UNIT 24 HOTELS

Structure

24.0	Ob	jectiv	es

- 24.1 Introduction
- 24.2 Some Basic Issues
- 24.3 Planning
- 24.4 Organisation
- 24.5 Directing and Control
- 24.6 Finance
- 24.7 Marketing
- 24.8 Front Office and Reservations
- 24.9 Guest Services
- 24.10 Food and Beverage
- 24.11 Hotels and Tourism
- 24.12 Let Us Sum Up
- 24.13 Answers to Check Your Progress Exercises

24.0 OBJECTIVES

After reading this Unit, you would be able to understand the:

- concept of hotel management,
- issues in hotel management,
- functions of major departments in the hotels, and
- relationship between tourism and hotels.

24.1 INTRODUCTION

Hotel is looked "as home away **from home**" or **some** term it as a "refuge from home". It not only provides accommodation to a guest but also takes care of **his/her** certain other needs. That is why the hotel industry is referred to as hospitality industry. You are aware that there are various categories among hotels like Five Star, Three Star or One Star etc. This classification is based on the type of facilities, infrastructure and services offered by the hotels. Hotels can be classified according to:

- room charges i.e. up-budget, budget, luxury etc.
- purpose of the guest stay like resort, business etc.
- length of stay (transit, residential etc.)

There are individual hotels as well as hotel chains. The companies with hotel chains give due regard to their individual hotel units from the point of view of profit making or managing. Hotel management is defined as the process of planning, organizing, monitoring and controlling the activities of a hotel for achieving the stated objectives of the organisation. It is an ongoing effort and not a one shot management effort. So long the hotel is functioning its management function never stops.

It would be of use, therefore, to know the management and functions of the hotels. It must be remembered here that each function in a hotel requires managerial attention and it is not possible to deal with all these **specialised** functions in one Unit. However, in this Unit we will attempt to explain the **organisational** and functional requirements for hotels and their importance in relation to tourism. The Unit begins with a general discussion on hotel management. It attempts to explain how the management functions are applicable in hotel operations.

24.2 SOME BASIC ISSUES

Eddystone C. **Nebel** in **his** paper on **Individual Hotel Unit Management** has described the four hotel management functions as follows:

- 1) **Planning**: The process of **setting** a hotel's goals and objectives **and** developing the most appropriate strategies to achieve them.
- 2) Organizing: Devising a structure that assigns specific tasks to individuals within the hotel, provides for coordination of activities between different groups, and sees to the hiring and training of a staff to carry out the assigned tasks.
- 3) **Directing**: The process of leadership that motivates the hotel staff to perform the tasks necessary to achieve the hotel's goals and objectives.
- 4) Controlling: The process of monitoring, evaluating and providing corrective actions to the activities of the hotel in order to ensure that its overall goals and objectives are met.

However, there is a definite inter-relationship among these four and they are inter-dependent, Hence, it is apparent that the managerial roles in hotels include managing:

- human resources, i.e. employees activities,
- a physical resources i.e. hotel facilities, and
- finances.

Eddystone further describes hotel management **as a goal driven activity** and the success of **a hotel is to be measured in relation to the achievement of its goals through the activities of its managers and employees.** The goals obviously include profit making through customer (guest) satisfaction. However, for both profit generation as well as customer satisfaction, it is necessary to understand the internal and external factor that make the hotel environment. Before, going further into the managerial roles let us first understand some characteristics of the hotel business that give shape to the hotel environment:

- a hotels are operational 24 hours a day,
- a the **rate of occupancy varies** on day to day or season to season basis. This means that though the product is being maintained, used and consumed all the time, the earning or profits are not there all the time,
- the nature of service is **very personal i.e.** every guest is special,
- a the product image is dependent and built over 'the **collective efforts** of the different hierarchical layers. For example, a good front office service has to be matched by room service, house keeping, or restaurant service,
- problems need, not immediate attention but solutions and the response time has to be very quick,
- like any other tourism product or service the hotel product is **not storable** and in case of **non** use, it is **perishable**,
- a setting and maintaining service **standards** is a major challenge, and
- the hotel business is **highly competitive**.

It must be noted here that the characteristics are applicable not in the case of big hotels only. To a large extent they are relevant for **all segments of the lodging and accommodation units** like Guest houses, resorts, low budget hotels, lodges, **etc.**

The managerial roles and functions will be different as per the **organisational** structure and the various departments in a hotel. A small unit may not have many departments and more than one managerial function may be performed by a **manager/owner**. Some of the common issues that need managerial attention are:

1) **Guest Services:** An important aspect that differentiates hotels in consumers' perception is the quality of guest services. Deciding on the types of services to be provided and setting the quality and standards for these services is a major challenge for the management.

- 2) Repeat business: Customer satisfaction achieved through guest service leads to repeat business. Profitability in the long run depends to a large extent on such business. However, the manager should target for having repeat visits from the **guests**.
- 3) Skills of the staff: The quality of guest services depends on the knowledge and **skills** of the serving staff. A manager must recruit **qualified** staff; train them as per the hotel's requirements; coordinate their operations; monitor their job 'activities and motivate them. At the same time, taking care of staff needs is must because a satisfied staff would provide better service (See Unit 13).
- 4) Seasonality: At many destinations the business is seasonal. The manager faces the challenge of making maximum profits during the strong demand period and **minimising** costs during the weak demand period.
- 5) Customer feedback: A good manager would always work for getting customer's feedback on the quality of service. This **will** not only ensure corrective action, if necessary, but also a better understanding of customer needs.
- 6) Safety considerations: Whether it is a big hotel or a small unit, the management must take into account safety of the guests as well as employees into consideration. Precautions against fire and theft deserve highest attention along with first aid or medical facilities. Having a security department or in a small unit assigning such **responsibilities** to a manager is a step in this regard. This needs perfect planning with a set of rules and regulations.
- 7) Maintenance and Engineering: The buildings and facilities in a lodging unit require constant maintenance as they have a bearing on the quality of the **product/service** offered to the customer. Even the most ordinary facilities like bathroom fittings, electrical fittings etc. are a part of the experience of the guest and affect **his/her** level of satisfaction. The size of the property (like number of rooms and facilities) determine the size and organisation of the maintenance department along with the costs involved. Generally, the **activities** of maintenance department include:
 - i) Preventive maintenance. which includes inspections for finding possible problems, replacing low cost components, etc. The aim here is to minimize breakdowns and ensure continuity in operations.
 - ii) Repair maintenance includes making a system functions or perform as per the set standard.
 - iii) Corrective maintenance includes replacements or corrective action and follows out from preventive maintenance.
 - iv) Renovation maintenance takes into account redesigning, upgrading standards etc.

A good business **organisation** concerned with customer satisfaction will always plan and **organise** the maintenancefunctions rather than reacting to a crisis. Today the consumers can go for legal action also against **failure** to provide promised facilities or their being non-functional. A table lamp in a room with a **fuse** bulb is of no use.

8) Environment: The management of a hotel must contribute for the conservation of ecology and environment. Provisions for garbage disposal, waste recycling, use of non-conventional energy resources, **cleanliness**, etc. should be **inbuilt** in the hotel's plans and operations.

After highlighting these managerial aspects now we will discuss some of the management functions in subsequent sections.

Check Your Progress-1

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243 PLANNING

Planning involves the setting of hotel's goals and objectives and evolving strategies to achieve the objectives.

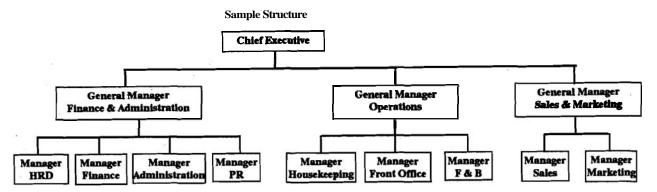
The planning process starts with the selection of sites, type of hotel and the facilities to provide, prospective clientele group and its different needs etc. **All** such aspects are covered during the first stage of planning. Second stage is to decide about the goals and objectives of the hotel. Once the target is fixed then comes the stage of evolving appropriate strategies to achieve the target. In the process of planning most important aspect is to evolve a mechanism of evaluation and feedback. Through the process of evaluation only the planners can get the needed feedback about the strength as well as **weaknesses** of the **existing** set up and can accordingly decide the **future** course of action. **This calls** for preparation of a business plan or project report (see Unit 21). The objectives have to be realistic. In fact planners of the hotel should keep their eyes on the following functions:

- determining the markets to serve,
- flow of capital,
- **service** and quality standards,
- operations and maintenance,
- personnel department,
- nature of competition,
- productivity and profitability goals.

24.4 ORGANISATION

After planning comes **organisation**. In hotel **management** organisation basically means developing an administrative structure for running the hotel. In doing this job there are certain important issues which must be addressed. For example, at the time of creating departments **specialisation** should be the **major** criteria for dividing jobs. This should be done keeping in view the facilities and services to be provided by the hotel. With the creation of department

patterns of supervision, resources needed for the department and performance measures of the department have to be decided. Most vital is the delegation of decision **making** authority to the department. Recruitment of **personnel** at various departments is also **important** for attaining the desired goal. The following chart of **organisation** framework of a large hotel makes the management structure more clear to us.



Depending on the size of the hotel and its operations the **chief executive** of the hotel is designated as **managing** director/chairman/general manager. The number of managers **and** various levels of functionaries is basically determined by the size as well as the complexity in the activities of the hotel. For effective management there should be clear definition of **responsibility** and authority and an effective coordination of related activities. Generally there is interdependency among various departments in the hotels and often joint decision making is also needed. Keeping in mind this necessity it is always advisable to have a coordination unit for better functioning.

The various process required in operations management must be adhered to in the hotel business.

24.5 DIRECTING AND CONTROL

It is equally important in hotel management to develop an effective leadership. Strategic planning and good **organisation** on its own **can** not ensure the desired result unless there is an effective leadership to motivate the staff. **Managements** aim should be to develop a congenial working atmosphere and to motivate the staff for service. In stead of running the hotel with a stick modern management suggests that participatory approach is better way to motivate employees for performing their jobs. Employees' participation in decision making process of the management automatically makes the employees responsible for the performance. Development of an appropriate culture in the hotel, **i.e.** excellent customer service, respect for the dignity and rights of the employees, etc. makes an important identifiable mark in the profession. This depends a lot on the leadership style and behaviour of the leader.

Alongwith direction control is needed to ensure compliance of goal. Through control the management has to take corrective action for a specific problem. As problems *can* be of complicated nature and of different types the management has to devise different control strategies to accomplish its goals.

24.6 FINANCE

Financial management is **defined** as a process through which a hotel raises and allocates funds. We may divide the requirement of funds in hotels into two categories - short term capital and long term capital. As is clear from the title itself short term capital is required for operating and minor capital expenditure. The long term capital is required for land, buildings and other **fixed** assets. The role of financial manager is to select appropriatesources of funds and to decide the allocation of funds to **realise** the maximum gain. It is important for the financial **manager** to have update information about the market, economic policies of the government and the ability to anticipate changes in the economy. The role of financial management lies in raising funds and allocation of funds in such a way so that maximum return

can be ensured. One way of doing this methodically is to adopt a budgetary system. In fact all the **aspects** dealt with financial management in Unit 14 must be looked into.

24.7 MARKETING

Check Your Progress-2

The marketing function in hotels involves identifying, anticipating and satisfying customer needs and desires in order to achieve the overall objectives of the business. Marketing of hotel services may not be different from marketing of other customer products. But there are certain specifications in marketing of hotel products. The principal hotel products are accommodations, restaurants, bars and arrangement for conferences and conventions. The demand for hotel products fluctuates from time to time and the market is also very competitive. Here comes the role of marketing. Starting from market research, product development, promotion of products, sale, monitoring and review marketing can help the hotel in achieving its objectives. In order to earn good business it is necessary to think of consumer needs in the planning, designing and subsequent operation of an hotel. It is important for the functionaries in marketing to keep an eye on the changing socio-economic pattern and the customer profiles.

For promotion purposes, the big hotels are now using electronic media. The facilities and comforts offered are shown through video films. Yet, brochures continue to be there. A good networking with travel agents, tour operators, airlines, Departments of tourism etc. is essential in hotel marketing. Different issues mentioned in Unit 16 should be applied in marketing management for hotels.

1)	Discuss the importance of planning in hotel management.
2)	How would you decide the departments and job specifications for a 25 room hotel.

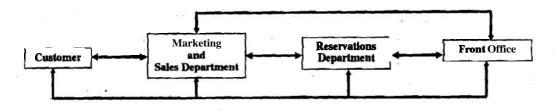
24.8 FRONT OFFICE AND RESERVATIONS

The front office in a hotel works as a link between management and guests. The front office functionis most crucial in a sense that major activities in relation to the guests stay in a hotel are controlled from here. The front office **locks** after the following functions:

- a selling guest rooms,
- a **providing** information on hotel services,
- a coordination of house keeping,
- a maintaining guest accounts and files,
- a performing the check out procedure.

In some cases the front offices may also have the responsibilities of **making** reservation for **tour/journey**, **organising** special functions and arranging for secretarial services for guests. The front office is generally manned by **reservationalists**, cashiers, front desk clerks, billing clerks, front office manager, etc. The front office is located in the front lobby or near the **main** entrance of a hotel. Keeping in mind the recent market trend it is now important for the front office to computerise the operation as far as possible and to develop a data bank of guest history.

The front office has to work in close coordination with the reservations department - the key to profitability. Accepting or **declining** bookings, answering to reservation queries, providing information to other departments, feedback from marketing department and forecasting, access to occupancy status etc. are important functions of a reservation department. **All** these need management attention.



24.9 GUEST SERVICES

When a tourist looks for hotel accommodation, besides location and price the range of services, amenities and their quality in a particular hotel act as decisive factors in selecting accommodation. The range of guest services depends on primarily the paying capacity of the tourists as well as the attitude of the hotel management. At the same time, the range of services expected depends on the perceptions of the tourist and the type of tourism **he/she** is looking for. Minimum expectations in the guest services are clean and well maintained bedroom and toilet in all cases. However, amenities like telephone, television and facilities for providing food and beverages in room, air conditioning etc. also provided by hotels. It is generally expected by guests that the basic amenities available in a hotel should not be in any case less than what they enjoy at home, rather they should be better as they are paying for it. Depending on the category of hotel various facilities are available to the guests in addition to the minimum requirements, such as airport transfers, baby sitting, gift shop, car rental, health club, swimming pool, etc. What is most important here for managers is to go for innovative thinking for adding facilities. Certain services not listed in the offer add value to the product, for example, a bouquet at the reception or a basket of fruits in the room. However, guest services vary as per the category of the hotels. For example, economy hotels offer limited services say a towel and soap in the toilet whereas a luxury hotel offers free shampoo, message oil, perfumes, etc.

24.10 FOOD AND BEVERAGE

Food and beverage is one of the major activities of a hotel. Generally in big hotels there is a separate department for food and beverage. Its operation involves a high degree of technical knowledge and skill. The major function of this department is to provide foods and beverages to hotel residents as well as to non-residents or outside guests. Whereas in large hotels there are several restaurants with differences in menu, service and other facilities for different group of customers. Depending on the need and demand of the customers different types of services can be offered, like table service, room service, self-service or any other **specialised** service. It basically depends on the management to decide about the **type** of services. In the preparation of menu chart the variety of tests should be considered and as much as possible variety of choices should be given. Seasonal changes play a crucial role in the selection of menu.

Food and beverage department is headed by a manager and under him there are chief chef, restaurant manager, floor service manager, store keeper, waiter, etc. Operation of the departmentstarts when the customersenter outlet, followed by the customer's orders, serving their food, presenting them with their bills and ends with their exit from the outlet. An ideal

food and beverage department should aim at providing quality food at a reasonable price and at the same time providing profitable return on investments. Operations management is the key for success in a **Food** and Beverage department and you must take hints from Unit 13 in this regard. This will be useful for **big**, medium and **small** hotels.

24.11 HOTELS AND TOURISM

Check Your Progress-3

So far what we have discussed in brief is the organisational and functional structure of hotels in general. Depending on the size and pattern of operations there may be variations in number of departments, facilities or in other organisational matters from small hotels to big hotels. But what is important to understand is the systematic approach in running a hotel and its strategy to achieve the objectives. Similarly when we think of hotels we think of tourists. The bulk of business demand of hotel industry comes from tourism. If we look at the guests profile of a hotel we will find that majority of its users are tourists. The phenomenal growth of hotels in the various tourists sites is another indicator of the linkage between hotel and tourism. On the other side tourism is dependent on hotel industry. It is an established fact that along with the development of a tourist site one of the major concerns of the developers is how to make arrangement for suitable accommodation as without proper hotels generally the tourists do not think of travelling to a destination. It is said that "hotel is an essential destination facility that a country must provide to build up its tourist image." It has been suggested that three types of coordination are required for effective hotel marketing in tourism:

- o at the destination it is the role of the official tourism organisation to formulate and develop tourist products based on the destination and to promote them in appropriate markets.
- o at the generating end it is the role of the tour operator to assemble component services into packages and to promote them and **sell** them as single products,
- o it is the role of individual operators to formulate., develop and supply their products as parts of a total tourist product.

In India, there is a shortage of hotel rooms at the destinations whereas in major cities **like Mumbai** and **Delhi**, the business traveller has started occupying the **hotel** rooms. **This** is adversely affecting the tourists and tour operators.

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24.12 LET US SUM UP

By way of summing up we can say that there are differences in **size** and types of hotek and the **services** they offer. But whether it is a **small** or a big hotel, it is essential to adopt a systematic approach in running the **hotel**. Starting from the stage of **planning** to the day to day functioning of a hotel one has to closely monitor the functioning of various **departments/divisions** within a hotel and to devise appropriate strategy in order to achieve the desired objectives. Finally, the growing demand for better facilities and suitable accommodation in various tourist places should be taken up seriously in order to make India a popular destination in the international tourist market.

24.13 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

Check Your Progress-1

- 1) See Sec. 24.2.
- 2) See **Sec. 24.2**.

Check Your Progress-2

- 1) See Sec. 24.3.
- 2) Read Sec. 24.4 on organisation and answer the question based on your own ideas.

Check Your Progress-3

- 1) See Sec. 24.8.
- See Sec. 24.9.

APPENDIX-1

Department of Tourism, Government of India

GUIDELINES FOR APPROVAL OF HOTELS AT THE PROJECT/PLANNING STAGE

- 1) The hotel industry is entitled to various benefits including, among other things, income tax concessions under the Income Tax Act and priority consideration of its various requirements like telephone, telex, LPG, etc. by the Government authorities at Municipal, State and Union levels or a semi or quasi-Government body. To be eligible for these benefits, a hotel has to be approved by the Department of Tourism. Such approval is granted from the point of view of the sustainability of a hotel for foreign tourists and approved hotels are required to maintain certain minimum level of standard of service and amenities. There are six categories of approved hotels ranging from 1-star to 5-star deluxe.
- 2) The approval can be applied for at the project planning stage. A hotel approved at the project state is eligible for allocation of foreign exchange for its essential import of equipment and provision. On completion and becoming functional, like other functioning hotels, it also gets world wide publicity through tourist literature published by the Department of Tourism and overseas. Approved hotel projects are also eligible to apply to the Industrial Finance Corporation of India and the respective State Finance Corporation for the grant of loan.

The application of loan is considered by these financial corporations in the context of detailed feasibility studies, etc. and the project approval by the Department of Tourism should not in any way be construed as an assurance for the grant of any loan thereto.

- 3) The application for approval of a hotel at the **project/planning** stage should be submitted, in the prescribed form complete in all respects, to the Director General of Tourism, Transport Bhawan, I Parliament Street, New **Delhi** 110 001 in the case of hotel projects planned for the 4 and **5-star** categories and to the Regional Director of the concerned Government of India Tourist Office at Delhi/Bombay/Calcutta/Madras in the case of 1, 2 and 3- star categories. A copy of the application should be endorsed to the **Director/Manager** of the nearest Government of India Tourist Office and to the Director (Tourism) of concerned State **Government**.
- 4) Various documents and information to be furnished about hotel projects when applying for project approval are given in detail in the application form. However, the basic requirements are given below and these should be sent along with the application form.
 - A project report establishing the feasibility of the proposed hotel, describing the amenities to be provided at the hotel particularly mentioning any special or distinctive features and indicating the star category which the establishment is being planned for. The Criteria applied in determining the star category of a hotel on classification by the Hotel and Restaurant Approval and Classification Committee as a functioning unit, are briefly described later in these guidelines.
 - The site selected should be suitable for the construction of a hotel in intended for use by foreign tourists. While selecting the site such aspects as its accessibility from airport/railway station/shopping areas, etc. making it convenient location, may be kept in minds as also that its environs are not crowded, noisy, unhygienic, etc.
 - iii) A land-use certificate from the concerned **State/local** authority certifying that it is permissible to construct a hotel on the site selected. Blue prints of the sketch plans of the project (including front and side elevation) indicating the areas, with dimensions of the **rooms/bathrooms/public** rooms, etc. duly signed by the architect and the promoter. The Department has prescribed certain minimum area standards for guest rooms and attached bathrooms and it should be ensured that none of the guest **rooms/attached** bathroomsfall short of the prescribed minimum carpet area limits which are given below:

Type of Hotel	Star	Single Room	Double Room	Attached Bathroom
1) City Hotel	5-star Deluxe	180 sq.ft.	200 sq.ft.	45 sq.ft.
1	5-star	180 sq.ft.	200 sq.ft.	45 sq.ft.
	4-star	120 sq.ft.	140 sq.ft.	36 sq.ft.
	3-star	(AC & N-AC)	(AC & N-AC)	
1.	2-star	100 sq.ft.	120 sq.ft.	30 sq.ft.
3	1-star	(AC & N-AC)	(AC & N-AC)	
2) Resort Hotel	5-star	180 sq.ft.	200 sq.ft.	45 sq.ft.
	4-star	120 sq.ft.	140 sq.ft.	36 sq.ft.

- iv) Ownership Deed of the land.
- v) Urban Land Ceiling Certificate, if applicable.
- vi) Approval of International Airports **Authority** of **India/Director** General of Civil Aviation if hotel project is near an airport.
- vii) Name and business antecedents of the promoters.
- viii) Proposed ownership structure, giving full details as to whether the new undertaking will be owned by **individual(s)** or a firm or a company.
- ix) Estimated cost of the project and the manner in which it is proposed to raise the funds to meet the cost.
- x) The Department has prescribed regulatory conditions to be adhered to by promoters of approved hotel projects. The promoters should furnish the acceptance of these regulatory conditions in the prescribed form. The regulatory conditions and the form of their acceptance appear later in these guidelines.

CLASSIFICATION CRITERIA:

Five Star Deluxe Category:

This is a qualitative extension of the 5-star category while quantitatively, the basic features are as of a 5-star category. In a 5-star Deluxe hotel, the comparative all-round standard of service and amenities is of a very superior quality.

Five Star Category:

General Features: The facade, architectural features and general construction of the building should have distinctive qualities of a luxury hotel of this category. The locality including the immediate approach and environs should be suitable for a luxury hotel of this category. There should be adequate parking space for cars. The hotel should have at least 25 **lettable** bed rooms, all with well appointed attached bathrooms with long baths or the most modern shower chambers, with 24 hours service of hot and cold running water.

All public rooms and private rooms should be fully air- conditioned (except in hill stations where there should be heating arrangements) and should be well appointed with superior quality carpets, curtains, furniture, fittings, etc. in good taste. It would be advisable to employ the services or professionally qualified and experienced interior decorators of repute for this purpose.

There should be adequate number of efficient **lifts in** buildings of more than 2 stories including the ground floor, with 24 hours service.

There should be a well designed and properly equipped swimming pool (except in hill stations).

The Lobby, and ladies and gentlemen's cloak rooms (should be well appointed) equipped with fittings and **furnitures** of the highest standard.

Facilities: There should **be a** reception, cash and information counter attended by qualified, trained and experienced personnel, conference facilities in the form of one ore more conference **rooms/banquet** halls and private **dinning** rooms. There should be book stall, beauty parlour, barber shop, **recognised travél** counter, money changing and safe deposit facilities, left luggage room, florist and a shop for toilet requisites and medicines, on the premises. There should be a telephone in each room and telephones for the use of guests and visitors and provision for a radio or relayed music in each room. There should be a well equipped, well furnished and well maintained dining **room/restaurant** on the premises, and wherever permissible by law, there should be elegant well equipped by law, there should be elegant well equipped bar/permit room. The pantry and cold storage should be professionally designed to ensure efficiency of operation and should be well equipped.

Service: The hotel should offer international and Indian cuisine and the food and beverage service should be on the highest standards. There should be professionally qualified, trained, experienced, efficient and courteous staff in smart, clean uniforms, and the staff coming in contact with guests should understand the speak English. The supervisory and senior staff should possess a good knowledge of English. It will be desirable for some of the staff to have knowledge of foreign languages, and staff knowing at least one continental language should be on duty at all times. There should be 24 hours service of reception information and telephones. There should be provision for reliable laundry and dry cleaning services. Housekeeping at the hotel should be of the highest possible standard and there should be plentiful supply of good qualitylinen, blankets, towels, etc. Each bedroomshould be provided with a vacuum juglthermos flask with ice cold, boiled drinking water except where centrally, chilled purifieddrinking water is provided. There should be a special restaurant/dining room with facilities for music and dancing.

Four Star Category:

General Features: The facade, architectural features and general construction of the building should be distinctive and the locality including the immediate approach and the environs should be suitable for a hotel of this category. There should be adequate parking facilities for cars. The hotel should have at least 25 **lettable** bed rooms, all with attached bathrooms. At least 50% of the bathrooms must have long baths or the most modern shower chambers, with 24 hours service of hot and cold running water. All public rooms and private rooms should be fully air-conditioned (except in hill stations where there should be heating arrangements) and should be well furnished with carpets, curtains, furniture, fittings, etc. in good taste. It would be advisable to employ the services of professionally **qualified** and experienced interior decorators of repute for this purpose. There should be adequate number of efficientlifts in buildings of more than 2 stories including the ground floor. There should be a well appointed lobby and ladies and gentlemen's cloak room equipped with fittings of the standard of a hotel of this category.

Facilities: There should be reception, cash and information counter attended by trained and experienced personnel. There should be a book staff, travel counter, money changing and safe deposit facilities and a left luggage room on the premises. There **should** be a telephone in each room and telephonesfor the use of guests and visitors, provision for a radio or relayed music in each room. There should be a well equipped, well furnished and well maintained **dinning room/restaurant** on the premises, and wherever permissible by law, there should be elegant well equipped **bar/permit** should be professionally designed to ensure efficiency of operation and should be well equipped.

Service: The hotel should offer both international and Indian cuisine, food and beverage service should be of the highest standards. There should be professionallyqualified, trained, experienced, efficient and courteous staff in smart, clean uniforms, and the staff coming in contact with guests should understand and speak English. The supervisory and senior staff should possess a good knowledge of English. It will be desirable for some of the staff to have knowledge of foreign languages and staff knowing at least one continental language should be on duty at all times. There should be 24 hours service for reception information and telephones. There should be provision for reliable **laundry** and dry cleaning services. Housekeeping at the hotel should be of the highest possible standard and there should be plentiful supply of linen, blankets, towels, etc. of good quality available. Similarly, the cutlery and glassware should be provided with a vacuum **jug/thermos** flask with ice cold, **boiled drinking** water is provided. There should a special **restaurant/dining** room where facilities for music and dancing are provided.

Three Star Category:

General features: The architectural features and general construction of the building should be of a very good standard and the locality including the immediate approach and environs should be suitable for a good hotel, and there should be adequate parking facilities for **cars**. The hotel should have at least **20 lettable** bed rooms, all with attached bathrooms with bath tubs and/or shower and should be modern in design and equipped with fitting of a good standard, with hot and cold running water. At least 50% of the bathrooms should be airconditioned (except in hill stations where there should be heating arrangements in all the bedrooms, dinning rooms, restaurant and lounge) and the furniture and furnishings such as carpets, curtains, etc. should be of a good standard and design. There should be adequate number of lifts in buildings with more than two storeys including the ground floor, and well appointed lounge and separate ladies and gentlemen's cloak rooms equipped with fittings of a good standard.

Facilities: There should be a reception and information counter attended by **qualified** and experienced staff, a book stall, **recognised** travel counter money changing and safe deposit facilities on the premises. There should be a telephone in each room except in seasonal hotels where there should be a **call** bell in each room and a telephone on each floor for the use of hotel guests and a telephone for the use of guests and visitors to the hotel. There should be a well equipped and well maintained air-conditioned **dinning room/restaurant** and wherever permissible by law, there should be a **bar/permit** room. The kitchen, pantry and cold storage should be clean and **organised** for orderliness and efficiency.

Service: The hotel should offer good quality cuisine, Indian as well as Continental, and the food and beverage **service** should be of a good standard. There should be qualified, trained, experienced, efficient and courteous staff in smart, clean uniforms, and the supervisory staff coming in contact with guests should understand English. There should be provision for **laundry** and dry cleaning service. Housekeeping at the hotel should be of a good standard and there should be adequate supply of linen, blankets, towels, etc. of good quality. Each bedroom should be provided with a vacuum **jug/thermos** flask with cold, boiled drinking water.

Two Star Category:

General features: The building should be well constructed and the locality and environs including the .approach should be suitable for a good hotel. The hotel should have at least* 10 lettable bed rooms of which at least 75% should have attached bathrooms with shower, or a bathroom for every four of the remaining rooms. All bathrooms should have modern sanitation and running cold water with an adequate supply of hot water, soap and toilet paper. 25% of the rooms should be air-conditioned (except in hill stations where there should be heating arrangements in all the rooms), and all the rooms should be properly ventilated, clean and comfortable, with all the necessary items of furniture. There should be well furnished lounge.

Facilities: There should be a reception counter with a telephone. There should be a telephone or **call** bell in each room has a separate telephone. There should be a well equipped and well maintained air-con'ditioned **dinning room/restaurant**, serving good, clean, wholesome food and a clean, hygienic and well equipped kitchen and pantry.

Service: There should be experienced, courteous and efficient staff in smart and clean uniforms. The supervisory staff coming in contact with guests should understand English. There should be provision for laundry and dry cleaning service. Housekeeping at the hotel should be of a good standard and clean and good quality linen, blankets, towels, etc. should be provided, similarly, crockery and glassware should be of a good quality.

One Star Category:

General features: The general construction of a building should be good and the locality and environs **including** immediate approach should be suitable. The hotel should have at least 10 **lettable** bed rooms of which at least 25% should have attached bathrooms with a bathroom for every four of the remaining rooms. At least 25% of the bathrooms should have modern **sanitation** and running cold water with an adequate supply of hot water, soap and toilet paper. The rooms should be properly ventilated and should have clean and comfortable furniture.

Facilities: There should be a reception counter with a telephone and a telephone for the use of guests and visitors. There should be a clean and modern toilet well equipped, dinning **room/restaurant** serving clean wholesome good and well equipped kitchen and pantry.

Service: There should be experienced, courteous and efficient staff in smart and clean uniforms and the senior staff coming in contact with guests should possess a working knowledge of **English**. Housekeeping at the hotel should be a good standard and clean and good quality linen, blankets, towels, etc. should be supplied. Similarly, crockery cutlery and glassware should be of a good quality.

REGULATORY CONDITIONS FOR APPROVAL OF HOTEL PROJECTS

All hotels approved by the Department of Tourism are required to furnish the following information:

- Documents relating to its legal status i.e. if the Company is incorporated under the Companies Act, a copy of its Memorandum and Articles of Association, if it is a partnership firm, a copy of the partnership deed and the certificate of registration under the partnership Act, if it is a proprietory concern name and address of the proprietor, etc.
- 2) Any license and or approvals required from the local administration police and or other concerned authorities police and or other concerned authorities for the construction operation of the hotel should be obtained directly by the promoters from the concerned authorities. The approval by the Department will not in any way substitute for them. This Department's approval will be deemed to have been withdrawn in case of violation of this condition as and when brought to its notice.
- 3) In the event of the promoters making any change in the plans of the project as submitted earlier, the approval of this Department will have to be applied for afresh.
- 4) Officers of the Department of Tourism or any other officer deputed by the Department to inspect the hotel premises from time to time will be allowed free access with or **without** prior notice.
- 5) As a project which has been approved from the point of view of its suitability for foreign tourists the promoters will be eligible for grant of loan from **Central/State** Financial Institutions and priority in the procurement of building material, telephone and telex, etc. However, this approval should not in any way be constructed as an assurance for the grant of these facilities since this would fall within the jurisdiction of the concerned authorities.

Conditions to be fulfilled after the hotel becomes functional

- 1) The hotel must immediately inform this Department and date from which it becomes functional, and apply for **classification** within 3 months thereafter.
- 2) The hotel will submit the following information of the Director General, Department of Tourism so as to reach on or before 31st May each year for the preceding financial year:
 - A bank certificate in regard to foreign exchange deposited by the hotel,
 - b) Total bed capacity offered by the hotel as under:

Single Rooms:

Double Rooms:

Suites:

- c) Number of rooms occupied on a permanentlsemi-permanent basis by residentdstaff Officers, etc.
- d) A specimen copy of the current tariff card.
- e) List of the names of the Senior Executives with their designation, experience etc. (Department-wise).
- f) Total number of persons employed indicating separately the number of Indian and foreign staff,
- g) Annual report of the hotel and a statement showing the audited balance sheet and profit and loss account within 4 months of the close of the financial year.

Hotels

- h) Statistic returns in **regard** to the number of guests, rooms, occupancy, income and employment on regular basis as prescribed by the Department of Tourism from time to time.
- 3) The Regional Director/Director/Manager of the Government of India Tourist Offices of the region and the Director General, Department of Tourism would be kept informed from time to time of facilities introduced or withdrawn and of any additions or alternations made in regard to the bed capacity of the hotels.
- 4) The hotel tariff should be prominently displayed in each room. This card shall also indicate all taxes, service charge, etc.
- 5) If a hotel confirms a booking at a particular rate, it will be honoured at the same rate even if accommodation at higher rates only is available at the time of the guest's arrival. Alternatively if accommodation at a lower rate only is available and the guest elects to use it, the lower rate should be charged.
- 6) Normally, no rooms **will** be let out for purposes other than residential. However, with the prior approval of the Department of Tourism not more than 10 per cent of the rooms in the hotel will be let out to any person or company for residential or commercial purposes.
- 7) In case the hotel is required to provide Guides for tourists, only Guides who have been approved by the Department of Tourism should be employed in places where such Guides are available.
- 8) The hotel should at all times adhere to the high standard of maintenance and service for which it has been recognised and in all dealings with its guests observe practices worthy of an establishment of repute.
- 9) The officers of the Department of Tourism or any other officer deputed by it to inspect **hotel premises** from time to time will be allowed free access with or without prior notice.

IN THE EVENT OF BREACH OF ANY OF THE ABOVE CONDITIONS BY THE HOTEL? THE DEPARTMENT OF TOURISM SHALL HAVE THE RIGHT TO WITHDRAWN APPROVAL.

FORMAT OF ACCEPTANCE OF REGULATORY CONDITIONS

To

The Director General Department of Tourism New **Delhi**.

Subject: Acceptance of Regulatory Conditions.

Dear Sir.

I have received a copy of the Regulatory Conditions prescribed by the Department of Tourism for hotels placed on its approved list, and wish to confirm that I have read and understood the same and hereby agree to abide by the same and such other conditions as may be laid down from time to time by the Department of Tourism for approved hotels.

Yours faithfully,

(NAME IN BLOCK LETTERS)

Managing Director/Partner/Proprietor Name of the Hotel:
Date:

APPLICATION PROFORMA FOR APPROVAL OF HOTEL PROJECTS

- 1) Proposed name of the Hotel:
- 2) Name of Promoters

(a note giving details of business antecedents may be enclosed)

- 3) Complete Postal address of the promoter.
- 4) Status of owners/Promoters:

Whether

a) Company

(if so, a copy of the Memorandum and Articles of Association may be furnished)

)R

b) Partnershipfirm

(if **so**, a copy of **partnership** Deed and Certificateof registration under the Partnership Act may be furnished)

OR

c) Proprietory concern

(give name and address of the proprietor)

- 5) Location of hotel site along with postal address
- 6) Details of the site
 - a) Area
 - b) Title

Whether outright purchase

(if **so,** a **copy** of the registered sale deed should be furnished)

OR

On Lease

(if so, a copy of the registered lease deed should be furnished)

- c) Whether the required land-use permit for the construction of hotel on it have been obtained (if so, a copy of the certificate from the concerned local authorities' should be furnished).
- d) Distance from Railway Station
- e) Distance from Airport
- f) Distance from main shopping centres
- 7) Details of the Hotel Project

(a copy of the Project/Feasibility report should also be furnished)

- a) Star Category Planned
- b) No. of guest rooms and their area

Number

Area

Single

Double

Suites

TOTAL:

- c) No. of attached baths and their area
- How many of the bathrooms will have long baths or the most modern shower chambers (Give break up)
- e) Details of public areas:

Number

Area of each

- i) Lounge/Lobby
- ii) Restaurants
- iii) Bar
- iv) Shopping
- v) Banquet/Conference Halls
- vi) Health Club
- vii) Swimming Pool
- viii) Parking facilities

Notes: It may be ensured that areas of guest rooms and attached bathrooms conform to the minimum standards laid down by the Department of Tourism for **different** star categories of hotels.

- f) Blue prints of the sketch plans of the project. A complete set duly signed by the promoter and the architect should be furnished, including/showing among other things, the following:
 - i) Site Plan
 - ii) Front and side elevations
 - iii) Floorwise distribution of public areas/guest rooms and other facilities,
 - iv) Areas of guest rooms with dimensions
 - v) Areas of bathrooms with dimensions.
- 8) Air-conditioning:
 - a) Whether all the guest rooms will be air-conditioned.
 - b) Whether all the public areas will be air-conditioned.
 - c) Give **details** of type of air-conditioning.
- 9) Approval

Whether the hotel project has been approved/cleared by/under the following agencies/Acts wherever applicable:

- a) Municipal authorities
- b) Urban Lands (Ceiling), Act
- Any other **local/State** Government authorities concerned.
- 10) Proposed Capital Structure:
 - a) Total estimated cost:
 - i) Equity:
 - ii) Loan:
 - b) Equity Capital so far raised.
 - i) **Sources** from which loan is proposed to be raised.
 - ii) Present position of the loan.
- 11) Acceptance of Regulatory Conditions.
- 12) Application Fee

(Demand Draft for Rs. 2000/-in case of hotel projects planned for 5-star Deluxe category and for Rs. 1000/- in case of 3 and 4- star categories and Rs. 500/- for 1 and 2 star categories. Demand Draft may be drawn in favour of: Pay and Accounts Officer, Department of Tourism, New **Delhi**.

13) If you are interested in availing of any or all of the following benefits of the Income **Tax** Act, **1961**, kindly mention **Yes/No** against each of the following provisions:

Section 801A

Section 80 HHD

Section 88 A

Signature

Full name and designation of the Applicant

Place:

Dated:

APPENDIX-II

Department of Tourism, Government of India

GUIDELINES FOR APPROVAL OF HERITAGE HOTELS AT PROJECT/PLANNING STAGE

Definition:

"Heritage Hotels" cover running hotels in places/Castles/forts/Havelies/Residence of any size built prior to 1950.

5) CLASSIFICATION CRITERIA

The architectural character of the properties to be considered in the category of 'HERITAGE HOTEL' should be maintained. Any extension/improvements/change must be in keeping with the existing architecture appearance. The locality including immediate approach and environs should be suitable for a hotel of this category.

B) GENERAL FEATURES:

The facade, architectural features and general construction should have the distinctive qualities, ambiance and decor in keeping with the traditional way of the place. There should be adequate parking space for cars. All public rooms and areas and the guest rooms should be well maintained and well equipped with quality carpets or area rugs furniture, fittings, etc. in good taste, and in keeping with the traditional life style. The guest rooms should be clean, airy, pest free, without dampness and musty odour, and or reasonably large size, with attached bath rooms with modern facilities (e.g. flush commodes, wash basins, running hot and cold water, etc.). There should be a well appointed lobby or lounge equipped with furniture of high standard, with separate ladies and gents cloak rooms with good fittings.

C) FACILTIES

There should be a reception, cash and information counter attended by trained and'. experienced personnel. There should be money changing facilities, left luggage room. There should be a well equipped, well furnished and well maintained dinning room on the premises and, wherever permissible by law, there should be an elegant, well equipped bar/permit room. The kitchen and pantry should be professionally designed to ensure, efficiencyof operation and should be well equipped. Crockery, cutlery, glassware should be of high standard and in sufficient quantity, keeping in view the life style, and commensurate with the number of guests to be served. Drinking water must be bacteria free and kitchen must be clean, airy, well lighted and protected from pests. There must be the three tier washing system with running hot and cold water hygienic garbage disposal arrangements; and pest free deep freezer and refrigerator (where the arrangement is for fresh food for each meal, standby generator will not be insisted upon). The gardens/grounds must be very well maintained.

D) SERVICES

The hotel should offer high quality cuisine and the food and beverage service should be of good standard. There should be qualified, trained, experienced, efficient and courteousstaff in smart and clean uniforms and the staff coming in contact with the guests should understand English. Housekeeping at these hotels should be of the highest possible standard and there should be a plentiful supply of linen, blankets, towels, etc. which should be of high quality. Each guest room should be provided with a vacuum/flask with bacteria free drinking water. Arrangements for heating/cooling must be provided for in the guest rooms in-cold/hot seasons. Places which have telephone lines must have at least one phone in the office with call bells in each guest room. Arrangements for medical assistance must be there in case of need. The staff/room ratio must be in keeping with the number of guest rooms in each property. There hotels must be run on a professional basis while losing none of these ambiance and services.

The heritage hotels must present a distinctive and **traditional** life style of the areas and should be of very high quality in term of service, **ambience** and cuisine.

- 1) Proposed name of the Hotel:
- 2) Name of Promoters:
 - a) note giving details of business antecedents may be enclosed)
- 3) Complete Postal address of the Promoters.
- 4) Status of owners/Promoters:

Whether

a) company (if so, a copy of the Memorandum & Articles of Association may be furnished)

 \cap R

b) Partnership firm (if so, a copy of partnership Deed and certificate of registration under the Partnership Act may be furnished)

OR

- c) Proprietory concern (Give name and address of the proprietor)
- 5) Location of the property along with postal address:
- 6) Details of the property
 - a) Area
 - b) Title

Whether outright purchase/ownership (if so, a copy of the registered sale deed should 'be furnished)

OR

On Lease (if so, a copy of the registered lease deed should furnished)

- whether the required land use permit for the conversion into hotel on it have been obtained. (If so, a copy of certificate from the concerned local authorities should be furnished)
- d) Distance from Railway Station:
- e) Distance from Airport:
- f) Distance from main shopping Centres:
- 7) Details of the Hotel Project (a copy of the **project/feasibility** report should also be furnished).
 - a) No. of guest rooms and their area: Number Area

Single

Double

Suites

Total:

- No. of attached baths and their area:
- c) How many of the bathrooms will have long baths or the most modern shower chambers (Give break-up):
- d) details of public areas:

Number

Area of each

- i) Lounge/Lobby
- ii) Restaurants/Dinning room:
- iii) Bar (if any):
- iv) shopping (if any):
- v) Banquet/Conference Halls (if any):
- vi) Health Club (if any):
- vii) Swimming Pool (If any):
- viii) Parking facilities:

- e) Blue prints of the sketch plans of the project. A complete set duly signed by the promoter and the architects should be furnished **including/showing** among other things, the following:
 - i) Site Plan:
 - ii) Front and side elevations:
 - iii) Floorwise distribution of public rooms/guest rooms and other facilities.
- 8) Approval:

Whether the hotel project has been approved/cleared by/under the following agencies/Acts wherever applicable:

- a) Municipal authorities;
- b) Urban Lands (Ceiling), Act:
- c) Any other local/state govt. authorities concerned.
- 9) Proposed Capital Structure:
 - a) Total estimated cost:
 - i) Equity:
 - ii) Loan:
 - b)

Equity Capital so far raised:

- c) i) Sources from which loan is proposed to be raised:
 - ii) Present position of the loan:
- 10) Acceptance of Regulatory Conditions:

(This should be furnished in the prescribed proforma, as per sample attached):

11) Application Fee:

Demand Draft for **Rs.1,000**/- for hotel projects planned for Heritage, Hotel category drawn in favour of "Pay & Accounts Officer, Department of Tourism, New **Delhi**" must be attached with the application:

12) If you are interested in availing of any or all of the **following benefits** of the Income Tax Act, **1961**, kindly mention **Yes/No** against each of the following provisions:

Section 80 LA

Section 80 HHD

Signature Full name and designation of the applicant:

Place:

Dated:

DISTRIBUTION OF APPROVED HOTEL ROOMS IN INDIA AT SELECTED DESTINATIONS AS ON 01.06.1995

				Categor	y	-	
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[•] Denotes No. of Rooms

Source: Department of Tourism. Government of India.