



# Human Resource Development (HRD) in Emerging Tourism Destinations

## A Presentation By Professor Tom Baum

\*Tom Baum is a Professor in the Department of Human Resource Management of the Strathclyde Business School in Glasgow and a specialist in the study of human capacity development in the context of low skills sectors of the international service economy, such as retail and tourism. Tom has engaged with human capacity development within services in over 45 countries across five continents, working with governments, international agencies and the private sector. Regionally, he has extensive experience in ASEAN (Cambodia, Lao PDR, Malaysia, Myanmar, Singapore, Vietnam) and beyond - China, Hong Kong, Macau. Tom holds BA and MA degrees in Education from the University of Wales and a PhD in tourism labour market studies from the University of Strathclyde. Tom has worked in vocational and professional education and training for over 30 years, as a research manager within the public sector, an educator in the university sector and as consultant to public and privately funded projects across five continents. He has published eight books and over 150 scientific papers in the context of people, work and human capacity development within the tourism sector.

**Date:** Wednesday, 9 October 2013  
**Time:** 12.30 - 1.30 pm  
**Location:** School of Marketing Boardroom  
Room 2024, Level 2, Building 408

### ABSTRACT:

Yangon Hotel GM: "We are planning a 1,000 bedroom hotel on this site....."  
Me: "That is a big project - where will you recruit the staff?"  
GM: "That is not a problem - we can sort that out close to when we are ready to open....."

HRD is frequently the illegitimate child of development in newly emerging tourism destinations, an afterthought which merits only cursory reference after primary concerns of infrastructure, facilities and, above all, marketing have been addressed. In fairness, most contemporary Master Plans, the holy book of tourism development according to agencies such as UNWTO, ADB and the like, do give greater prominence to HRD as a key pillar in the development of tourism than might have been the case in the past but, compared to other areas, the road map proposed is frequently vague and aspirational.

This presentation will draw on recent experience of working on major international HRD projects within tourism in four ASEAN countries - Cambodia, Lao PDR, Myanmar and Vietnam. It will outline the context of tourism development within each of these very different countries and highlight the workforce and skills challenges faced by each, tempered by reference to cultural, economic, social and political reality. The presentation will provide an analysis of the underpinning challenges facing the workforce and its development needs in the region and will evaluate proposed solutions. A future perspective on tourism HRD

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