

# TOURISM DEVELOPMENT, MANAGEMENT & REGULATION

*A two-week executive course for business,  
regulators and tourist department officials*

Organised by the [Centre for Public Policy & Governance \(CPPG\)](#), [Goa Institute of Management \(GIM\)](#)

In collaboration with the [Ministry of External Affairs](#), Government of India under [The Indian Technical and Economic Cooperation \(ITEC\) Programme](#)

## Tourism Development, Management & Regulation

17<sup>th</sup> to 29<sup>th</sup> March 2026

Tourism is one of the larger sectors in most economies. Demands for tourism, travel, and hospitality have income elasticities greater than one at low to middle levels of income and rises thereafter. Consequently, many middle-income countries, particularly in Asia, show high growth rates of tourism. While tourism resources are often seen as being dependent on natural, cultural, and historical endowments, there is considerable scope to expand and improve the efficacy of existing resources through state action, and through new assets.

When tourism is excessive or mismanaged, concerns that it intrudes into the lives of locals can arise. Fragile natural resources would have to be carefully managed. Evidence from countries with capable governments suggests that well-designed development strategies allow significant expansion before the true limits of tourism are reached.

Although many tourism services, such as hotels, transport, tours, and circuits, are privately provided, the role of the state is central, as it bears responsibility for natural and cultural resources, coordination, access design, public amenities, regulation, promotion, and community interfaces. For some smaller economies, tourism revenues are very important.

### The Course

The course would cover the management, design, and organization of tourism. All major segments of the business such as hospitality (hotels), tours and travels, regulation and governance, site development, information generation and integration, would be covered. The issues therein would be highlighted and addressed. Cases would be drawn from several countries including India. The differences between resources would be recognized and addressed. Similarly, the larger macroeconomic determinants and impacts would be addressed.

### Pedagogy

Cases, reports, readings, guided visits, besides interactive discussions.

### Who can attend

Officials, developers, managers and operators of various segments of the business at senior and middle level positions

### Course Content

- Tourism as a system: market segments, origin–destination linkages, circuits, logistics, and destination management arrangements.

- Technology and markets in tourism: the information revolution, changing demand patterns, and key drivers shaping tourism growth
- Macroeconomic dimensions of tourism: growth, employment, external balances, and tourism dependence in small economies. The role of the state, market, institutions, public private partnerships and regulation.
- Destination and national marketing: regional branding, digital platforms, role of industry associations.
- Conservation, heritage, and diversification: historical sites, wellness and medical tourism, diversification of resources, and ethical issues.
- Design thinking in tourism planning: site development, access, transport systems, coastal and water-based tourism.
- Managing sustainability and externalities: crowd management, wildlife tourism, fragile ecosystems, community participation, and social risks.



## Faculty

[Bhatt, Rathish R](#)

[Furtado, Kheya](#)

[Morris, Sebastian](#) (Chair, CPPG – GIM)

[Parulekar, Ajit](#)

[Sarkar, Kingshuk](#) (Course Coordinator)

[Singhal, Divya](#)

## Registration and Inquiries

To register for the programme please visit the ITEC site of the MEA and register at:

[https://www.itecgoi.in/applicant\\_getCountry?salt3=ixH9b7WY4kpL2CpWSCz1vObwZUMjqZDzqm9R9g1UU3A=&salt=vJldcjGcCr2ArF/MWRuyg==&salt2=AvRRe2L9NBjaOWo+symGA==](https://www.itecgoi.in/applicant_getCountry?salt3=ixH9b7WY4kpL2CpWSCz1vObwZUMjqZDzqm9R9g1UU3A=&salt=vJldcjGcCr2ArF/MWRuyg==&salt2=AvRRe2L9NBjaOWo+symGA==)

For any inquiries, please contact either of the following

Course Coordinator

[Prof. Kingshuk Sarkar](#)

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Nodal Officer

[Ms. Bernice de Souza](#), Manager, CPPG, GIM

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## Venue and Accommodation

The programme will be held at the [Goa Institute of Management](#), Goa, India. Board and lodging are arranged at the Institute's guesthouse.

GIM norms do not allow participants to have guests stay with them during the programme.

The State of Goa, located on the west coast of India, is a well-known international tourist destination characterised by coastal landscapes, forested regions of the Western Ghats, and a high degree of biodiversity. Its beaches, estuaries, and mangroves support

diverse ecosystems, while its historical heritage is reflected in the built environment and cultural institutions shaped by long-standing maritime and inland exchanges. For more information please see: <https://www.goa.gov.in/know-go/what-to-see/>

## Location

Goa Institute of Management, Near Ravindra Bhavan, Sanquelim, Poriem, Goa 403505, India

<https://goo.gl/maps/YUuH9kV6GcMaHS9r7>

## About the MEA ITEC Programme

The [Indian Technical and Economic Cooperation \(ITEC\) Programme](#) is the flagship capacity-building initiative of the [Ministry of External Affairs](#), Government of India. Instituted in 1964, ITEC is among the oldest institutionalised arrangements for [international capacity building](#) and has trained over 200,000 officials from more than 160 countries across civilian and defence sectors.

Leveraging India's extensive governance and development expertise, ITEC offers nearly 10,000 fully funded, in-person training opportunities annually through around 400 courses conducted at over 100 institutions in India. Since 2014, close to 100,000 capacity-building slots and scholarships have been provided at leading institutions. During the COVID-19 pandemic, the programme continued through online healthcare and governance training delivered to nearly 10,000 professionals.

In addition to calendar-based courses, ITEC organises customised programmes in response to country-specific requests. The programme is delivered through multiple modalities, including in-person, eITEC, ITEC-Executive, ITEC-Onsite, and ITEC-Expert formats, and is administered by the [Development Partnership Administration-II Division of the Ministry of External Affairs](#).



### A Brief Note on GIM

The [Goa Institute of Management \(GIM\)](https://gim.ac.in/) is a leading management institution in the State of Goa in western India, committed to the development of responsible leadership through teaching, research, societal engagement and executive education. The Institute offers four two-year full-time PGDM programmes, including PGDM, PGDM-Healthcare Management, PGDM-Big Data Analytics, and PGDM-Banking, Insurance, and Financial Services. It also offers a Fellow (Doctoral) Programme in Management, a hybrid programme for working executives and conducts Management Development Programmes. The Institute has a 50-acre scenic campus in Poriem, Goa in sylvan surroundings. It has around 90 full-time faculty, many of whom are from the industry sector. The Board of GIM comprises members drawn from industry, academia, public administration, and the alumni community.

The academic design of GIM's programmes places emphasis on pedagogy, curriculum coherence, and classroom engagement. Learning is structured not only through formal instruction but also through peer interaction, faculty-student engagement, student-led academic and institutional activities and a deep level of societal engagement through service learning and rural immersion.

### The Centre for Public Policy & Governance (CPPG)

The [Centre for Public Policy and Governance \(CPPG\)](https://cppg.gim.ac.in/) is one of the new initiatives of the [Goa Institute of Management \(GIM\)](https://gim.ac.in/) and has the objective of generating and leading intellectual capital and experience to inform public policy-making and governance in India and in emerging economies. The Centre attempts to explore and understand the links between the fields of management, administration, and public policy. Its philosophy is predicated on the belief that effective public policy is always deeply contextualized. The Centre aims to serve as a platform to enable discussion and analysis

of public policies and their implementation. The Centre also contributes to development and governance by collaborating with the Government of Goa, other research and policy-oriented institutions and organisations besides a large number of Non-Government Organizations. Academics from all over the country and beyond, policymakers and others interested in public policy and governance interact and participate in its activities. The Centre is actively supported by 11 faculty members and 3 staff members (Manager, Research Associate and Admin Executive).

Website: <https://cppg.gim.ac.in/>

#### CPPG Advisory Committee Members

[Prof. Ajay Pandey](#) (Professor of Finance and Accounting at IIM-A)

[Mr. Akhilesh Tilotia](#) (Co-founder at Thurro, Policy expert, Distinguished Fellow, The Infravision Foundation)

[Shri. Anil Swarup, IAS](#) (Former Coal Secretary of India)

[Dr. Partha Mukhopadhyay](#) (Senior Fellow, Centre for Policy Research)

[Prof. Rakesh Basant](#) (Professor of Economics & Public Policy (formerly) at IIM-A)

[Prof. Ursula Rao](#) (Director, Department of Anthropology of Politics and Governance, Max Planck Institute for Social Anthropology in Halle (Saale), Germany)

