

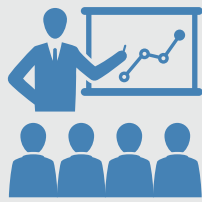


NATIONAL
EMPLOYABILITY
REPORT

**HOTEL MANAGEMENT
GRADUATES**

Annual Report 2014

HOTEL MANAGEMENT



Aspiring Minds is India's leading employability solutions company, headquartered in Gurgaon. Aspiring Minds offers scientific assessments with an innovative large-scale sourcing model analogous to a GRE-for-job concept. The state-of-the-art assessment tools developed by Aspiring Minds have been used across industry verticals to help recruit the right people, develop profile-wise employability benchmarks and assess workforce health.

Aspiring Minds' intelligent adaptive assessments span across Language, Cognitive skills, Domain knowledge and Personality. A strong in-house research and development team with alumni from IITs and MIT form the development backbone of the patent pending assessment tools.

AMCAT® - the flagship product is India's Largest Employability Test. Conducted across the country throughout the year, AMCAT has been taken by over 1,000,000 candidates in 3000+ campuses, spread across 23 states. Tens of thousands of candidates secure their dream jobs every year through AMCAT.

Powered by a highly dedicated management team of over 225 full-time employees, drawn from the IITs and IIMs and a pan-India operational presence, Aspiring Minds has helped leading brands across verticals to improve their recruitment process efficiency and the quality of talent they hire. Aspiring Minds' products and solutions have been adopted by more than 300 clients in sectors as diverse as BFSI, IT, ITeS, Hospitality, Retail, etc.

Aspiring Minds products and solutions have been adopted by leading corporate including HCL, Genpact, Accenture, L&T Finance, The Oberoi Centre of Learning and Development, Park Hotels, Mahindra Holidays, Four Seasons Hotel, Keane, Mphasis, Ericsson, Sapient, John Deere, Tavant, Tally, among others.



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The graphic features a large, stylized blue circle in the center, which is part of a larger blue shape resembling a stylized 'E' or a gear. This blue shape is set against a light gray background. The text 'NATIONAL EMPLOYABILITY REPORT' is written in white, uppercase, sans-serif font across the center of the blue circle.

NATIONAL EMPLOYABILITY REPORT

INTRODUCTION

The year 2013 was a year of muted growth for Indian hospitality industry, with uncertain economy and global woes affecting demand and revenue. Indian hospitality industry while remaining cautious continues to build supply in key regions.

A joint report by Cushman & Wakefield with Confederation of Indian Industries (CII) titled 'Indian Hospitality Story 2012 & Beyond'¹, suggests that the top six cities of India (Bengaluru, Chennai, Delhi, Hyderabad, Kolkata and Mumbai) are expected to increase their room inventory by as much as 50,000, across different categories over next 5-6 years.

The industry requirement is 150,000 trained persons per annum while the availability is only 50,000 per annum.

While the hospitality industry continues its growth trajectory, quality manpower continues to be the biggest headache for every General Manager of properties across brands, regions, size and categories. Industry veteran Lalit K. Panwar, vice chairman and managing director of ITDC says, "The industry requirement is 150,000 trained persons per annum while the availability is only 50,000 per annum"². To solve the issue of increasing gap between demand and supply, various

stakeholders have started taking corrective actions. Government launched the Hunar se Rozgar scheme which promises to address the basic entry level job deficit upto a limit.

A report by PWC on Indian hospitality says that grooming and developing human resource for the hospitality industry is already a huge challenge and competition for talent from other sectors like airlines, retail, ITeS etc have fuelled the growing concerns³. Many hotel chains have started getting more and more involved in the training of current hotel management graduate students through campus engagement initiatives and are also starting their own training academies. Employers are also awakening to the fact that the current salary levels and little work-life balance schedules will continue to push the students to other lucrative sectors like IT, government jobs, retail etc.

In continuation with our employability report for Hotel Management Graduates in 2012⁴, we bring to you National Employability Report 2013, which would analyze the employability variances across various groups to gain an understanding of the needs and the gaps and also try to understand aspirations of today's youth when it comes to hospitality jobs, while digging deeper into their understanding of domain knowledge in hospitality.

We hope that the insights provided in this report will be useful tool in the hands of policy makers, educationists and corporates and enable them to reflect and decide the required targeted intervention to bridge gaps. An independent and neutral assessment at regular intervals helps identify gaps, take actions and measure their effectiveness also, thus closing the loop. We are committed to providing periodic feedback about employability and higher education to all stakeholders through a yearly report card.

With commitment to the development of a healthy education- employment ecosystem in India...!

Grooming and developing human resource for the hospitality industry is already a huge challenge and competition for talent from other sectors like airlines, retail, ITeS etc have fuelled the growing concerns

¹Cushman and Wakefield – CII report on "Indian Hospitality Story 2012 & Beyond"

²Lack of skilled labor still plagues India , <http://www.hotelnewsnow.com/Article/9653/Lack-of-skilled-labor-still-plagues-India>

³Hospitality insights: From the Indian CEOs' desk - PwC

⁴Aspiring Minds' National Employability Report Hotel Management Graduates: 2012



EXECUTIVE SUMMARY

The key findings of the National Employability Study for Hotel Management graduates are:

- ***The percentage of Hotel Management candidates directly hireable for a hospitality job after college is quite low (4% to 11%)***

Based on the candidate's assessment on cognitive skills, personality and domain knowledge, it comes out that only 4% to 11% of students passing out from Hotel Management institutes are fit to work in the hospitality sector. While lack of domain knowledge emerged as the largest factor contributing to low employability, candidates also scored low on English and soft skills like Quality Orientation, Interpersonal Skills and Ability to Handle Pressure. There are other 12% to 21% candidates who can become employable after some grooming and training by Hospitality companies.

- ***Females are more hireable (8% to 18%) as compared to males (3% to 10%) across all profiles***

Similar to the findings of NER- Hotel Management Graduates, 2012, we see that females come off as more employable than males. The difference in scores in domain modules is quite striking with females scoring much higher than males in all 4 domain knowledge assessments. Similar to last year trends, females have better people skills and quality orientation, as compared to their male counterparts.

- ***More than 50% of the employable pool of Hotel Management candidates is invisible to recruiters.***

34% to 48% of *Hirable* candidates and 50% to 62% of *Trainable* candidates are studying in the bottom 600 colleges where most hospitality companies rarely go for campus recruitment. There is a need to bridge the gap between potential recruiters and these employable candidates who do not get campus placement just because their college brand name is not big enough to attract companies. At a time where hospitality industry is complaining about not getting enough quality people to hire, there is a strong need to bridge the gap between deserving candidates studying in such colleges and the corporates.

- ***Education system promoting rote learning in place of actual application of concepts***

Even basic concept and fundamentals related questions were not answered correctly by a majority of students from Front Office, Food production, Housekeeping and F&B background. 65% to 75% of candidates were unable to answer basic questions about hotel operations, F&B outlets, cooking techniques etc, which shows that hotel management education in India is still following the age old syllabus and focusing more on literature than practical aspects of hospitality.

- ***Keenness to go abroad came across as the primary reason for students to pursue a career in hospitality!***

Aspiring Minds conducted a survey on HM graduates to understand their aspirations and expectations. Surprisingly the most common reason why candidates wanted to work in hospitality industry was neither money, nor growth nor passion for job, but opportunity to go abroad. This might be an important insight for corporates who might want to tweak their management program and highlight global opportunities to attract best of talent at campus.

METHODOLOGY

The report is based on a sample of more than 4,000 Hotel Management students from 140+ final year Hotel Management colleges across India who underwent a 2.5-hour Aspiring Minds' AMCAT-Hospitality Employability Test, which is India's only Competency-based assessment instrument for the hospitality industry. The analysis and findings of this report are based on the results of these students on AMCAT-Hospitality.

AMCAT-Hospitality is a computer-based scientific and standardized assessment, used by hospitality companies to evaluate the employability of their applicants. AMCAT-Hospitality assesses a candidate on aptitude, personality and domain knowledge to evaluate his/ her employability quotient for the hospitality sector. Details about the test are given in the Glossary section of the report.

AMCAT- Hospitality was conducted in a proctored and credible environment ensured by Aspiring Minds. Employability has been quantified based on several benchmarking studies done at Indian and international hotel and restaurant chains by Aspiring Minds. The benchmarks for employability in a profile and sector have been ascertained by a theoretical understanding of job profile and empirical validation of the aptitude, personality and technical knowledge required. The benchmarks are established such that there is a desirable balance between elimination of potential low performers and inclusion of potential high performers. Based on their AMCAT-Hospitality scores, the candidates have been classified as a) Hirable, b) Trainable and c) Unsuitable. The same has been validated among multiple companies in the hospitality sector. Together with the AMCAT- Hospitality scores, the various demographic details of the candidates are also captured by Aspiring Minds' testing platform, which has enabled a comprehensive and meaningful analysis provided in the report.



EMPLOYABILITY BY SPECIALIZATION

In the hospitality industry, the major departments of work for a fresher Hotel Management graduate are:

- Food and Beverage – looks after food and beverage outlets of the organization
- Front Office – looks after selling rooms, registration of guests and providing information
- Sales – looks after selling room rights to corporates
- Food Production – looks after preparation of food for guests
- Housekeeping - Looks after keeping the property clean, hygienic and comfortable. Also responsible for accommodation operations

Each domain requires candidates with specific aptitude, personality and domain knowledge. Multiple benchmarking studies were done on the entry level workforce of India's leading hotel chains to arrive at success profile of employees and accordingly, Aspiring Minds designed a competency matrix for each of these profiles. Depending on the AMCAT-Hospitality scores of the candidates in these competencies, the candidates were provided a job-suitability score for various profiles. The proportion of BHM graduates that are hireable and trainable is shown in Figure 1. It was noted that employability trends across specialization were similar to that of employability trends in 2012, with slight variations.

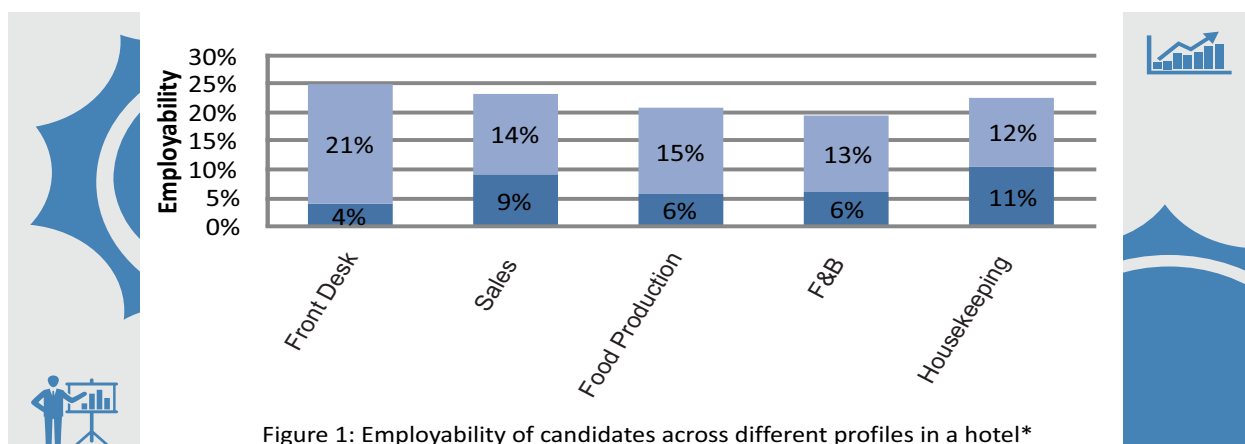


Figure 1: Employability of candidates across different profiles in a hotel*

	Front Desk	Sales	Food Production	F&B	Housekeeping
Hirable	4%	9%	6%	6%	11%
Trainable	21%	14%	15%	13%	12%
Employable	25%	23%	21%	20%	23%

Hirable: Candidates who can be directly hired for the job. Defined on the basis of their aptitude and behavioral competencies.

Trainable: Candidates who can join work post training in their respective departments. Defined on the basis of their aptitude and behavioral competencies.

Employable: Candidates who are either 'hirable' OR 'trainable'. Since training is an integral part of most hospitality companies' orientation program, 'trainable' candidates have been bracketed in the 'employable' sphere.

Observations:

1. Only 4% to 11% of the entire BHM population is directly hireable in hotels, while other 12% to 21% candidates can be employed post training. It was seen that the top reason for unemployability in all four domain profiles (F&B, Food Production, Housekeeping and Front Office) was lack of domain knowledge in the respective fields.
2. Some other factors that seems to be lacking in candidates across profiles were-Quality Orientation, Interpersonal Skills and Ability to Handle Pressure. Given the service oriented nature of job, these skills are essential for any hospitality professional and needs to be inculcated during the course duration itself.

The next section is a comparative study of average scores of candidates from hotel management colleges and candidates from other graduate courses like B.Com, B.A, B.Sc. etc, on cognitive skills and behavioral competencies.

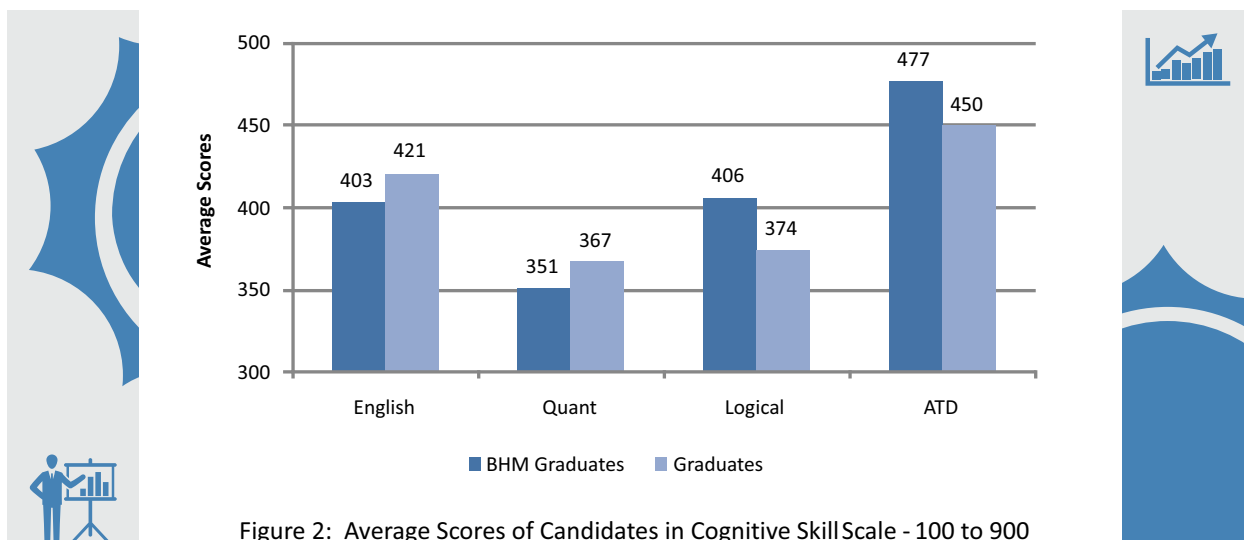


Figure 2: Average Scores of Candidates in Cognitive Skill Scale - 100 to 900

- **BHM graduates have slightly lower scores in English as compared to other graduates.** The gap has reduced considerably from last year; however the reason behind that has more to do with the fall in average English scores of graduates as compared to last year. Looking at the scores, an average of 403 is still considerably low given that most hotels require candidates with strong English conversation skills to speak with their international and local clientele. It is interesting to note that almost 40% of candidates are not employable because of their lack of English Language understanding.
- **Contrary to the trends in NER 2012, BHM graduates have higher scores in Logical Ability as compared to other graduates.** Logical Ability is a strong predictor of trainability of candidate and problem handling skills. Service oriented industries like hospitality, need employees to have moderate to high Logical Ability so that they are able to handle guests well and also able to continuously upgrade their skills and learn new things. It is also interesting to note that though an important indicator of success, Logical Ability is very difficult to measure objectively through traditional methods of interviews or Group Discussions. More and more companies are now using standardized and scientific assessment to measure and filter candidates on Logical Ability.
- **Hotel management candidates have higher average scores in Attention to Details as compared to other graduate students.** This is as per expectations as hotel management graduates are expected to have an eye for details to ensure complete guests satisfaction.



EMPLOYABILITY BY GENDER

As more and more females join the workforce around globe, it is imperative to understand the employability differences, if any, between the two genders.

The population ratio of males to females (MFR) in India is 1.06, whereas in case of graduates, the ratio of males to females is 1.09. Thus, when compared to the national MFR, the MFR of graduates is higher. This indicates that a higher proportion of females take up graduation as their career path as compared to males. However when we look at hospitality education, the gender ratio in India currently is heavily in favor of males. There are just 11% females as compared to 89% males in Hotel Management institutes. Whereas in the hospitality industry, there are only 15% female employees as compared to 85% males across profiles and hierarchy levels. This is becoming an increasing area of concern for many recruiters, as they have to recruit more and more females from non-hospitality background.

Gender Ratio in India (M:F)	Gender ratio in Graduate Colleges (M:F)	Gender Ratio in Hotel Management Colleges (M:F)
1.06:1	1.09: 1	8.09 :1

Table 1 - Gender Ratio Comparison

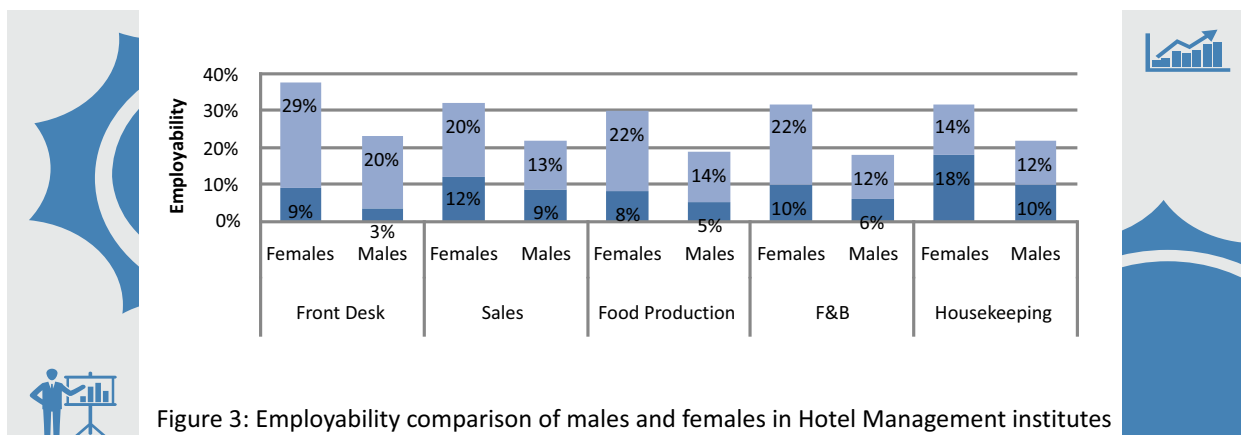


Figure 3: Employability comparison of males and females in Hotel Management institutes

	Front Desk		Sales		Food Production		F&B		Housekeeping	
	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males
Hirable	9%	3%	12%	9%	8%	5%	10%	6%	18%	10%
Trainable	29%	20%	20%	13%	22%	14%	22%	12%	14%	12%
Employable	38%	23%	32%	22%	30%	19%	32%	18%	32%	22%

Comparing the employability of males and females hotel management candidates, it comes out that that female employability is much higher than male employability across profiles. This is in sync with the findings for NER 2012 also.

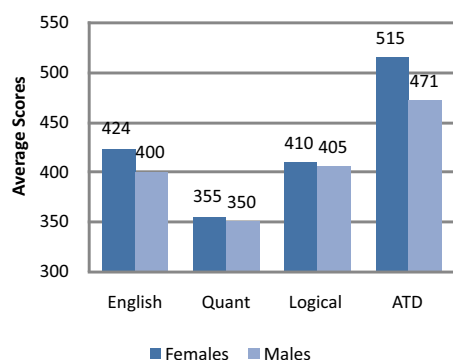


Figure 4: Avg Scores in Cognitive Skills
Scale: 100 to 900

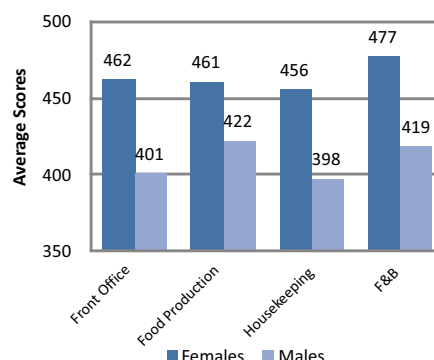


Figure 5: Avg Scores in Domain Skills
Scale: 100 to 900



As is evident from the graphs above, females have scores more than males in all cognitive skills and domain knowledge competencies. Few observations:

- **Females have scored higher than males in English Language and Attention to Detail skills.** This is in sync with the observation of NER HM 2012
- **Females have scored significantly better than males in domain knowledge across all profiles.** Given the low percentage of females in hospitality management courses, it is quite interesting to note that females gain more from their course curriculum as compared to their male counterparts.

The above observations indicate that even though the number of females pursuing Hotel Management is quite low, they are significantly better than their male counterparts. Given the odds of demand and supply, it is time hospitality industry actively try to attract and retain female professionals.



EMPLOYABILITY VARIANCES IN CAMPUSES

Hospitality recruiters across India insist that variation in quality of students from one campus to another is quite huge in hotel management colleges. Some colleges tend to attract better quality students because of their pedigree, some because of their infrastructure and others simply because candidates have no other option in that particular city. The following section throws more light on the employability variance across colleges.

a. IHMs vs. Rest of Colleges

This section compares the Employability of candidates studying in the NCHMCT affiliated IHMs with candidates in rest of the Hotel Management colleges including both Private and Government colleges.

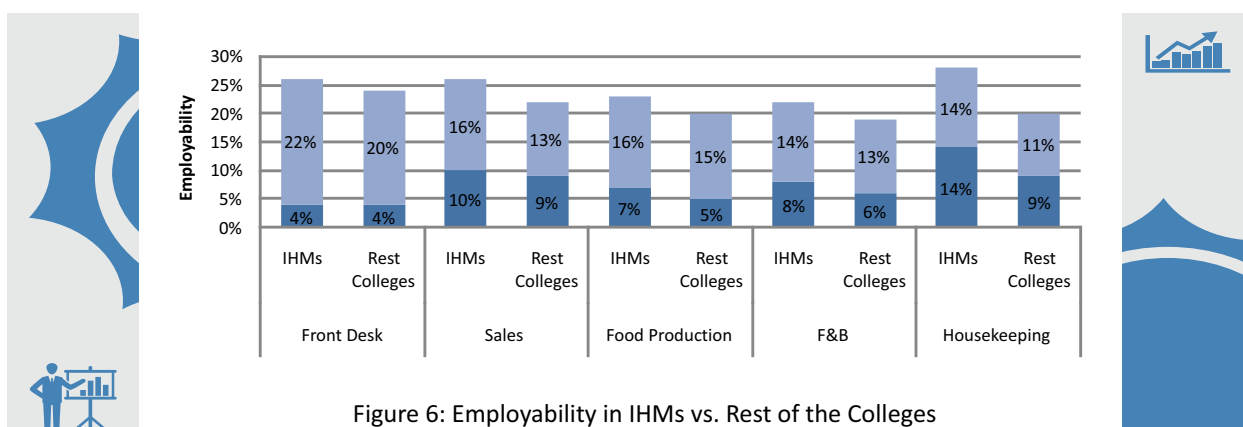
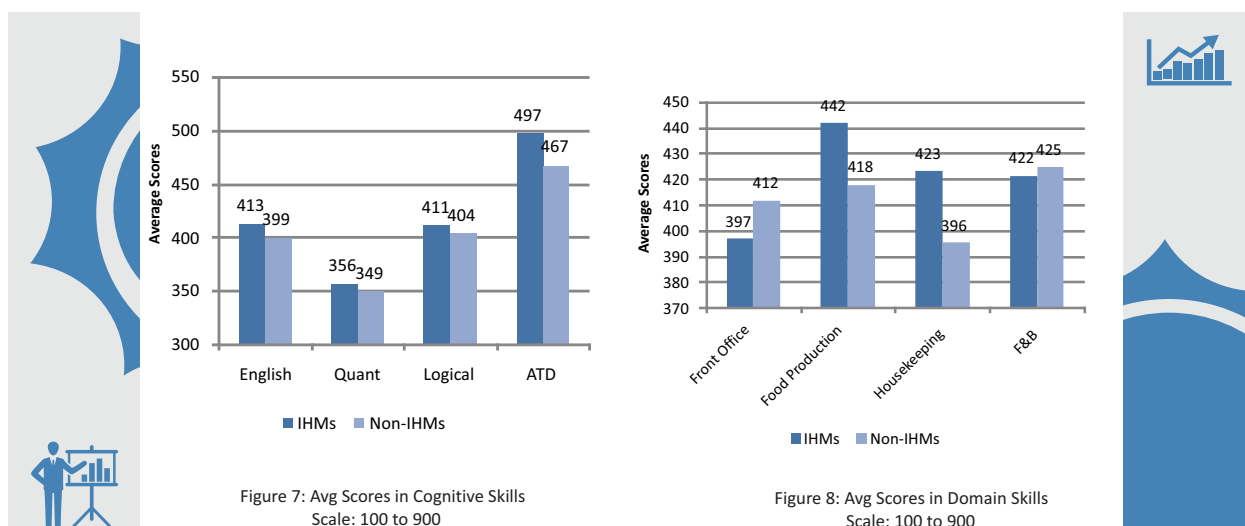


Figure 6: Employability in IHMs vs. Rest of the Colleges

	Front Desk		Sales		Food Production		F&B		Housekeeping	
	IHMs	Rest of the Colleges	IHMs	Rest of the Colleges	IHMs	Rest of the Colleges	IHMs	Rest of the Colleges	IHMs	Rest of the Colleges
Hirable	4%	4%	10%	9%	7%	5%	8%	6%	14%	9%
Trainable	22%	20%	16%	13%	16%	15%	14%	13%	14%	11%
Employable	26%	24%	26%	22%	23%	20%	22%	19%	28%	20%

It is interesting to note that while the IHMs display better employability, as in NER HM 2012, the difference between the two is significantly less than what was observed last year. One probable reason for this could be that domain knowledge has become an additional criteria for calculating employability in NER- HM 2014, which indicates that IHMs are able to attract better pedigree students as compared to other non-IHMs.



Looking at the graphs above, it is observed that while candidates in ILMs have scored higher than candidates from other colleges in all Cognitive skills, when it comes to domain knowledge, ILM candidates fared better in Food Production and Housekeeping while Non- ILMs fared better in Front Office and F&B.

This data points more conclusively to the fact that while ILMs are able to attract better talent because of their brand name, when it comes to imparting learning and education, they are infact more or less at par with other private/ government colleges in India.

b. Employability according to College Rank

In this section, we make a study of the distributional properties of employability across colleges. The employability of each Hotel Management college was determined and accordingly the college was ranked. Based on these ranking, the colleges were divided into two groups – the top one-third colleges and the bottom two-third colleges, i.e. top 33 percentile campuses and the rest of the campuses.

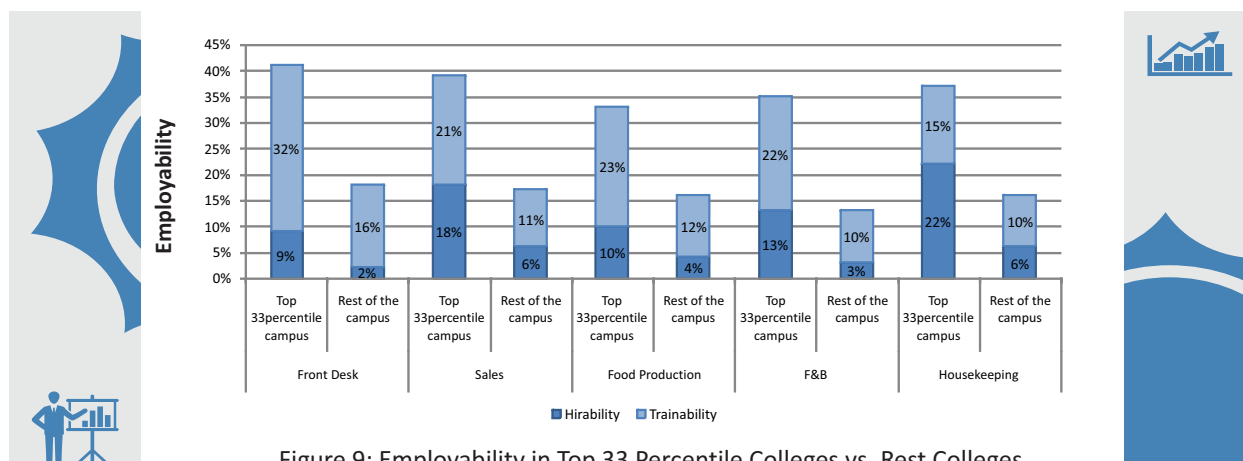


Figure 9: Employability in Top 33 Percentile Colleges vs. Rest Colleges

	Front Desk		Sales		Food Production		F&B		Housekeeping	
	Top 33 percentile Colleges	Rest Colleges	Top 33 percentile Colleges	Rest Colleges	Top 33 percentile Colleges	Rest Colleges	Top 33 percentile Colleges	Rest Colleges	Top 33 percentile Colleges	Rest Colleges
Hirable	9%	2%	18%	6%	10%	4%	13%	3%	22%	6%
Trainable	32%	16%	21%	11%	23%	12%	22%	10%	15%	10%
Employable	41%	18%	39%	17%	33%	16%	35%	13%	37%	16%

Figure 9 indicates that that top one-third of Hotel Management colleges have an employability range of 33% to 41% while the bottom two-third have an employability range of 13% 17%. Assuming there are around 900 institutes providing Hotel Management education in India, around 300 colleges would fall in the Top 33 percentile bracket, which means that almost an equal number of employable candidates are there in the top 300 campuses as compared to the rest (See Table 2 for more details). Considering that very few hospitality companies in India have a campus recruitment program beyond the top 300 campuses, it can be derived that almost half of the employable pool in the country, is invisible to recruiters.

		Hirable Candidates	Trainable Candidates
Front Desk	Top 33%ile Colleges	66%	45%
	Rest of the Colleges	34%	55%
Sales	Top 33%ile Colleges	58%	44%
	Rest of the Colleges	42%	56%
Food Production	Top 33%ile Colleges	52%	45%
	Rest of the Colleges	48%	55%
F&B	Top 33%ile Colleges	62%	50%
	Rest of the Colleges	38%	50%
Housekeeping	Top 33%ile Colleges	60%	38%
	Rest of the Colleges	40%	62%

Table 2: Breakup of Employable candidates in Top 33 Percentile colleges and rest of the colleges

The above table shows that 34% to 48% of *Hirable* candidates and 50% to 62% of *Trainable* candidates are studying in the bottom 600 colleges where most companies shy away from doing campus recruitment. There is a need to bridge the gap between potential recruiters and these employable candidates who do not get campus placement just because their college brand name is not big enough to attract companies.



LEARNING LEVELS OF HOTEL MANAGEMENT GRADUATES

This section attempts to gain insights into the learning levels of hotel management graduates in domain knowledge. Domain knowledge is an important skill for education institutes who impart knowledge, and also for potential recruiters who look at domain knowledge of a candidate during an interview as a measure of his/ her employability.

a. Front Office

This section intends to understand the knowledge level of HM graduates in “Front Office” domain module. Based on the percentage of candidates who correctly answered questions of varying difficulty in the module, we attempt to understand candidates' understanding of three areas of Front Office-

1. Front Office Accounting
2. Front Office Organization
3. Front Office Operations

We analyze the responses of candidates to questions, each pertaining to different levels of difficulty and concepts of Front Office. The questions are selected on the basis of different skill levels they test.

1. Front Office Accounting

Question 1- Occupancy ratio is a measure of a hotel's _____ .

(a) Quality

(b) Performance

(c) Profits

(d) Revenue

Correct Answer – (b) Performance

21% answered correctly

Observation – At a time where hotels all over India are debating and discussing the falling occupancy rate of hotels, it is really surprising that only 21% of HM graduates actually understand what Occupancy Ratio measures. Almost 50% of candidates selected (d) Revenue as the correct option which indicates that while candidates had some basic understanding, they did not fully understand the concept of Occupancy Ratio.

2. Front Office Organization:

Question 1- Which of the following is an image of a double bedroom?



Correct Answer –(c)

22% answered correctly

Observation – Only 22% of aspiring Front Office Managers could correctly identify a double bedroom, while more than 60% answered (b), which is actually a Twin Bedroom. This goes on to show how there is serious dearth of even fundamental domain knowledge amongst hotel management graduates.

Question 2- Which among the following is NOT a duty of the Front Office?

- (a) Reserve rooms for guests prior to their arrival
- (b) Coordinate with Engineering department to check the electrical equipments in guest room
- (c) Help load and unload baggage when the guests arrive or leave
- (d) Maintain guest accounts and accurate room status information
- (e) Park private automobiles within the hotel premises

Correct Answer – (b) Coordinate with Engineering department to check the electrical equipments in guest room

24% answered correctly

Observation – Less than one-fourth of Hotel Management graduates who aspire to join Front Office of a hotel chain actually understand the basic duties of Front Office. It is even more surprising because all of these final year graduates have done internship at a hotel and seen the operations of Front Office.

Question 1- The given image displays the different Front Office personnel required at different stages of guest cycle. Which of the following is a mis-match?

	Guest cycle	Personnel
A	Pre-arrival	Information Assistant
B	Arrival	Bell Captain
C	Occupancy	Concierge
D	Departure	Front Office Cashier

(a) A

(b) B

(c) C

(d) D

Correct Answer – (a) A

19% answered correctly

Observation – The above question being of slighter higher difficulty, it was expected that not many candidates would be able to answer question correctly. Having said that, it is still disappointing to see that only 19% of candidates understand the stages and cycle of Front Office Operations.

b. Food Production

This section intends to understand the knowledge level of HM graduates in “Food Production” domain module. Based on the percentage of candidates who correctly answered questions of varying difficulty in the module, we attempt to understand candidates' understanding of three areas of Food Production-

1. Cooking methods and safety
2. Meals preparation and presentation
3. Stock management and budgeting

We analyze the responses of candidates to questions, each pertaining to different levels of difficulty and concepts of Food Production. The questions are selected on the basis of different skill levels they test.

1. Cooking methods and safety

Question 1-Broiling is which type of cooking method?

- | | |
|-------------------|------------------|
| (a) Dry Medium | (b) Smoke Medium |
| (c) Liquid Medium | (d) Fat Medium |

Correct Answer – (a) Dry Medium

44% answered correctly

Observation – Being an elementary and easy question, 44% of candidates were able to answer the question correctly.

Question 2- Which of the following equipments would you use to slice a carrot?

- | | |
|--------------|--------------|
| (a) Slicer | (b) Strainer |
| (c) Mandolin | (d) Ladle |

Correct Answer – (c) Mandolin

16% answered correctly

Observation – Less than 20% of budding Chefs knew the correct equipment to slice a carrot. These two examples serve as a great example to highlight that hotel management education in India is still following the age old syllabus and focusing more on literature than practical aspects of hospitality.

2. Meal Preparation and Presentation

Question 1- The pastry which was prepared by you turned out to be very tough. Which of the following could be the possible reason(s) for this?

- a-Excess moisture
- b-Usage of low protein flour
- c-Over mixing

- (a) a only
- (b) b and c
- (c) a and c
- (d) c only

Correct Answer – (c) a and c

17% answered correctly

Observation – The above question was a difficult question and as expected only 17% candidates were able to answer it correctly. Although in any restaurant/ hotel, even a trainee/ intern is probably expected to know these basic cooking techniques, which our hotel management graduates don't know about.

c. Housekeeping

This section intends to understand the knowledge level of HM graduates in “Housekeeping” domain module. Based on the percentage of candidates who correctly answered questions of varying difficulty in the module, we attempt to understand candidates' understanding of three areas of Housekeeping-

1. Cleaning and Procedures
2. Organization of the Housekeeping department
3. Other Housekeeping activities

We analyze the responses of candidates to questions, each pertaining to different levels of difficulty and concepts of Housekeeping. The questions are selected on the basis of different skill levels they test.

1. Cleaning and Procedures

Question 1- To prevent damage of surfaces of delicate materials, like televisions, which of the following equipments may be used?

(a) Feather brush	(b) Squeegees
(c) Cotton Mops	(d) Sponges

Correct Answer – (a) Feather Brush

32% answered correctly

Observation – The above question was a very basic question related to housekeeping department, and something which someone without a formal education in housekeeping could also answer. Only 32% of candidates who opted for Housekeeping module were able to answer the question correctly.

2. Other Housekeeping Activities

Question 1- A housekeeper is proceeding towards the garden area of the hotel with the equipment as given in the image. For what purpose can the equipment be used??



- (a) For cropping branches (b) For trimming branches
(c) For preparing flower beds for planting (d) For shallow digging

Correct Answer – (a) For cropping branches

20% answered correctly

Observation – The above question deals with fundamentals of horticulture, which is an essential part of Housekeeping education in all Hotel Management institutions. The fact that only 20% of candidates were able to answer this correctly again points to the fact that practical exposure and training is probably lacking in the current curriculum.

Question 2- Match the profiles with the given job descriptions?

Profile	Job Description
A. Valet	1. Checks clothes for spots and stains
B. Sorter	2. Creates invoice for the laundry service availed
C. Spotter	3. Collects soiled laundry from the guests
D. Laundry desk attendant	4. Specialist who removes stains

- (a) A-2, B-4, C-1, D-3 (b) A-2, B-1, C-4, D-3
(c) A-3, B-1, C-4, D-2 (d) A-3, B-1, C-2, D-4

Correct Answer – (c) A-3, B-1, C-4, D-2

43% answered correctly

Observation – It is interesting to note that 43% of candidates were able to answer a slightly difficult question about Housekeeping operations whereas a similar question about Front Office operations was answered by only 19% of candidates correctly.

d. Food & Beverages

This section intends to understand the knowledge level of HM graduates in “Food & Beverage” domain module. Based on the percentage of candidates who correctly answered questions of varying difficulty in the module, we attempt to understand candidates' understanding of three areas of F&B-

1. Operations- Service Area & Equipments
2. Service Planning and Preparation
3. Tobacco & Beverages

We analyze the responses of candidates to questions, each pertaining to different levels of difficulty and concepts of F&B. The questions are selected on the basis of different skill levels they test.

1. Operations- Service Area & Equipments

Question 1- Rohan takes dishes to the customers as a part of room service provided by the hotel. He needs to place cups and saucers . Which of the following options describe the best position in the tray to keep the same?

- | | |
|-------------------|-------------------------|
| (a) Centre | (b) Extreme left |
| (c) Extreme right | (d) Any position is apt |

Correct Answer – (c) Extreme Right

31% answered correctly

Observation – Only 31% of candidates who opted for F&B domain could answer the above question correctly. The above question deals with servicing and is an important part of F&B curriculum.

2. Tobacco & Beverages

Question 1- Amar has to serve a guest who has ordered for the two basic types of Gin. What should Amar serve in order to satisfy the guest?

- | | |
|--------------------|-------------------|
| (a) Dry and Cold | (b) Hot and Cold |
| (c) Light and Full | (d) Dry and Heavy |

Correct Answer – (a) Dry and Cold

22% answered correctly

Observation – The above question is one of the common questions asked during interviews by many recruiters and yet only 22% of the final year students studying a hotel management course were able to answer it correctly.



HOTEL MANAGEMENT GRADUATE ASPIRATION SURVEY

Industry is finally waking to the fact that in order to attract and retain quality talent, which is becoming a rare resource, companies will have to take multiple steps, right from charting out a progressive career path for freshers, to offering salaries that are at par with other sectors, offering work-life balance and a healthy work environment, to investing heavily in training. In order to meet the expectations of Gen Y which is ready to switch jobs at the drop of a hat, it is very important to first understand their motivations and aspirations. Aspiring Minds did a thorough literature survey of existing similar studies and surveys worldwide⁵ to construct a study which would reveal what are the aspirations, motivations and expectations of today's youth when it comes to a career in hospitality industry. A survey was conducted amongst hotel management graduates attempting AMCAT, to understand their motivations behind joining a hotel management course, their understanding about their chosen careers and their future aspirations.

Results

1

Demographics

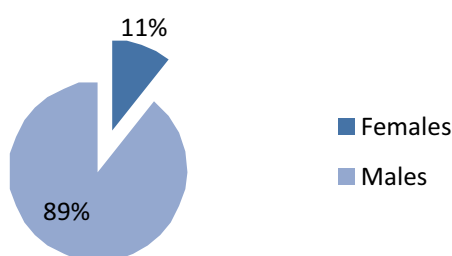


Figure 10: Ratio of Males: Female respondents

The ratio of male and female respondents to this survey is exactly same as that the ratio of males and females in HM graduate course across India. This indicates that they survey response sample can be taken as a stratified and representative sample for the purpose of this study.

⁵ Perceptions of hospitality and tourism students towards study motivations and preferences: a study of Hong Kong students. By, Myong Jae Lee, Samuel Seongseop Kim and Ada Lo. Academic journal article from *Journal of Hospitality, Leisure, Sports and Tourism Education*, Vol. 7, No. 2
Careers in Hospitality Management: Generation Y's Experiences and Perceptions
Undergraduates' Perceptions of Tourism and Hospitality as a Career Choice. By Scott A. Richardson Griffith University Gold Coast, Australia.
Government Of India, Ministry Of Tourism, Department Of Tourism, Market Research Division - Final Report on Evaluation Study For The Plan Scheme Of Assistance To IHMs/FCIs/IITTM/NiWs
Career expectations and requirements of undergraduate hospitality students and the hospitality industry: An analysis of differences. By Jung Hee (Ginny) Kim
Perceptions and attitudes towards the hospitality professions in Cyprus. By Anastasios Zopiatis, George Kyprianou

2

Motivations

We tried to understand the motivation and reasons behind the decision of joining a hotel management graduate. The top reason for selecting hotel management course came out to be - 'job opportunities in Hotel Management are good', followed by 'candidates liked the course'.

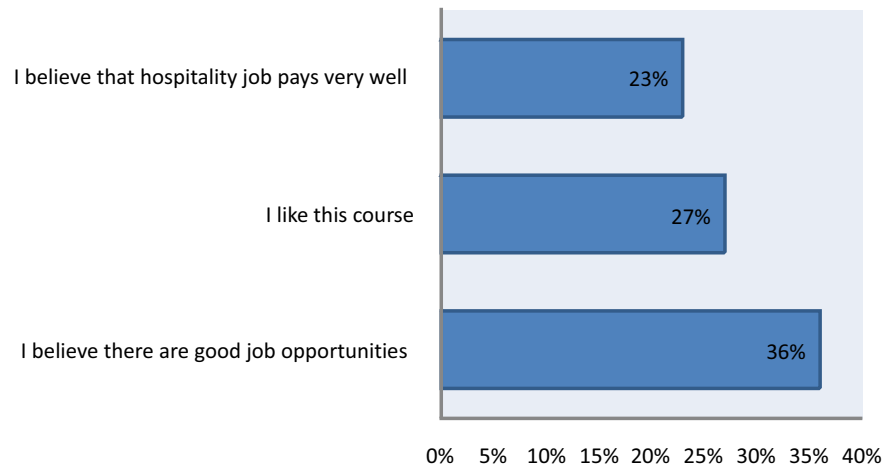


Figure 11: Motivation for joining HM course

3

Work in Hospitality Industry

a. Starting careers in Hospitality Industry –

Most of the respondents chose to stay and work in the hospitality industry post completion of their course.

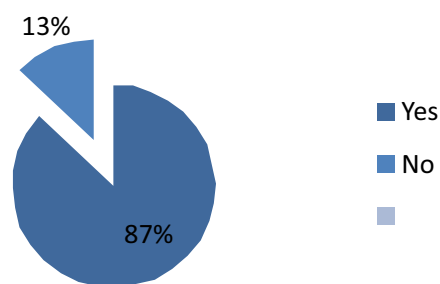


Figure 12: Interest in working in Hospitality industry

b. Motivation for starting careers in Hospitality Industry –

Surprisingly the most common reason why candidates wanted to work in hospitality industry was neither money, nor growth nor passion for job, but opportunity to go abroad. This might be an indicative reason why more and more candidates are attracted towards new international hotel brands rather than age-old favorite Indian hotel chains.

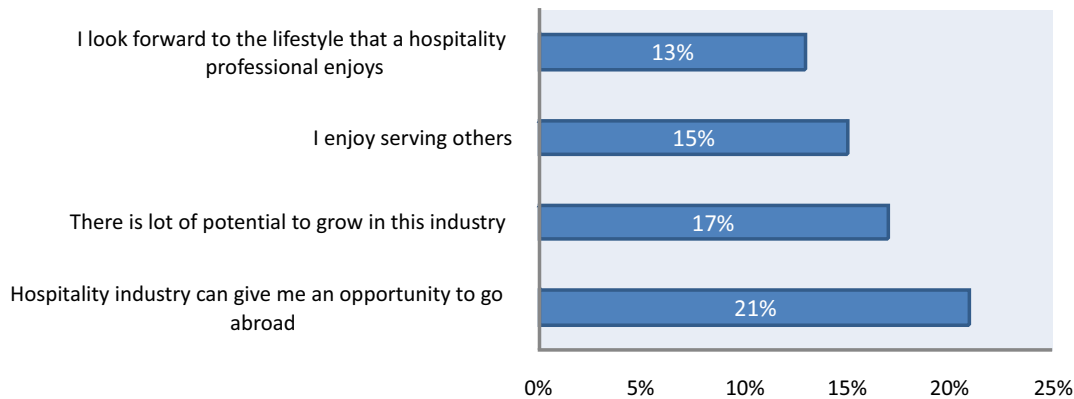


Figure 13: Motivation for working in Hospitality industry

c. Apprehension about joining Hospitality industry –

As expected, 'low salaries' and 'no work-life balance' came out as top two reasons why HM graduates have apprehensions about joining the hospitality industry. While the industry has been talking about high attrition rates, dropouts and brain drain to other sectors, the fact is that hospitality really lags behind as compared to other lucrative sectors like ITeS, Retail etc when it comes to pay package and work –life balance.

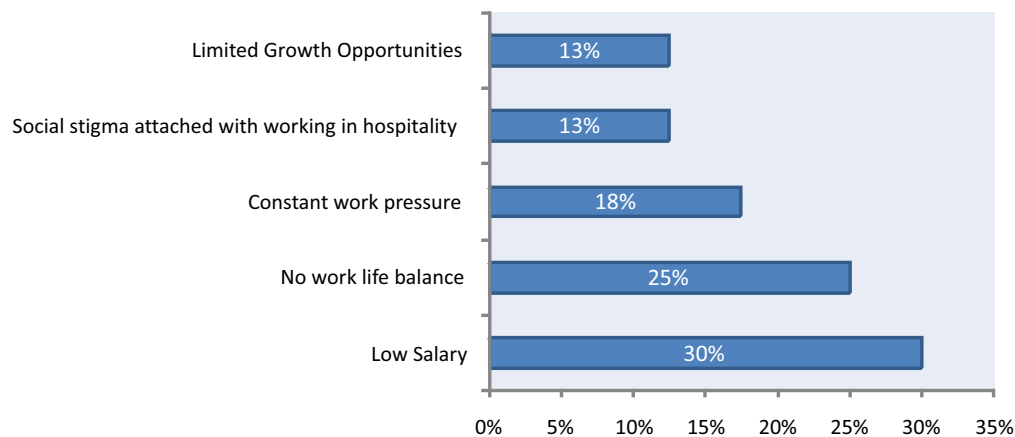


Figure 14: Apprehensions about joining Hospitality industry

d. Profile Preferences –

Housekeeping comes across as the least favorable job amongst applicants, with only 11% of candidates aspiring to be in Housekeeping. It is important to note that while most candidates aspire to be in glamorous profiles like F&B or Front Office etc, not many of them have the aptitude and personality disposition to be in such client facing roles. The current system has no objective way of assessing a candidate's aptitude, personality traits, domain knowledge etc and then mapping it to a profile for which he/ she is a correct fit.

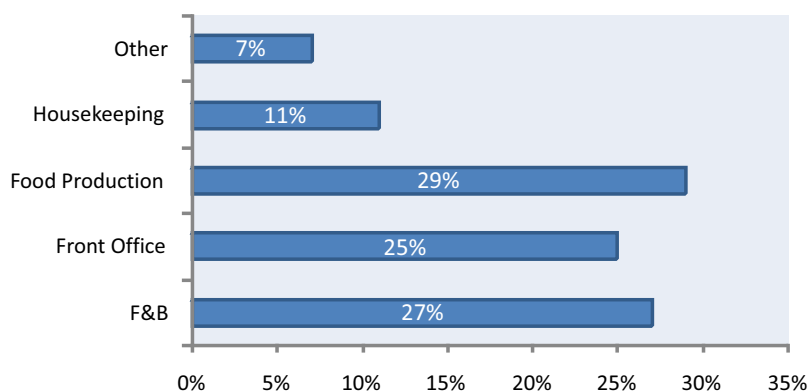


Figure 15: Profile preferences of candidates

4

Company Preferences

We asked candidates to rank the importance of various parameters when it comes to selecting the company where they want to work. The results are as follows:

Rank	Factor for Selecting Company
1	Brand name of company
2	Career growth opportunities
3	Salary
4	Work Life Balance
5	Size of Company

Brand name of the company comes as the most important factor for selecting jobs, followed by the perceived notion of candidates about career growth opportunities in eth particular organization. Company size comes out as the least important parameter.

With employer branding gaining importance every day, it is time hospitality companies also wake to the call and take initiatives to promote their brand as a favorable employer, communicate to candidates about the growth chart in the organization, in order to attract top talent at campuses.

5

Higher Education

The percentage of candidates who expressed interest in pursuing higher education in hospitality is not very high which indicates that candidates do not see much value add in getting an additional degree in hospitality and would prefer to work than pursue higher education.

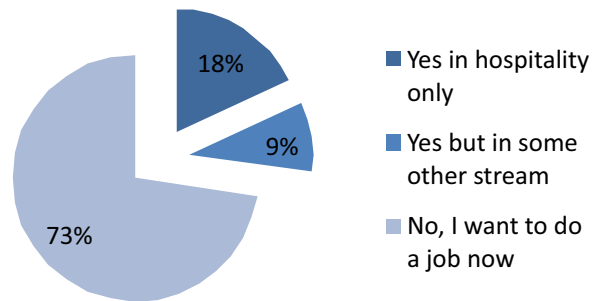


Figure 13: Interest in pursuing higher education

APPENDIX

AMCAT- Hospitality: Candidate Suitability Report

Name	Pratik Shah	AMCAT ID	1091099887
Residence City	Delhi	DOB (Gender)	November 10, 1988 (Male)
Institute	IHM, Pusa	Degree (Specialization)	BHM (N/A)
Email ID	pratik@ihmpusa.in	Mobile No.	97165563345
Percentage Marks	10 th Class- 89% (ICSE)	12 th Class- 81% (CBSE)	College- 70% (Delhi University)

Competency Summary

PEOPLE SKILLS		SELF-MANAGEMENT	
Team Work & Cooperation		Performance Focus	
Managerial Skills		Creativity	
Interpersonal Skills		Comfort with Repetitive Work	
Customer Orientation		Ability to Handle Pressure	
Sales Orientation		Quality Orientation	
		Self Discipline	
DOMAIN KNOWLEDGE			
Food & Beverage		Housekeeping	
Food Production		Front Office	
COGNITIVE SKILLS			
English Comprehension		Logical Ability	
Quantitative Ability		Attention To Detail	

Job Suitability

Food & Beverage		Housekeeping		Food Production	
Front Office		Sales			

Scores and Their Interpretation

1. For each competency, the candidate has been classified as being LOW, MEDIUM or HIGH. This classification is not absolute. It is relative and based on norms on a sample of entry-level job aspirants for the hospitality industry. For instance, a person with a score of 70 on Interpersonal skills has better interpersonal skills than 70% people in our norm group.
2. The dark blue band indicates the ideal range of score for a particular competency. The ideal range is mentioned only for individual roles and will vary from one role to another. The Red vertical arrow indicates the candidate's score for the particular competency.
3. The Job suitability to a particular profile has been derived on basis of the competencies measured. They are only indicative in nature and will vary depending on the candidate's interest, education degree, etc.
4. The test does not measure or indicate any psychological disorder or otherwise. This report is best interpreted by a psychologist.

I. AMCAT-Hospitality Test Modules

a) English Language and Comprehension

Our English Test module uses a variety of internationally standardized resources for framing questions aimed at determining the candidate's ability to understand a) the written text, b) the spoken word and c) effective communication through written documents. The test broadly covers the following areas:

- A wide-ranging Vocabulary to cope with general and specific terminology
- Syntax and sentence structure
- Comprehension exercises designed to test a candidate's ability to read fluently and understand correctly.
- The ability to understand and use suitable phrases that enrich the meaning of what is conveyed.
- Time management and accuracy in conformity with the examiner's criteria.

b) Quantitative Ability

The Quantitative Ability assesses the candidate's basic understanding of numbers and applications, i.e., fractions, decimals, negative, positive, odd and even numbers, rational numbers, etc. The candidate should know how to do basic operations on these numbers, understand concepts of factors/divisibility and have good practice on algebra.

Apart from operations on numbers, the candidate should know how to convert a real-world problem into equations, which could be solved to find an unknown quantity. The candidate is tested on Word Problems representing various scenarios to assess the same.

c) Logical Ability

The logical ability section assesses capacity of an individual to interpret things objectively, to be able to perceive and interpret trends to make generalizations and be able to analyze assumptions behind an argument/statement. These abilities are primary for success of a candidate in the industry. The abilities are divided into the following sections:

- Deductive Reasoning: Assesses the ability to synthesize information and derive conclusions
- Inductive Reasoning: Assesses the ability to learn by example, imitation or hit-and-trial. This also provides an indication of how creative the individual is.
- Abductive Reasoning: Assesses the critical thinking ability of an individual to see through loopholes in an argument or group of statements

All these abilities are tested both using numerical and verbal stimuli. Coachable questions have been identified and removed.

d) Attention to Detail

Attention to Details module evaluates the suitability of a candidate for a job where being attentive to even the smallest of details is very critical to the success of the job. Following are the sections covered in our Attention to Details test module:

- Letter Occurrence
- Number Set
- Passage Inference
- Rules
- Parameters
- Image Comparison – Visual
- Visual Attention to Details

e) Aspiring Minds Personality Inventory (AMPI)

Aspiring Minds Personality Inventory (AMPI) is the first statistically validated personality inventory designed for personality analysis of Indians for providing inputs for selection in corporates. AMPI is based on the five-factor model, which is by far the only scientifically validated and reliable personality model for job selection.

- AMPI measures five broad-based traits: Extraversion, Conscientiousness, Neuroticism, Openness to Experience and Agreeableness. These traits show high correlation with long-term on-job performance.
- AMPI items are constructed with the Indian context and linguistic capabilities in mind.
- AMPI items have been tested and validated for statistical reliability under faking and social desirability scenarios. Different norms are available for such conditions.
- All scales of AMPI have reliability (cronbach alpha) of more than 0.70.
- Multiple statistically constructed norms are available for scoring within applicants of a particular degree, particular experience and the use of inventory for different purposes and scenarios.

f) Domain Knowledge Modules

- **Food Production Module** - The Food Production module is focused at assessing the culinary skills of graduates from Hospitality background. It encompasses various topics that test for a candidate's knowledge about basics of cooking, his/her ability to apply this knowledge to real-time scenario and deal with problem situations during the process of food production. The module has an appropriate mix of factual, situation based and reasoning questions that would acquaint the candidates with the practical nuances of food preparation, presentation, budgeting and planning that they are supposed to know, to perform well in any profile linked to Food Production.
- **F&B Service Module** - The Food and Beverage module is aimed at assessing the knowledge, skills and competencies that need to be well embedded in a candidate for faring well in any service-oriented profile in the Hospitality sector. This module (meant for Hospitality graduates) has an appropriate mix of a variety of question types- factual, reasoning and situation based- that are high on visual appeal. These questions check for a candidate's knowledge of names and functions of equipments used in any aspect of service, knowledge of service areas and know-how of serving. These skills are imperative for aspirants who wish to make a career in Food and Beverage Service profiles.
- **Front Office Module** - The Front Office module is a good assessment tool for evaluating a candidate's awareness about the various functions of a front office- ranging from the various stages of the guest cycle to the knowledge of evaluating the hotel's performance and forecasting demand for rooms.
- The module is capable of identifying the right fit candidate for front office profiles like - Front Desk Agent, Concierge, Valet Parking Agent etc- owing to the variety of question types (factual, situation based, numericals and logical reasoning). This module gives the candidates an idea about the documents and their purposes, room plans, room types etc that they need to be aware of, to have a bright start to their career in the Hospitality sector.
- **Housekeeping Module** - This module is aimed at assessing a candidate's awareness about various housekeeping functions ranging from basic cleaning procedures to its peripheral activities like - horticulture, laundry etc. The module focuses on testing a candidate's ability to apply his theoretical knowledge to real time scenarios like problem solving. The module includes situation based, factual, image based and conversation based questions that test if a candidate knows the right manner of carrying out basic procedures of Housekeeping.

g) SVAR – Automated Spoken English Evaluation⁶

SVAR is an automated Spoken English Assessment Tool that can be taken over IVR as well as the Internet. The tool is designed to assess the correctness and accuracy of a candidate's spoken English and assesses a candidate on his/ her Pronunciation, Fluency, Intonation, Listening and Language Anticipation Skills, Spoken English Understanding and Extempore Skills. The test uses a combination of reading and speaking sentences, listening and repeating sentences and words, listening comprehension passages and free speech to evaluate the candidate.

II. Competencies Definition

We define the Personality Competencies as given below:

- a) Customer Orientation is defined as a candidate's ability to:
 - i) Act to meet customer needs responsively
 - ii) Be cooperative, non-confronting and trusting
 - iii) Be warm, polite and empathetic to the customer
- b) Quality Orientation is defined as a candidate's ability to:
 - i) Complete works conscientiously, on time and with high quality
 - ii) Be organized, disciplined and regular
 - iii) Be industrious and hardworking
- c) Interpersonal Relations is defined as a candidate's ability to:
 - i) Maintain good relations with a variety of people
 - ii) Listening and communication skills
 - iii) Develop trust and likability
- d) Managerial Skills is defined as a candidate's ability to:
 - i) Do planning and delegation
 - ii) Do team development
 - iii) Mobilizing resources
 - iv) Handle crisis situations effectively
- e) Sales Orientation is defined as a candidate's ability to:
 - i) Initiate, persuade and negotiate
 - ii) Be outgoing, talkative and prospecting
 - iii) Be optimistic and genuinely wants to meet the needs of customer
- f) Self-Discipline is defined as a candidate's ability to:
 - i) Be disciplined, organized and orderly
 - ii) Stay composed, positive and unflappable even in trying moments
- g) Ability to Handle Pressure is defined as a candidate's ability to:
 - i) Handle stressful situations with customers/co-workers
 - ii) Handle pressure, remain calm, composed and focused

⁶SVAR was not used to evaluate candidates for the purpose of this study

- h) Comfort with Repetitive Work is defined as a candidate's ability to:
 - i) Do repetitive work without getting bored
 - ii) Not get distracted from work in other things
- i) Performance Focus is defined as a candidate's ability to:
 - i) Be result-oriented and set challenging goals
 - ii) Work consistently toward the goal in a self-disciplined manner
- j) Creativity is defined as a candidate's ability to:
 - i) Generate novel and innovative ideas for developing or improving something new
 - ii) Display high level of curiosity
 - iii) Challenge conventional practices in a constructive manner
- k) Team work and Co-operation is defined as a candidate's ability to:
 - i) Balance a focus on task with attention to relationships
 - ii) Collaborate, sharing plans, information and resources
 - iii) Promote a friendly and cooperative climate



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