

OBSERVATIONS AND RECOMMENDATIONS OF TACTICAL FORECASTING DESIGNED FOR PROPER HOSPITALITY AND TOURISM EDUCATION

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ABSTRACT

Tourism Education consists of expert education in which the individuals figure out to recognize journey practices in precise areas with the thought of getting to know something to be utilized later in industry. In specific terms, tourism training is associated to getting to know about far away locations for clean functioning of organizations worried in this industry. In India many colleges or universities, vocational or expert establishments are imparting tourism schooling at a number level. Due to lack of any regulatory physique for this stream, preserving exceptional has end up an actual challenge.

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Introduction

Universities and industry, which for lengthy have been running in separate domains, are hastily inching nearer to every different to create synergies. The continuously altering administration paradigms, in response to developing complexity of the enterprise surroundings these days have necessitated these two to come closer. Higher training establishments no longer solely make a contribution knowledgeable human asset to business, however additionally in a range of intangible ways. The intersecting desires and collectively interdependent relationship require figuring out capacity of in addition strengthening academia-industry partnerships.

Extremely dynamic commercial enterprise world and the hastily creating knowledge-based provider economic system have put in an expanded demand for specialists to manipulate the commercial enterprise effectively. And this is exactly the purpose why amongst quite a number different fields of knowledge, wish for obtaining administration skills is growing, each amongst the sparkling graduates and working executives. The very easy initiatives can assist in bridging the hole between.

- The skill-gap research has to be regarded into whilst planning new curricula so that college students can take benefit of greater placements in their respective sectors.
- At the equal time, the industries ought to want to assist in the associated lookup things to do develop via endowments in chairs so that science up gradation would assist them reduce costs.

More such collaborative ventures would pave the way for supplying coaching to college students and in assisting sketch guides which would be applicable to the wishes of tourism industry.

Need for Academia-Industry Interface Academia-Industry Interface may want to be described as interactive and collaborative association between educational establishments and commercial enterprise firms for the fulfilment of positive collectively inclusive dreams and objectives. Traditionally, commercial enterprise colleges have been searching for placements and internships for their college students and the enterprise for sparkling recruits who are nicely skilled and outfitted with the proper KSA (knowledge, capabilities and attitude) to be capable to make contributions to organization's growth. Bisoux has

explored the relationship between teachers and industry. He says that firms are putting developing emphasis on discovering the “right person”. It forces the commercial enterprise faculties to suppose greater cautiously on whom they hire, and consequently the position of enterprise in the whole enterprise college mannequin turns into important. Today, the business schools have realized the importance of ‘working closely with employers’ for the following reasons:

- Increasing complexity in tutorial and enterprise world and continuously altering wishes of the industry.
- Increasing criticality of human competence in growing and sustaining competitiveness of the organizations.
- Shift in administration paradigm of commercial enterprise faculties from until now tutorial fashions to revenue-based models.
- Growing opposition for pupil placements and enterprise mind-share, with fast make bigger in the wide variety of commercial enterprise colleges and consequently the administration graduates.
- Growing stress from enterprise to make their sparkling inductees productive from day one to decrease the subsequent coaching costs. Greenberger is of the view that corporations these days are searching for educated authorities and college students successful of taking decisions. Some of the coaching in formative years comes out from enterprise corporations, through collaborative internships with companies to beautify getting to know possibilities to students.
- Increasing interdependence between academia and enterprise to fulfil want for sustenance and innovation in their respective areas.

Modes of Interface For the above reasons, Industry instead than simply being the clients of enterprise college output nowadays have end up stakeholders and companions in progress. Industry

on the different hand has additionally found the blessings of collaborative studying opportunities. Corporations are searching for to play more and more necessary position in things to do of educational establishments to incubate the brain they need. The shift in the direction of the non-permanent overall performance metrics and shareholders activity has led to a variety of modifications in behaviour of business, which has translated its impact on enterprise schools.

Beard (1994) has a quantity of tips in the direction of growing and improving academia-industry interface, which include:

- Greater diploma of industry-school collaboration to combine employer’s desires into the programmes on offer.
- Real involvement with enterprise to permit college students to achieve treasured realistic trip and additionally to facilitate improvement of business.
- Improve the programmes through encouraging the participation of a wide variety of visitor audio system who can provide their very own realistic experiences.
- Academic body of workers have to be motivated to hold their capabilities up to date by using challenge sensible consultancy on ordinary basis.

Table 1: Indian Tourism at a Glance Foreign Tourism Arrival (FTA) in India 2001-2017

Year	FTA in India (in Millions)	% change over previous year
2001	2.37	3.8
2002	2.36	-0.7
2003	2.48	5.2
2004	2.65	6.7
2005	2.54	-4.2
2006	2.38	-6.0
2007	2.73	14.3
2008	3.46	26.8
2009	3.92	13.3
2010	4.45	13.5

2011	5.08	14.3
2012	5.28	4.0
2013	5.17	-2.2
2014	5.78	11.8
2015	6.31	9.2
2016	6.58	4.3
2017	3.31	2.6

Sources: Tourism statistics at a glance, Ministry of Tourism. Govt. of India

Institutes of Travel and Tourism in India

There are a total of 172 training institutes in the area of tourism & Travel Management; 11 of them are Government promoted ones and 78 of them are affiliated to Universities while the balance are privately owned/ managed ones. These institutes have been established with the following objectives:

- To impart knowledge and skills to understand in totality the travel and tourism and cargo industry, its inter-relationships and impacts.
- To develop analytical and innovative attitudes to facilitate change and increase the effectiveness and efficiency of the tourism industry.
- To impart comprehensive international travel education of the highest standards

(Sources: Manpower in Tourism Industry Market Pulse report by Ministry of Tourism, Government of India, 2008 & Rao. G.K., 1996)

There are a number of avenues, through which business schools collaborate with industry. Some of the commonly used avenues are:

- Guest Lectures by industry representatives.
- Suggestions in curriculum and content designing.
- Executive Education and Management Development Programmes.
- Joint seminars by academia and industry both for executives and students.
- on management and related issues by academia.

- Academia generating ideas and acting as incubators to new business.
- Inclusion of industry experts in governing councils and other board of studies.
- Industry providing financial and infrastructure support to business schools for their development.
- Funding academic and applied research.

To achieve mutual goals academia and industries should interact more with the business schools concentrating more on revenue-based models, industry orientation in curriculum and collaborative internships which were never seen earlier.

Objectives

The primary research has been taken up with following objectives:

- To recognize the areas where academic institutions contain industry contribution.
- To measure the perceived use accumulated from this partnership in definite areas and occurrences.

Methodology

Primary data has been collected from Deans and Directors of 30 Business Schools in India. The administrators of these business schools were personally interviewed and sent across a structured questionnaire. They were asked to rate the extent of their business schools collaborating with industry on 23 listed areas on a scale of 1 to 5.

(1 being the lowest level of collaboration/ or the benefit accrued and 5 being the highest degree of collaboration/ or benefit accrued).

Analysis & Discussion

The foremost question that the survey asked from the respondent Deans and Directors of the business school was on various modes of Academia-Industry interface that they use. Table 1 and 2 depicts the summary of responses on above. According to the data, guest lectures are the most

popular mode of industry interface. Guest lectures are sessions taken up by executives in addition to classes taken up by professional teachers. The objective of this is to give students an overview of industry practices and help them relate the theory to real life applications. At IILM, it is mandatory for the instructor to arrange minimum of six industry sessions in the thirty-two-session course. Indian School of Business and Media organizes more than 300 guest lectures for management students every year. The second most preferred mode is establishing partnership through training

and internships of students. This method is a self-feeding method. Industry gets a first-hand feel of students in a business school, thus increasing their placement opportunities and strengthening long term relationship between the two entities. Involving industry in student training and internships has become mandatory in business curriculum in Indian business schools. All students have to spend two months with corporate working on a specific project to gain hands on experience.

A. Extent of collaboration with the industry

Table 2: The top five modes by which business schools collaborate with industry

S. No.	Areas of collaboration	Mean score	Standard Deviation
1	Guest Lectures	3.9	0.63
2	Training and Internship of students	3.7	1.10
3	Including industry into Governing Councils and Board of studies	3.5	1.30
4	Executive Education programmes	3.3	1.70
5	Industry inputs in curriculum designing	3.2	1.40

Table 3: The least preferred modes of collaboration

S. No.	Areas of collaboration	Mean score	Standard Deviation
1	Faculty selection	1.5	1.08
2	Joint community development services	1.7	1.30
3	Helping industry in training and selection of their staff	2.0	1.51
4	Financial support from industry for academic activities	2.2	1.55
5	Providing incubator services for start-up companies/ ideas	2.2	1.40

The inclusion of executives in the Governing Councils and Board of Studies in business schools is yet another preferred mode of collaboration. The objective of having industry representation is to include the latter’s view in governance and

other activities of business schools. Adorning these councils with the known names in industry is perceived to enhance the image and recall value of the institution, which not only attracts prospective students, donors and other

stakeholders but also work in favour of business schools during ratings and rankings.

Executive Education (long-term management training programmes for working executives) transpires to be the fourth most preferred mode of academia-industry partnership. Rao and Bowonder (2008) conducted a study on Management Education in India, which elucidates that there is a fundamental shift in business school offerings away from traditional MBA programmes to more part-time and executive education programmes. Indian Institute of Management (IIMs) has been extending their domains to executive education on modular classes to facilitate executives' involvement and strike relationship with organizations. XLRI (India) among others have created a Partnership Model with organizations for Executive Education initiatives. Management Development Institute (MDI), one of the top business schools in India was established with the prime objective of imparting management education to executives and government officials. Today, even after expanding itself into other forays, it still conducts six months to one-year National Management programmes (NMP) for company sponsored executives and civil services officials. These initiatives besides increasing the industry mind-share also fetch revenue to business schools. Finally, the business school faculty is slowly integrating the industry's views into their curriculum. Miller (1993) identifies significant revisions in curriculum and contents, which are undertaken in business schools, with an objective of including industry recommendations. Many business schools in India have been inviting suggestions from industry to update their curriculum and include the topics of present-day

relevance. This is done with a view of imparting the knowledge and skills set, needed by graduating students in constantly changing global business environment. Table 2 gives a brief summary of the least preferred modes of collaboration. It is clearly evident that business schools do not wish to collaborate with industry on their internal issues. Faculty & staff selection, training and development are viewed as in-house activities, where industry's participation is not invited.

In view of government's increased interest in education and the latter being included as crucial issues in WTO debate, there has been increased spending on development of higher education in India. The cash rich private institutions are today less dependent on industry for funding and infrastructure support. They not only have donors but also generate income from consulting, executive education initiatives to support their functions.

Academia-Industry interface has not been considered through providing of incubator services to industry for new start-ups by commercializing the ideas given by academic fraternity and helping corporate grow in initial years. Industry has shown limited interest in including academia into their strategic decisions regarding new business ideas, decreasing the chances of partnerships in this area.

B. Extent of Perceived benefit from the mentioned partnership methods

Table 4: The highest perceived benefit is from following modes of partnerships

S. No.	Areas of collaboration	Mean score	Standard Deviation
1	Joint Seminars	4.3	0.67
2	Case writing	4.3	0.87

3	Guest Lectures	4.2	0.63
4	Management Development Programmes	4.2	0.79
5	Training and Internships	4.1	0.62

Table 5: The least perceived benefit accrued

S. No.	Areas of collaboration	Mean score	Standard Deviation
1	Faculty Selection and Induction	1.7	1.34
2	Helping corporate in selection of their staff	2.3	1.83
3	Involvement in student selection	2.7	1.4
4	Outsourcing complete courses	2.7	1.62
5	Joint community development services	2.8	2.02

The second query seeks the respondent’s view on the perceived advantages of more than a few collaboration modes for their enterprise schools. Joint Seminars are viewed to be a positive mode of no longer solely cross-branding however additionally strengthening the educational relationship between commercial enterprise faculty and the industry. They are an possibility for college students to acquire an perception of the state-of-the-art industry traits and enterprise a risk to gauge the institute and its college students for potential placements. Symbiosis Institute for International Business (SIBM) organizes everyday workshops for college students to maintain them abreast of modern industry trends. The respondents pick out this precise mode, as one of the most wonderful collaboration tools. Case writing, which is one of the most vital issue of B-school lookup no longer solely provides to contemporary know-how pool however additionally enhances the studying ride of students. It serves as a benchmark learn about for enterprise firms who are both in equal stage of enterprise cycle comparable business. Innovations in administration educating can solely be added about by means of in-depth appreciation of commercial enterprise approaches by way of academicians and notion leaders. Formal relationship between enterprise and academia can clearly add to the lookup and understanding generation. Industry, consequently has taken up an initiative of producing know-how by way of

funding enterprise and tutorial research. CII has collaborated with many enterprise colleges to aid each tutorial and utilized lookup initiatives. Though this has been perceived as one of the quality methods of collaboration, sizeable steps have now not taken up by way of commercial enterprise colleges in this direction. Case writing and Applied Research, consequently does no longer determine in the pinnacle 5 desired modes of academia-industry interface. Similarly, the Management Development Programmes (MDP) is perceived to be amongst the top 5 most superb modes. MDP, even though pretty comparable to government training programmes are brief period tablet courses, which center of attention on a precise place or topic. Very few establishments in India are taking the essential steps to boost the MDP network, benefiting each academia and the industry. MDI conducts greater than hundred MDPs each yr for executives both as open packages and custom-made agency programs. It has formal contracts with organizations, which make investments in their human capital via non-stop or formal training. The perceived advantage gathered from having a visitor lecture is pretty excessive (though much less than collaborative lookup initiatives. It is fascinating to be aware that this mode figures on the pinnacle in desk 1). Administrators regard these as notable cost additions to scholar learning. Similar is the thinking for Executive Education,

with perceived gain rating being 3.9, indicating the effectiveness of this device to construct enterprise partnerships. Training and internships are additionally perceived pretty excessive on their effectiveness in constructing lengthy time period enduring relationship between enterprise and commercial enterprise schools.

Table 5, offers the overview of these collaboration modes, which are perceived pretty low on their effectiveness. Contradiction arises in the case of inclusion of enterprise in Councils and Boards of studies. Though, regarded as a desired partnership mode, (figuring at 0.33 rank in Table 2) the perceived advantage from this is common (3.2). Administrators have different view of this sort of association. The remarks by using respondents in this find out about makes it evident that this mode is fantastic when the executives actively make a contribution into institution's operations and improvement as an alternative than enjoying a passive function of attending scheduled conferences and chairing essential events.

The low suggest rating of advantages of enterprise involvement in college and pupil choice is virtually in line with the effects in desk 3, the place this is viewed amongst the least desired modes. Business colleges have their personal coverage and guidelines on recruitment and choice of college students and college members. Outsourcing the whole direction has been perceived pretty low on its effectiveness. Academicians experience that this precise mode is now not capable to impart the conceptual underpinnings of the issue, as practitioners have a tendency to deal with the trouble at solely the sensible degree from their personal perspectives, therefore lowering the opportunity of its regular utility throughout situation. Thus, practitioners although convey a exceptional point of view to the classification but do no longer emphasize upon grasp of primary standards and underlying theories.

Though joint neighbourhood improvement offerings and partnerships for imparting incubators offerings are no longer favoured

interplay modes, they are perceived greater on their effectiveness (3.2 and 3.4 respectively). Both academia and industry are now not exploring the proper method to make this type of alliance work toward their mutual benefit.

Conclusion & Recommendations

- It is essential for commercial enterprise colleges to convey Academia and Industry nearer and construct sturdy collaborative relationship.
- Each enterprise faculty wishes to discover the areas the place they can construct an tremendous academia industry relationship. They want to revisit their mission and educational mannequin to be in a position to discover the proper Interface mix.
- It is no longer a should that all modes of partnership are equally advisable to each enterprise school. They have to work on 'differential relationship' mechanism.
- Academia and Industry want to take construct natural relationships, with lengthy time period strategic intent contributing to increase and improvement of each the entities.
- The lookup helps that Indian Business Schools have been historically the usage of visitor lectures as the most desired medium of enterprise collaboration. They are now not solely viewed as a medium to establish enterprise networks, via giving latter an journey of institute and the college students and growing placement possibilities however additionally add to the mastering fee for students.
- Business colleges in truth have collaborated with company to grant education and internships to students. Two-month internships are necessary section of enterprise curricula in India with positive deposit assigned. This is viewed as one of the excellent strategies of giving college students each the theoretical principles and their functions and bettering their capacity to relate the two for choice making purpose.

- Executive Education and Management Development Programmes are two necessary areas the place Indian enterprise colleges are foraying. These initiatives on the section of commercial enterprise faculties set off industry's pastime to collaborate through helping them in improvement and education of their human capital, as a result growing the mind-share and bettering the photo of the enterprise school. This form of partnership mannequin is nonetheless in preliminary tiers in India, with a want to work on excellent method for mutual benefit.
- Including enterprise inputs has been perceived pretty advisable by using enterprise faculties in enhancing the first-rate of output and making them capable of surviving in swiftly altering commercial enterprise environment. However, no longer many establishments have been capable to work on the proper technique of consisting of the industry's viewpoints into curriculum and structuring the route for pupil and company benefit.
- This lookup validates the above-mentioned declaration that collaborative lookup is nonetheless in the infancy stage in India. Academicians throughout regard academia-enterprise partnership in case writing, utilized research, and problem-based consulting as one of the most favoured and fee including alliances. But these areas are now not exploited via commercial enterprise schools, which is no longer solely loosing on an positive collaborative technique however additionally denying Indian administration training of crucial and modern understanding and inputs.
- One area, which has now not been correctly explored by way of enterprise schools, is Industry participation in pupil mentoring. Mentors who are friends, philosophers and guides, are pinnacle professionals, who have willingness to impart information & abilities and as a result bridge hole between

school room and market reality. Mentorship as described via Gupte (2008) is an interplay at the exercise degree via mission of ideally a small team of seven to eight students with the mentor. This thinking has been necessitated due to hastily altering industrial desires in the united states on one hand and developing requirement for enterprise prepared person after education.

- Business colleges want to consider the effectiveness of quite a number modes employed by means of them objectively, so that future path of motion can be designed with precise dreams and well-planned procedures.

Business colleges have to cross beyond the phenomenon of 'working with employers' toward the thinking of 'working with partners. The collaboration between the two is dynamic and complex. A synergistic relationship has to be carved between the commercial enterprise colleges and the enterprise so that each can gain and additionally make a contribution to bettering the complete teaching-learning process.

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