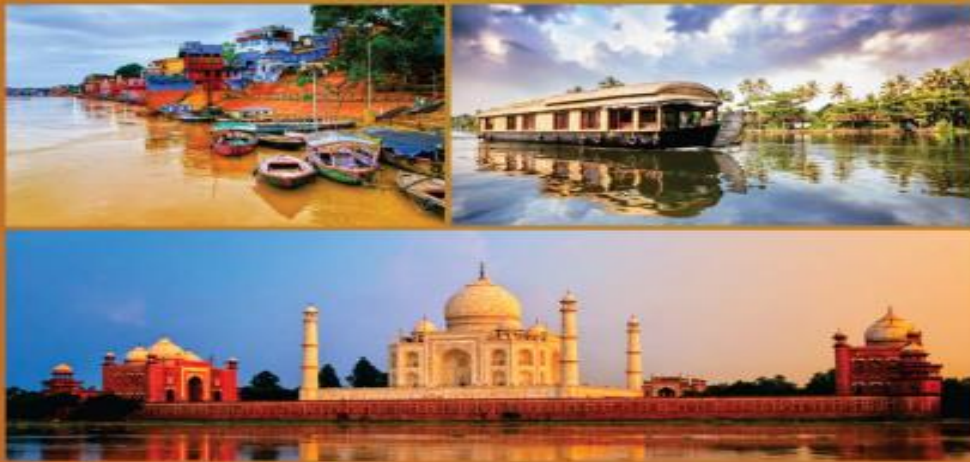


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ADVANCES IN HOSPITALITY AND TOURISM

Evolving Paradigms in Tourism and Hospitality in Developing Countries

A Case Study of India



Bindi Varghese
Editor



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ABSTRACT

Tourism is a strategic economic activity in Karnataka, India, but the uniqueness of the governing bodies accentuates the integrated planning pioneering with several distinguishing features. The urban and territorial changes occurring due to tourism are well-introspected areas in contemporary scientific literature. This chapter adopts an integrative approach with a framework connecting scientific traditions of tourism and its evolving paradigms. Destination management and competitiveness describe how a country can revitalize its resources in terms of its tourism potentiality. The collective investigation of the development of tourism and the recent narration of regional planning directs toward conclusions regarding the role of destination management organizations (DMO) in tourism with contemporary development. This process has resulted in the creation of a competency model and the role of a methodical planning approach. This study emphasizes on the role of DMOs, responding to the need for a destination management. For this purpose, the various functionalities, activities, and roles of DMOs are evaluated through literature reviews. This chapter delves into a qualitative exploratory research design and corroborates with in-depth executive interviews from the public-sector and private-sector domains. The data is analyzed with computer-assisted qualitative data analysis method (NVivo). This exploratory study applied a thematic analysis network that ventured into several aspects and functionalities of destination management such as destination governance, funding, stakeholder relationships, competitiveness, and performance. This organization plays an important role in one way or another as it contributes in a large way toward development within a destination.

1.1 INTRODUCTION

The tourism industry is a young and rapidly growing industry. It creates abundant opportunities and benefits to the society if managed in a systematic manner. It is widely sought after due to the positive impacts it has on the destination. A unique feature of tourism is its “multiplier effect” that creates employment generation and various business opportunities and they trickle down to the different levels of the society (Pestana et al., 2011). For effective and efficient tourism, there should be proper coordination and cooperation among the various participants. A collaborative effort by

CHAPTER 14

TALENT DEVELOPMENT IN THE TOURISM INDUSTRY: A DELIBERATION ON THE OPEN SOURCE TALENT IN GOA, INDIA

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ABSTRACT

Current chapter defines, examines, and explores the constructs of talent development (TD) in the tourism industry. TD mostly connects with an availability of open source talent that is obtainable in form of graduates who possess a certain level of inbuilt talent. The models developed over a period of time are critically examined to identify any research gaps. This chapter attempts to address research questions associated with the important constituents of TD, external influxes, and facilitators associated with TD, activities to be undertaken by the support systems to promote and position the TD internationally and interventions taken up by the Indian Government toward TD. The first part of the chapter explains the generalized management models of TD, the second part of this paper focuses on TD with a special emphasis on open source TD in tourism. The chapter also explores the various dimensions in which TD has become a reality starting with cultural tourism, intrinsic development, and development programs by institutions, globalization, environmental factors, international institutional approach, and steps taken by Indian government towards TD in tourism.

14.1 INTRODUCTION

“Talent is the innate ability, aptitude, or faculty, especially when unspecified; above average ability” (The Collins English Dictionary, 2015). Talent development (TD) has been extensively studied and a part of research and theory building since the early 1980s. The construct was fairly novel at that time because it was studied in comparison to the century-old myth that talents would develop without any efforts spontaneously (Chan, 2010). Thus, embedding itself deep in the aspects of pedagogy, inviting curiosity from various child psychologists including Dr. Howard Gardner who gave the concept of multiple bits of intelligence. It may be termed natural or nurtured, in which intrinsic and extrinsic influences are observed (Ceci and Williams, 1999). To provide further clarity (Gagne, 2007) differentiates that talent translates to systematically developed skills, whereas gifts are natural abilities. Chambers et al. (1998) indicated that the construct TD has not received much attention that it deserves. TD to be successful, and earn its rightful role in organizations, needs to be considered a separate entity that complements talent management, rather than embedded in