-job training program.

3. **Interviewer:** What kind of training program will help you to overcome the challenges faced by you as a frontline manager in ITC grand chola hotel?

**Frontline Manager:** The challenges are ongoing but to face the challenge with confidence, the combination of both off-the-training and on-the-job training in ITC
management training and development program will help to face the challenge with confidence and also it will help me to develop the quality leadership skills.

**Interviewer:** Thank you for giving me your valuable time.

**Frontline Manager:** You are most welcome.

## INTERVIEW 2

**Interviewer:** Balaji Jayaraj (Student)

**Interviewee:** Frontline Manager of ITC Grand Chola, Chennai, India (Male)

**Interview Location:** ITC Grand Chola Hotel, Training and Development Center, Chennai, India.

**Interview date and time:** 06/05/2015 – 17:30 pm.

**Theme 1: The importance of ITC grand chola hotel training and development program in relation to their frontline manager role**

1. **Interviewer:** How many years you are working as a frontline manager in ITC grand chola hotel?

   **Frontline Manager:** Three years.

2. **Interviewer:** How many years you can experience in hotel industry?

   **Frontline Manager:** Seven Years.

3. **Interviewer:** It is said in the recent literatures review that, training and development is very important in the hotel industry? What do you say about it?

   **Frontline Manager:** Yes it is true in hotel industry the training and development program is very important.
4. **Interviewer**: Could you please, tell me the importance of ITC management training and development program?

**Frontline Manager**: The ITC management training and development program is very important for me and it is the best way to stay updated and perform well.

5. **Interviewer**: Could you please tell me, the importance of ITC management training and development program for your role?

**Frontline Manager**: The ITC management training and development program is very important for my role, because it is helping me to develop the leadership skills.

**Theme 2: The ITC- management training program towards the development of quality leadership skills to their frontline managers**

1. **Interviewer**: Could you please tell me, the importance of leadership skills for your role?

**Frontline Manager**: Being a hotel frontline manager the leadership skills are very important in order to perform the role effectively.

2. **Interviewer**: Do the ITC management training and development program is enhancing your leadership skills? To what extent it is enhancing your leadership skills?

**Frontline Manager**: The ITC management training and development program is enhancing my leadership skills and I am able to get the work done from my subordinates.

3. **Interviewer**: What difference you has seen within yourself, when you regularly attend to the ITC management training and development program?

**Frontline Manager**: When I regularly attend to the ITC management training and development program, I am able to develop my personal qualities, which is very
important as a hotel frontline manager and also with ITC management training and development program I am able to develop quality leadership skills.

**Theme 3: The benefits of training and development program evaluation and its importance towards achieving ITC grand chola hotel strategic objectives**

1. **Interviewer**: How often the ITC management training and development program given to you are evaluated?

   **Frontline Manager**: The ITC management training and development program is evaluated very often and it is done through personal interview sessions and also through tests.

2. **Interviewer**: Could you please tell me, how important the ITC management training and development program evaluation?

   **Frontline Manager**: The evaluation of training and development in hotel industry is very important, because it is service oriented and the man power play a major role. So to develop the personnel the evaluation of training and development program is very important and the ITC management training and development program is often evaluated by conducting personal interview and tests.

3. **Interviewer**: In the existing literatures, theories and academic concepts it is said that, when the training and development in the hotel industry are specifically aligned or tailored to their strategy, then the training and development program creates meaning and also employees perform well, what do you think about this?

   **Frontline Manager**: The evaluation of training and development program is helping the ITC grand chola hotel training and development team to design and implement a specific and required training and development program aligned with their strategy and also it is helping me to develop the quality leadership skills towards achieving the ITC grand chola hotel strategic objectives. The evaluation is also helping me to focus on my role effectively without any stress.
Theme 4: ITC grand chola hotel frontline managers leadership challenges

1. Interviewer: Can you tell me as being a frontline manager in ITC grand chola hotel, what problem do you face often?

Frontline Manager: Understanding a situation and switching over to a right kind of leadership style for that particular situation is a major challenge and being a hotel frontline manager the leadership behavior is very important towards motivating the subordinates and getting the work done from them.

2. Interviewer: How the ITC management training and development program is helping you to overcome the challenges you face?

Frontline Manager: The ITC management training and development program is giving confidence to me for facing the challenge.

3. Interviewer: What kind of training program will help you to overcome the challenges faced by you as a frontline manager in ITC grand chola hotel?

Frontline Manager: The on-the-job training sessions in ITC management training and development program has helped me to completely understand the real problems and helped me to face the ongoing challenges and also I was able to develop the necessary skills.

Interviewer: Thank you for giving me your valuable time.

Frontline Manager: You are most welcome.
INTERVIEW 3

Interviewer: Balaji Jayaraj (Student)
Interviewee: Frontline Manager of ITC Grand Chola, Chennai, India (Male)
Interview Location: ITC Grand Chola Hotel, Training and Development Center, Chennai, India.
Interview date and time: 07/05/2015 – 17:00 pm.

Theme 1: The importance of ITC grand chola hotel training and development program in relation to their frontline manager role

1. Interviewer: How many years you are working as a frontline manager in ITC grand chola hotel?

Frontline Manager: Two years.

2. Interviewer: How many years you can experience in hotel industry?

Frontline Manager: Five years.

3. Interviewer: It is said in the recent literatures review that, training and development is very important in the hotel industry? What do you say about it?

Frontline Manager: The hotel industry is a service-oriented industry in order to maintain a high quality service to the guest, the training and development is very important for all the hotel employees.

4. Interviewer: Could you please, tell me the importance of ITC management training and development program?

Frontline Manager: The ITC management training and development program is very important and it is helping me to understand the ITC grand chola hotel tradition and culture.
5. **Interviewer:** Could you please tell me, the importance of ITC management training and development program for your role?

**Frontline Manager:** Being a hotel management graduate, the ITC management training and development program is helping me to understand the ITC Grand Chola hotel strategy and also I am able to fulfill the ITC Grand Chola hotel expectation as a frontline manager.

**Theme 2: The ITC- management training program towards the development of quality leadership skills to their frontline managers**

1. **Interviewer:** Could you please tell me, the importance of leadership skills for your role?

**Frontline Manager:** The leadership skills are the most important for any management role and for any leader the communication skill is very important in order to direct the employees, so in the leadership skills the communication skill is very important as a hotel frontline manager the communication is a key in order to direct and get the work done from the subordinates and peers.

2. **Interviewer:** Do the ITC management training and development program is enhancing your leadership skills? To what extent it is enhancing your leadership skills?

**Frontline Manager:** Yes, I am able to develop my leadership skills; specifically I am able to develop my communication skills through various presentations.

3. **Interviewer:** What difference you has seen within yourself, when you regularly attend to the ITC management training and development program?

**Frontline Manager:** When I regularly attend to the ITC management training and development program, I am able to develop the key skill, which is very essential to be an effective leader in ITC Grand Chola hotel.
Theme 3: The benefits of training and development program evaluation and its importance towards achieving ITC grand chola hotel strategic objectives

1. **Interviewer:** How often the ITC management training and development program given to you are evaluated?

**Frontline Manager:** The ITC management training and development program is evaluated often on a monthly basis through personal interviews and tests.

2. **Interviewer:** Could you please tell me, how important the ITC management training and development program evaluation?

**Frontline Manager:** It is very important to evaluate the ITC management training and development program, because the ITC grand chola hotel training and development team will be able to monitor my performance.

3. **Interviewer:** Could you please tell me, the benefits involved in evaluating the ITC management training and development program given to you?

**Frontline Manager:** Due to often evaluation of ITC management training and development program is aligned with ITC grand chola hotel strategy.

4. **Interviewer:** In the existing literatures, theories and academic concepts it is said that, when the training and development in the hotel industry are specifically aligned or tailored to their strategy, then the training and development program creates meaning and also employees perform well, what do you think about this?

**Frontline Manager:** Yes, as I said earlier by evaluating the ITC management training and development program it is aligned with ITC grand chola hotel strategy but at the same time, I personally experience stress and if the changes are made by giving enough time the ITC management training and development program will be more effective and also it will help me to develop the necessary skills in an effective manner.
Theme 4: ITC grand chola hotel frontline managers leadership challenges

1. **Interviewer**: Can you tell me as being a frontline manager in ITC grand chola hotel, what problem do you face often?

   **Frontline Manager**: The major challenge is in implementing the ITC management training and development program learning’s on the job floor and also though the ITC management training and development is aligned with ITC grand chola hotel strategy, converting the theoretical learning into practical business is always a challenge.

2. **Interviewer**: What kind of training program will help you to overcome the challenges faced by you as a frontline manager in ITC grand chola hotel?

   **Frontline Manager**: The ITC grand chola hotel training and development have to link off-the-job training with on-the-job training to face the challenges with confidence and also it will help me to be an effective frontline manager in ITC grand chola hotel.

   **Interviewer**: Thank you for giving me your valuable time.

   **Frontline Manager**: You are most welcome.
INTERVIEW 4

Interviewer: Balaji Jayaraj (Student)
Interviewee: Frontline Manager of ITC Grand Chola, Chennai, India (Male)
Interview Location: ITC Grand Chola Hotel, Training and Development Center, Chennai, India.
Interview date and time: 07/05/2015 – 17:30 pm.

Theme 1: The importance of ITC grand chola hotel training and development program in relation to their frontline manager role

1. Interviewer: How many years you are working as a frontline manager in ITC grand chola hotel?

Frontline Manager: One year.

2. Interviewer: How many years you can experience in hotel industry?

Frontline Manager: Five years.

3. Interviewer: It is said in the recent literatures review that, training and development is very important in the hotel industry? What do you say about it?

Frontline Manager: Yes, it is very important and it necessary for the hotel employees development and as well as for the hotel.

4. Interviewer: Could you please, tell me the importance of ITC management training and development program?

Frontline Manager: The ITC management training and development program is helping the ITC grand chola hotel to be competitive in the Indian market.
5. **Interviewer:** Could you please tell me, the importance of ITC management training and development program for your role?

**Frontline Manager:** Being a frontline manager of ITC grand chola hotel, the ITC management training and development program is helping me to learn continuously and be a quality leader.

**Theme 2: The ITC- management training program towards the development of quality leadership skills to their frontline managers**

1. **Interviewer:** Could you please tell me, the importance of leadership skills for your role?

**Frontline Manager:** The leadership skills are very important as a hotel frontline manager and it is very important to lead effectively.

**Interviewer:** Do the ITC management training and development program is enhancing your leadership skills? To what extent it is enhancing your leadership skills?

**Frontline Manager:** The ITC management training and development is enhancing my management skills and also specifically my leadership behavior.

3. **Interviewer:** What difference you has seen within yourself, when you regularly attend to the ITC management training and development program?

**Frontline Manager:** When I regularly attend to the ITC management training and development program, I am able to increase my performance.
Theme 3: The benefits of training and development program evaluation and its importance towards achieving ITC grand chola hotel strategic objectives

1. **Interviewer:** How often the ITC management training and development program given to you are evaluated?

   **Frontline Manager:** The ITC management training and development program is evaluated periodically.

2. **Interviewer:** Could you please tell me, how important the ITC management training and development program evaluation?

   **Frontline Manager:** The evaluation of ITC management training and development program is very important, because by evaluating I am able to develop the personal integrity. The personal integrity is very important quality as a hotel frontline manager and also by developing my personal integrity; I am able to build trust with my subordinates and peers.

3. **Interviewer:** Could you please tell me, the benefits involved in evaluating the ITC management training and development program given to you?

   **Frontline Manager:** The main benefits in evaluating the ITC management training and development program is, the ITC grand chola hotel training and development team will be able to identify the exact training needs and design an effective training program.

4. **Interviewer:** In the existing literatures, theories and academic concepts it is said that, when the training and development in the hotel industry are specifically aligned or tailored to their strategy, then the training and development program creates meaning and also employees perform well, what do you think about this?

   **Frontline Manager:** Yes, as I said, the evaluation of ITC training and development is helping the ITC grand chola hotel training and development team to design a specific training program and also it is helping to get aligned with ITC grand chola hotel
strategy. This specific training program is helping me to perform well in order to achieve the ITC grand chola hotel strategic objectives.

Theme 4: ITC grand chola hotel frontline managers leadership challenges

1. **Interviewer**: Can you tell me as being a frontline manager in ITC grand chola hotel, what problem do you face often?

   **Frontline Manager**: As being a frontline manager in ITC grand chola hotel, understanding the frontline staff and handling them is always an ongoing challenge, because the ITC grand chola hotel frontline staff’s are from multi-culture and understanding them and communicating is always a challenge.

2. **Interviewer**: What kind of training program will help you to overcome the challenges faced by you as a frontline manager in ITC grand chola hotel?

   **Frontline Manager**: By adding up few more on-the-job training sessions in ITC management training program will help me to be an effective frontline manager in ITC grand chola hotel.

   **Interviewer**: Thank you for giving me your valuable time.

   **Frontline Manager**: You are most welcome.
Appendix 03: Security Clearance

Appendix E: Security Clearance

Dublin Business School
Company Security Clearance

Name: BALAJI JAYARAJ
Student Number: 10055591
Dissertation Title: To analyse the quality of general managers/foremen leadership skills in relation to training and development in the Indian hotel industry (Case study - ITC Group of Hotels)

Company Security Clearance
Please initial as appropriate

☐ We agree that the student(s) may undertake a dissertation of the nature indicated above and that he/she/they will be given access to appropriate information sources within our Organisation

☐ We agree that copies of the finished project will be made available for assessment by staff of Dublin Business School and external examiners

Company Name:  
Signed:  
Position:  
Date: 6/3/15

Note to Student:
Please keep the original signed copy of this form and ensure a copy is included in the Dissertation Appendices.

Dublin Business School 
Registrar’s Office 
- 6 Mar 2015 
Linda Murphy
Appendix 04: Information for Participants

INFORMATION SHEET FOR PARTICIPANTS

PROJECT TITLE

To analyse the quality of frontline managers leadership skills in relation to training and development in the Indian hotel industry (Case study- ITC grand chola hotel)

You are being asked to take part in a research study on the following.

**Aim** - To critically analyse the quality of ITC grand chola hotel frontline managers leadership skills in relation to ITC management training and development program. This research will examine the ITC management training and development program and how this program improves and provide quality leadership skills to the frontline managers of ITC grand chola hotel.

**Details about me**

**Name** - Balaji Jayaraj
**Student number** – 10055591
**Institution name** - Dublin Business School, Dublin, Ireland.
**Course name** - Master of Science in Management Practice, January 2014 intake, Full time.
**Awarding body** - Quality & Qualifications Ireland (QQI) - formerly Higher Education and Training Awards Council (HETAC)*
**Award level**- Level 9 (Master degree)
**Dissertation supervisor name**- Mr. David Wallace (Human Resource Management Lecturer)

**WHAT WILL HAPPEN**

In this study, you will be only participating in the interview to full fill the research aims, question and objectives. The interview will be noted and I promise that the noted information will not be shared anywhere without your official permission and also before start of this interview during the initial access stage I will explain you in
detail about this research and its benefits. During this interview/research period your health and safety will also be considered important and I will cause no harm to you and only with knowledge of a third party (from your end and as well as from my end) the interview will take places for the purpose of safety.

TIME COMMITMENT
The study typically takes only 12 weeks time. Among these 12 weeks time only I need you for an hour to have a face to face interview and it will scheduled on your convenient time. After you give me a specific date and time I promise that I will not exceed from those time limit.

PARTICIPANTS’ RIGHTS
You may decide to stop being a part of the research study at any time without explanation required from you. You have the right to ask that any data you have supplied to that point be withdrawn/destroyed. You have the right to omit or refuse to answer or respond to any question that is asked of you.

You have the right to have your questions about the procedures answered (unless answering these questions would interfere with the study’s outcome. A full debriefing will be given after the study. If you have any questions as a result of reading this information sheet, you should ask the researcher before the study begins.

CONFIDENTIALITY/ANONYMITY
The data I collect does not contain any personal information about you except the information you share with me will only be published in the academic online sources, academic blogs, academic presentations and conferences. I promise that, your personal details will not be exhibited in any of these without your officially permission.

FOR FURTHER INFORMATION
I or / and Mr. David Wallace my dissertation supervisor will be glad to answer your questions about this study at any time. You may contact my supervisor at email-david.wallace@dbs.ie and DBS phone number- +353 14177500.
Appendix 05: Informed Consent Form

PROJECT TITLE:
To analyze the quality of frontline managers leadership skills in relation to training and development in the Indian hotel industry (Case study- ITC grand chola hotel)

PROJECT SUMMARY:
Aim- To critically analyse the quality of ITC grand chola hotel frontline managers leadership skills in relation to ITC management training and development.

This research will examine the ITC management training and development program and how this program improves and provide quality leadership skills to the frontline managers of ITC grand chola hotel.

By signing below, you are agreeing that: (1) you have read and understood the Participant Information Sheet, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily (without coercion).

Head of ITC grand chola hotel,
Chennai, India (Training and Development team)

Ayyappan Sudharsan
Participant’s signature

Ayyappan Sudharsan
Participant’s Name (Printed)

Balaji Jayaraj
Student Name (Printed)

Balaji Jayaraj
Student Name signature

Date: 01-04-2015