



Standard Operating Procedures for Standalone Hotels

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Abstract

Indian hospitality industry is a major service sector in India which includes tourism, food service and hotels. It is also the fastest growing industry not only in India but also in the world. The hotel industry is a mature industry marked by intense competition owing to its growing demand. Under this backdrop the stand alone hotels has to sustain and grow amidst of big hotel chains both nationally and internationally. Hence the standalone hotels has to follow a standard set of processes which ensures quality system as it provides the employees of the hotel the required information to do the job properly, and facilitate in maintaining the quality consistently and also assure integrity of the end result or service in order to compete and survive in the market. These standards may be set by developing and implementing a well written Standard Operating Procedures for all the hotel operations. Thus the paper tries to bring out a well developed Standard Operating Procedures which help the standalone hotels to maintain quality and accuracy in their operations which stands as the backbone of the hotels in mainstreaming their services and increase guest experience.

Keywords: Standard operating procedure (SOP), hospitality industry, hotel industry, service industry.

Introduction

Existence of hotels may be traced as far back as antiquity. The travel and tourism sector is the fastest growing sector in India as well as the world. Due to the raising income level and the living standards of the people in India as well as abroad there is a sharp increase of the number of visitors in travel and tourism industry. It is the world's largest and major service sector since it includes food service, tourism and hotels. Due to this increasing demand the level of competition in the industry has also increased. Hence in order to sustain, survive and grow in this competitive market the service providers especially the hotels must equip themselves to offer fast and good services to their clients. There are many big international and national hotel chains who are targeting the growing economies like India to establish their foothold. This may well put out the existing small standalone hotels from the game. Hence under such conditions these standalone hotels should be equipped with standard procedures in their operating systems so that their standards meet the standards of any other hotels of national and international repute.

Event planning, transportation, lodging, restaurants, theme parks, cruise line are the components of tourism industry within hospitality industry¹. The Indian hotel ranges from five star hotels to budget hotels hence offering services to various categories of clients. The revenue is generated from various services that the hotel offers like the banquet hall, restaurants, providing rooms, telephone call services, laundry services, travel services and internet services. The prices of the hotels depends upon the service and amenities provided, thus most countries follow a 5 grade system depending upon these services and amenities. The Indian hotels are classified into 7

categories by the Ministry of Tourism, Government of India they are, heritage hotels, one star, two star, three star, four star, five star and five star deluxe hotels².

Standard Operating Procedure (SOP): A routine or repetitive activity is documented to form a set of written instructions, such manual which provides individuals or the employees to perform the job properly which facilitates integrity and quality in the end product or service is called as SOP. Thus SOP helps in implementing and performing the particular functions or activities of the process effectively and efficiently. SOP is also known by different terms like instructions, laboratory operating procedures, worksheets and protocols. SOPs are specific to the organizations and ensure compliance with governmental regulations. SOPs are of limited value if not written correctly or fail if they are not followed. Hence SOPs should be readily accessible either in hard copy or soft copy for reference to those who are about to perform the specific job or activity in the organization. SOPs help in training the individuals of a particular function or a process, it also reduces the supervisory time and efforts, it builds confidence among the team while undertaking the tasks³. The use of SOPs reduces variations and promotes quality in the processes or procedures since it provide detailed work instructions. It also reduces miscommunications and address safety concerns. SOPs can be made used as checklists by the inspectors while auditing the procedures. Thus SOPs ensure credibility, legal defensibility, improve comparability and reduced work effort.

SOPs should be written in such a way that any common man understands it easily. Hence it should be in easy to read format, written step by step and in a concise manner and not overly complicated and ambiguous. It should not be redundant, wordy

or overly lengthy. It should be simple and short. Instructions should be conveyed clearly and explicitly to remove any doubt as to what should be done. Use of flow chart will be a welcome move⁴. The SOP process includes SOP preparation, its review and approval, frequent revisions and reviews, checklists, document control, SOP document tracking and archival.

SOP in Hotel Industry: The main purpose of having a hotel SOP is to improve guest experience. Hotel SOPs help in educating the hotel staff in dealing with the given situation in a best way possible. Thus the hotel SOPs provide with a guest service structure that is consistent and clearly thought out by the top management. Hotels make use of different types of SOPs like the Tool Procedures, Rule Procedures and Job Procedures⁵. Tool procedures are used for specific tasks that are carried out every day like check-in and check-out, temperature concerns etc. it is also used for rare circumstances like fire alarms and elevator malfunctions. On the other hand Rule Procedures deal with tricky situations like dealing with employee conduct, sensitive areas such as signs of smoking in nonsmoking room or a declined credit card etc. Job Procedures deal with employee roles and responsibilities in the hotel.

Hotel SOPs ensure that the guests get the same quality service and treatment each time they visit the hotel. Hotel SOPs help the employers in predicting the future human resource requirements because each employee's role is clearly outlined. SOPs also help in evaluating the employees performance. SOPs before implementation should be tested and evaluated thoroughly for its successful implementation. Participation of the hotel employees in developing the SOPs will be of helpful for its successful implementation⁶. Since the hotel SOPs are the back bone of the service process it should be shared with every individual working in the hotel.

Organization Profile: Mayur Aaditya Resort: Mayur club as it was named earlier was started in the year 2004. Those days the club confined only to the food and beverage services. On 18th November 2009, Mayur Aaditya Resort stepped into the hospitality industry since the resort is located inbetween Hubli-Dharwad, Karnataka. It has a added advantage to attract and serve majority of the travelers whether they are business travelers or pleasure travelers. Modern interiors with impeccable service and exotic multi-cuisine food makes the resort different than rest of them in the city. Mayur Aaditya Resort is ranked as three star hotel.

Objectives of the study: i. To design and develop SOPs for standalone hotels with reference to Mayur Aaditya Resort. ii. To ascertain the importance of having the SOPs.

Methodology

The procedure followed by various departments and sections of the hotel was closely observed and studied. Repeated discussions were held with the Chief Operating Officer (COO) of the resort and other department managers. Secondary data

was also collected by visiting libraries, browsing internet and meeting other hoteliers. The working patterns and the SOPs followed by well known hotels was also studied. Thus from this combined effort a well developed final set of SOPs were finalized.

Results and Discussion

From the thorough study of the existing operative procedures in the hotel the following SOPs are recommended for Mayur Aaditya Resort which are applicable to all staff and all levels of management.

Standard Operating Procedures recommended for Mayur Aaditya Resort: SOP for Recruitment:

SOP Title: Recruitment	SOP Number:
	Version Number:
	Date:

i. Identify the need for new staff or to fill the vacancy. ii. Receive the requirement of manpower from various departments. iii. Draft the Job description and specification. iv. Get the approval from higher authorities. v. Select the appropriate recruitment method. **If internal:** i. Advertise post internally. ii. Screen applications and invite for interview. iii. Test cognitive ability and behavioral skills by selecting appropriate techniques. iv. Assess results. v. If satisfactory: promote from within. vi. If not, go for external recruitment. vii. **If external:** i. Prepare a recruitment budget and take approval. ii. Select advertising media: newspaper, magazines, journal, radio, television, internet, brochures etc. iii. Provide application for the candidates (*see table-1*). iv. Screen applications on the basis of requirements. v. Scrutinizing and short listing the applications must be done. vi. Send interview call letters/emails to the short listed candidates. vii. Conduct written examination and psychological tests. viii. Select appropriate tests depending upon the nature of position and skills required. ix. Conduct interviews for the candidates through the panel of experts. x. File the disqualified candidates CV for future references. xi. The panel will conduct core interview (final) with the short-listed candidates. xii. Assess results backed with supportive data analysis. xiii. If satisfied, check references quoted by the candidate by calling or contacting the reference person and clarify the genuineness of the candidate. xiv. Conduct medical examination to the appointed candidate by certified medical practitioner either in his clinic or in the organization itself. xv. If medically eligible dispatch documents for final approval from the higher authority. xvi. Get the final approval. xvii. Prepare the offer letter. xviii. Notify the selected candidate through letter, e-mail or a phone call from the Front office assistant. xix. File the details of the newly appointed candidate. xx. Communicate the new appointment to all the departments. xxi. Issue the Employee ID Card approved by the higher authorities.

Approval		
Prepared By	Checked By	Approved By

SOP for Training

SOP Title: Training	SOP Number:
	Version Number:
	Date:

i. Conduct training need assessment. ii. On the basis of training needs training program, training methods and course content are to be planned. iii. Training is to be carried out by a person deemed competent in the subject area. iv. Concerned authority should monitor the training sessions. v. Conduct pre-test and post-test assessment for the participants in every session. vi. Evaluate the training program as to ensure whether they have met the objectives of the program and that the training has been effective. vii. A record of completed employee training details document (see table-2) is to be maintained for all staff in the workplace. viii. The training records i.e. Training Need Assessment Form, Annual Training Plan, Attendance Record have to be maintained for every employee. ix. All documents regarding trainings has to be made available when required for auditing purposes.

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SOP for Performance Appraisal

SOP Title: Performance Appraisal	SOP Number:
	Version Number:
	Date:

Establishing performance appraisal standards: i. The number of appraisal standards for each position should be made (see table-3,4,5,6 and appendix-1). ii. Set standards which are easily understandable, clear and in measurable terms. iii. The authority who provides approval has the right to change the appraisal standards. iv. Get the approval of the directors after setting up of weight for each criteria. v. Explain the employees to all level as to what exactly is expected from them while communicating the appraisal standards. vi. Communicate performance standards to the appraisers. vii. Collect all materials pertaining to performance and achievement like records of incidents, reports, notes, agreed tasks, records of performance and achievements etc. viii. Communicate the purpose and type of appraisal including the time and place to the appraisee. ix. Let the appraisee get a chance to assemble data and relevant performance and achievement records and materials. x. One by one the activities, tasks, objectives and achievements of the appraisee must be reviewed. xi. Take into account the job responsibilities and their strengths and weaknesses while you plan to perform the appraisal with the appraisee. xii. The plan must be agreed and realistic, one can go for a short, medium or long term aspects.

Comparing with standards: i. The actual performance is compared with the desired or performance standards and the result may show the actual performance being more than or less than the desired performance.

Discussing results and providing feedback: i. Communicate and discuss the results of the appraisal with the employee. ii. Provide feedback in a very positive way since it has effect on the future performance of the employee. iii. Do not forget that this meeting is to help solve the problems and motivate employee to perform better.

Decision making/taking corrective actions: i. The meeting aim for problem solving and reaching consensus by discussing on the problems. **Note:** i. If necessary, informal appraisals are also conducted by the supervisors or the managers. ii. Normally appraisals are conducted every six months or annually depending on the positions.

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SOP for Leave

SOP Title: Leave	SOP Number:
	Version Number:
	Date:

Annual Leaves: i. Annual leaves will be 18 days per year to all the employees. ii. After the completion of one year of service the employee becomes eligible to avail leave. iii. 56 annual leaves will be the maximum limit for accumulation, anything above that will be en-cashed automatically. iv. Annual leaves will be calculated on pro rata basis from the date of joining and the new joiners will only be allowed to have leave after conformation of service. v. The leave will be calculated on pro-rata basis for the year of separation in case of terminating employees. vi. Combining annual leaves with other category of leaves is not allowed. vii. Submit the leave application to the department manager at least three weeks before. viii. The management has every right to disapprove the leave application or re-schedule it. ix. The employee taking leave must ensure taking over his work by other employee and also notify his contact number and address. **Sick Leaves:** i. Sick leave will be 8 working days per year for only permanent employees. ii. Medical certificate must be produced if the sick leave exceeds three consecutive days. iii. Annual leaves and casual leaves can be adjusted with the sick leaves, in case there in no casual and annual leave than it will be considered as leave without pay. iv. Without prior notice sick leave can be availed in case of emergency, however the employee must ensure that he informs his line manager regarding the probable duration of the leave. v. Sick leave cannot be accumulated and is also not en-cashable. **Casual Leaves:** i. 10 working days casual leaves per year is permissible to all the permanent employees. ii. The department manager must be informed in advance before availing of the casual leave. iii. Casual leave for maximum of three days at a time can be availed with the following exceptions: 9 days casual leave will be given if the employee gets married; 3 days if the employee child gets married; 3 days if the male employee gets a new born baby; 5 days in case of death of spouse, child, mother, father and siblings; 7 days if the employees house is damaged by natural disaster; 4 days in case of exams. iv. Sick leave or

annual leave cannot be combined with Casual leave. v. Leave records have to be maintained in a separate file (table-7).

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SOP for Employee Termination

SOP Title: Employee Termination	SOP Number:
	Version Number:
	Date:

i. The last day worked is the termination date. ii. Employee benefits are provided in case the termination is due to reduction in staff. iii. Terminating employees should complete a separation notice and return all the hotel property and settle all debts. iv. Re-employment is not permitted for the employees who are terminated on the basis of misconduct or unsatisfactory performance. v. The termination of employment may be voluntary or involuntary. vi. Written notice must be given two weeks before in case of voluntary termination. vii. Involuntary termination is the termination where in the management terminate the employee due to his poor performance, misconduct, notice period, expiration of a leave of absence, reduction of staff or end of term appointment (appendix-2) viii. Meetings of involuntary termination except those involving reduction of staff should be done in the presence of higher authorities. Prepare an agenda for the termination meeting: i. One should prepare himself of what he is going to say and how before going to the termination meeting. ii. The meeting room must be away from the individual's coworkers and it should be well set before time. iii. Better to have a member of management as a representative in the meeting.

Conduct an exit interview: i. The management must schedule an appointment prior to the employee departure. ii. This interview must be carried in private with the member of the management team iii. Encourage the terminating employee to talk freely on all aspect of the hotel. iv. The information gathered from such interviews are used for improving hotel policies and procedures. Before terminating the employee ensure the following checklist: Compile the proper documentation: i. Before the termination takes place one should ensure that they have right legal documents in place. ii. Ensure that this process is unbiased, professional and follows company policy. Prepare the termination letter: i. Use the template for employee termination (see appendix-3) or adjust it according to your specific needs. Create benefit package if any: i. In case of any benefits to be provided to the employee it should be ready for him during the termination meeting. Such benefits are liable only to those who are terminated due to reduction of staff. Come up with additional agreements: i. Employee sign on an employee termination agreement or a non-compete agreement is a must. Prepare an agenda for the termination meeting: Make sure the former worker return the items: i. List out those items the former worker must return and make sure that they are returned before the termination, recovering it after the employee is gone will prove difficult. Conduct an exit interview.

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SOP for Personal Grooming

SOP Title: Personal Grooming	SOP Number:
	Version Number:
	Date:

i. The uniform must not be crashed, damaged or stained. ii. Ensure that the socks has no runs or holes and always keep shoes polished and in good shape. iii. Fingernails must be kept clean always, it must be filed short and must not be bitten. iv. Pearl nail polish with no chips is advised for lady hoteliers. v. Basic cosmetics like lipstick and eyeliner can be used by the female hoteliers, never use heavy makeup. vi. Maintain neat and clean hairs all the time and male hoteliers must keep their hair above collar length always. vii. Female hoteliers who has hair longer than their collar length must tie it up in a bun safely secured. viii. Male hoteliers must shave daily, no excuse is accepted at any cost. ix. Only watch and a wedding ring are allowed to wear and nothing else is permitted to wear for both genders. x. A small nose stud and a simple stud earring is allowed to wear for the lady hoteliers. xi. Maintain personal hygiene all the time. xii. Body odor and breath must be kept fresh all the times. xiii. Must wear the uniform which fits you perfectly. xiv. Don't use jell, unless it is necessary, even if used, use it slightly. xv. Better to use flat shoes as high hill shoes may be dangerous.

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SOP for Personal Hygiene

SOP Title: Personal Hygiene	SOP Number:
	Version Number:
	Date:

i. Don't work if you are sick. ii. Daily bath is a must to keep your body and mind fresh. iii. Keep the habit of washing your hands frequently, this will not help to grow bacteria in your hands. iv. Do not wear the same dress more than once, always maintain two sets of uniforms and aprons. v. Keep your hair neat and clean and always cover your head with hat, hood or a hairnet since hair fall in food is a worse scene for any star hotel. vi. Shaving daily is a must for every hotelier. vii. Cover properly whenever you cough and sneeze and then wash your hands. viii. Bad habits like cutting the nails with the knife or sitting on the worktables must be avoided. ix. Fingernails must be short and clean, never let them grow. x. Avoid smoking, chewing gum or hearing music on your working time. xi. If by accident you get a cut while using knife or a cutting blade then use a clean bandage on the cut parts and take immediate treatment, never overlook such minor injuries.

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Conclusion

The purpose of choosing Mayur Aadity Resort for study is that the resort is certified as a 3 star hotel and is a standalone hotel. In order to withstand itself in the growing competition of the hospitality industry one has to put in place the standard procedures in its day to day operations which will not only enhance the efficiency and the effectiveness of the work but also enhances guest experience. If the hotels provide good guest

experience it will be the hallmark for its future business. Since the hotel did not have a well documented procedures to follow it was important to develop and suggest some Standard Operating Procedures which would be helpful in carrying out its regular activities with minimum supervision. These SOPs are applicable to any standalone hotels who wish to incorporate it into their operations and improve its stand in the present mammoth competition.

Table-1
Application Form for Requirment (SOP:Requirment)

Full Name						
Present Address						
Permanent Address						
Contact No.						
E-mail ID						
Date of Birth		Gender		Age		
Academic Qualifications						
Sl.No.	School/College	Organization Name	Year of Passing	Marks Obtained		
Languages Known						
Computer Skills						
Interests if any						
Work Experience						
Sl.No.	Name of the organization	Designation	From Date	To Date	Responsibilities	Salary Drawn
Achievements if any						
Personal Data						
Religion					Nationality	
Height					Weight	
Marital Status					Spouse Name	
No. of children					Occupation	
Father's Name					Occupation	
Mother's Name					Occupation	

References: Other than Relatives and Previous Employees			
1.			
2.			
Are you currently employed		Yes	No
Position Sought		Available Start Date	
Desired Pay Scale			
Employment Desired		Full Time	Part Time
Do you suffer from any allergy		Yes	No
If yes, elaborate			
Have you undergone any operation		Yes	No
If yes, elaborate			
Are you willing to sign a contract with us		Yes	No
Did you complete this application yourself		Yes	No
If No, who did?			
The above information provided by me is correct to the best of my knowledge. I would be responsible for the consequences if found incorrect.			
Date:		Signature	
FOR OFFICE USE			

Table-2
Employee Training Details (SOP:Training)

Name			
Joining Date		Qualification	
Department		Designation	
Training Date	Training Undergone	Faculty	Assessment

Table-3
Skill Matrix – House Keeping (SOP: Performance Appraisal)

NAME	A	B	C	D	E	F	G	H
DESIGNATION	HOD	Room boy	Room boy	Room boy	Room boy	Room boy	Room boy	Room boy
Room check-in								
Room check-out								
Room shifting								
Room cleaning								
Bed making								
Issue and receipt of linen								
Material indent								
Room status								
Room accessories								
Lost and found								
Operation of vacuum cleaner								
Operation of scrobbling machine								
Linen inventory control								
Room spring cleaning								
QMS								

Tabel-4
Skill Matrix – F and B Service (SOP:Performance Appraisal)

SKILLS	Name / Designation											
	HOD F&B Service	Captain	Tr. Captain	Cashier	Cashier	Steward	Sr. Steward & Bar Atd	Tr. Steward	Sr. Steward	Tr. Steward	Tr. Steward	
Table layout												
Banquet layout and service												
Frilling and Table décor												
Food & Beverage service												
Order taking & Suggestive sale												
Menu knowledge, Garnishing & Accompaniment												
Knowledge of Etiquettes & Behaviour												
Napkin folding												
Cocktail & Mock tail												
Food pick up												
Point of sale												
O .D .C												
Inventory Control												

Table-5
Quarterly Assessment (SOP:Performance Appraisal)

On a scale of 1-10

Year: (Jan-Dec)

Name: _____

Department: _____

Sl.No	Parameters	Q1				Q2				Q3			
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1.	Job knowledge												
2.	Behavior												
3.	Personal hygiene / grooming												
4.	Attendance												
5.	Punctuality												
6.	Willingness to work / perform												
7.	Co-operation with colleagues												
8.	Improvements & suggestions												
9.	Communication skills												
10.	Dependable/ commitment												
	Total (100)												
	Final assessment												
	Sign of HOD												
	Sign of GM												

0-39: Below Average 40-59: Average 60-69: Good 70- & Above: Very Good

Table-6
Assessment Sheet for Managerial Position (SOP:Performance Appraisal)

Name: _____

Date: _____

a.	Communication Skills	1	2	3	4	5
b.	Manners / Behavior / Etiquettes	1	2	3	4	5
c.	Interpersonal Skills	1	2	3	4	5
d.	Computer Skills	1	2	3	4	5
e.	Eagerness to learn / perform	1	2	3	4	5
f.	Operational Skills	1	2	3	4	5
g.	Financial Mgt. Skills	1	2	3	4	5
h.	Overall performance	1	2	3	4	5

Note/ Comments: 1. 2. 3.
(1) Below Average (2) Average (3) Good (4) V. Good (5) Excellent

Head of Department

General Manager

Director

Table-7
Staff Leave Record (SOP: Leave)

Sl.No.	Name	As on Date		Claimed		Balanced		Levels Encashed on Details
		EL	CL	EL	CL	EL	CL	

Appendix-1
Biannual Employee Award (SOP: Performance Appraisal)

The Department & There By Contributing To The Over All Goals Of The Organization

The Best Employee Award For The Period Ending August 2012
Is Awarded To Mr / Ms. _____ Of _____
Department For His / Her Outstanding Work, Sincerity Within

In Appreciation The Management Presents This Certificate.

Appendix-2
Employee Termination Terms (SOP: Employee Termination)

Misconduct: i. Advance notice is not issued to the employees who are terminated for misconduct. ii. Misconduct discharge can occur in cases of : i. If there is violation in the hotels policies and/or laws; Destruction, mishandling or unauthorized removal of confidential or sensitive information. ii. Consumption of illegal drugs or substances, alcohol while performing hotel duties. iii. Do not follow safety regulations. iv. Abuse or neglect any individuals in the hotel. v. Providing false information about self in the employment application and willful misinterpretation of technical, scientific or other data requested by hotel. vi. Giving false, malicious and vicious statements about another hotel employee. vii. If one possesses or use a weapon on hotel premises. viii. If one gives threat or makes verbal or physical abuse. ix. Harassment based on sex or ethnicity. **Unsatisfactory Performance:** i. In spite of several efforts by the hotel management to correct the behavior or performance problems if the results are not desirable then the employee is considered for termination. **Reduction in Staff:** i. Due to budget constraints or change in hotel objectives or activities the hotel may opt for staff reduction. **Notice Period:** i. It is the period of time wherein the employee is on the job who is issued with the notification of voluntary or involuntary termination. ii. Sick leave or vacation leave cannot be used to simply extend time on the payroll beyond the last day actually worked. **End of a Term Appointment:** i. If the extension or renewal of the end of the term appointment is not given to the employee he will be terminated and it will be informed 30 days before the termination date. **Expiration of a Leave of Absence:** i. If the employee does not return to work at the end of approved leave then he will be terminated.

Appendix-3

Employee Termination Letter (SOP:Employee Termination)

Date:_____ Place:_____

To,
Mr./Mrs. _____

Dear Mr./Mrs.

The organization is under lot of pressure with respect to the operations & profitability. In view of the same after prolonged

discussions the top management has decided to relive you due to your poor performance & attitude.

Your dues towards your final settlement will be done by the accounts department. You are directed to hand over your charge to the nominated person, along with all books, files, CD's, keys, & related papers.

We wish you all the very best for your future.

**For Mayur Aaditya Resort.,
Director**

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