
AN ANALYTICAL STUDY OF THE WEBSITES OF INDUSTRY INTEGRATED HOTEL MANAGEMENT INSTITUTES IN INDIA

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ABSTRACT

Over the years, there has been a significant growth of Hotel Management Institutes (HMIs) in India. It includes Industry Integrated Institutes as well. It is widely accepted that websites play a pivotal role for an organisation including Institutes. This study aims to evaluate the websites of industry integrated hotel management institutes (HMIs) in India. The modified balanced scorecard (BSC) approach is incorporated into the evaluation by taking into consideration four perspectives: technical, user friendly, site attractiveness and academic effectiveness. A set of 80 critical success factors representing these four perspectives is then used to examine the websites. Most of the websites are found to be attractive and user-friendly as they are easy to use as well as to navigate, however, the results of the study disclose that Academic effectiveness is an area for HMIs' website improvement. The study also reveals that websites of many HMIs do not provide the adequate information that is considered of academic relevance/ interest. Finally it is suggested that the websites of most of the industry integrated HMIs need to fetch comprehensive details on vital areas such as careers, placements, programmes offered, examinations, research and innovations. It is further suggested that, the websites may be designed to be multilingual and interactive so as to provide better information in academic interest about the institute to various stakeholders.

Keywords: Hotel Management Institutes (HMIs), India, Industry Integrated, Hotel Management, Websites.

Introduction

Hotel Management Education in India has grown multi-fold over the years. There has been a significant growth in Hotel Management Institutes (HMIs). As per report published by AICTE (2012) there are 60 HMIs offering Degree in India and 63 HMIs' offering Diploma in India after obtaining AICTE Approval in year 2012. Further there are about 54 HMIs offering three year B.Sc Degree under aegis of National Council of Hotel Management – Noida and as per Ministry of Tourism, Govt of India about 25 Universities planning to offer/offering Hotel Management Programme under Central Financial Assistance Scheme. Similarly there are 08 Industry Integrated HMIs offering Hotel Management Programmes. Apart from it there are about 100 HMIs offering three year courses as independent self financing institutes under various

universities excluding distance education providers. This makes it clear that, Hotel Management Education is having a fair presence in India. Like other sectors, Institutes including HMIs if, are to explore the best possibilities, need to strengthen their e-presence. This has been witnessed by the proliferation of electronic commerce into sales, marketing and communication phenomena throughout the length and breadth of the globe since the inception of first commercial website in 1994 that has resulted into a metamorphosis for business world. The e-revolution has not only geared the global economics but also modelled the societies into knowledge-based economics. Nowadays, web services are extensively used into business, government, education and other sectors. Many organizations including educational institutes, universities have become aware of the strategic importance of websites in dissemination of information through integration of various technologies and applications software. Schools, colleges, institutions, faculties in a university get benefitted from websites to advertise their education programs to aspire potential students to get admissions. Information regarding entrance requirements, eligibility criteria to a specific program, admission procedure, course and fee structure, contact details etc. can be very easily supplemented to the students through institutes' websites. Further, e-learning support services provided by the websites facilitate teaching-learning process. Websites also fetch information like research, innovation, careers and placements etc. to its stakeholders. However, organizations striving to earn benefits from their websites need to tailor and model websites that succeeds in accelerating the interaction and communication of the organization with its users.

The website of any organization is the gateway to its products, services and information. Dahiya and Duggal (2013) asserted the importance of websites as a mean to spell bound the potential customers to make buying decisions. Hence, it should exquisitely be a mirror image of the needs of the clients it serves. Unfortunately, the design of a website is most often influenced by technology, organizational philosophies and objectives than by the user needs. A website that is difficult to use, loaded with abundance of technical problems and wanting in informative content leads to lowering down the image of the organization. Cunliffe (2000) also focused on the negative impact of a website with ineffective design stating "Poor Web design will result in a loss of 50 per cent of potential sales due to users being unable to find what they want, and a loss of 40 per cent of potential repeat visits due to initial negative experience". So, the organizations should concentrate on making their websites useful, user friendly, profitable and easily accessible to ameliorate their business. Jeong et al. (2003) also affirmed that developing and maintaining an effective web site would be critical to the success of the business.

Therefore, it is imperative for every organization to assess the overall quality and usability of their e-services to reinforce their offerings from time to time and benchmark against competitors and employ best practices. Moreover, the websites of the educational institutes are expected to provide up-to-date information and services to students, academicians, instructors, parents and other users in most efficient manner. The present research study intends to analyze the websites of industry integrated HMIs' in India from technical, user-friendly, website attractiveness and

academic effectiveness perspectives to ascertain the overall effectiveness. Dahiya and Duggal (2013) in the previous studies on website evaluation of renowned hotel chains of India have already confirmed that the major drivers in hospitality industry in India have given significant importance to their websites to market their products and services world-wide as well to withstand the severe competition. The present research attempts to find out if the major hospitality players in India having academic institutes are giving the same importance to the websites of their HMIs too. Further there lies a scope for the future research to measure the performance of websites of central govt. IHMs and State govt. IHMs in India on the similar framework of present research. Then subsequently a research can be conducted on the comparative analysis of the performance of the websites of Industry Integrated HMIs, Central Govt. IHMs and State Govt. IHMs in India. The findings shall be beneficial for the webmasters, administrators and other stake holders to overcome the limitations and improve the efficiency of their websites.

Review of Literature

The feasibility of internet access has made the internet users more receptive to a variety of the information available online and it has increased the trepidation of educators and thinkers regarding the issues of the credibility of the available contents on the websites, its orientation towards users and quality of technical functionalities. Shacklett (2001) also asserted that simply having a web presence no longer guarantees that an organization's site will attract visitors. Hence, it has become utmost important that a website should have all the ingredients of a successful website categorized into most useful and meaningful dimensions. And to suffice this, the present study undertakes modified BSC (Balanced Score Card) approach containing meaningful dimensions featuring most useful informative services to evaluate the performance of websites under consideration. Kaplan & Norton introduced BSC approach using customer, financial, internal and learning & growth as four perspectives considering performance of an organisation to be a multi-dimensional construct. Morrison, et al. (1999) modified financial into technical perspective retaining the three other perspectives to evaluate the design and maintenance of a group of small Scottish hotels' websites. Ismail, Labropoulos, Mills, and Morrison (2002) replaced the internal with cultural perspective in examining the effectiveness of the European Union NTO websites in marketing their respective cultures. The same four perspectives were employed by Yuan et al. (2004) as by Morrison et al. in 1999 to evaluate the marketing effectiveness of small wineries' websites in a Mid-western U.S. state; and by Kim, Morrison, and Mills (2004) in examining the effectiveness of web based marketing efforts of major city convention centres in the U.S. So and Morrison (2004) also adopted modified BSC model in their study. Douglas and Mills (2004); Kline, Morrison, and John (2004) also used modified approach in their studies with: Technical aspect, User Friendliness, Site attractiveness and Marketing effectiveness as balanced perspectives The four perspectives used in the present study are genuinely modified as : technical, user-friendliness, website attractiveness and academic effectiveness in accordance with the changing scenario and the need of the

educational industry. A number of website features or information services are studied to ascertain the efficacy of website. Hasan and Abuelrub (2006) also pointed out that as the dependency on web services increases, the need to assess characteristics with website quality and success increases. They also opined that website characteristics are important; they have been a constant concern of research in different domains and they were widely studied in the e-commerce literature.

Yuan et al. (2004); Sue Abdinnour-Helm and Chaparro (2007); Dahiya and Duggal (2013) studied download time; HTML check and repair; browsers compatibility, spell check and link check for ascertaining technical efficacy of the websites and Anwarul Islam and Keita Tsuji (2011) used HTML Toolbox which is available from NetMechanic Inc. for measuring and identifying some of the internal attributes of a university websites in Bangladesh. The internal attributes that were measured using this tool include: download time; HTML check and repair; and browsers compatibility under technical perspective. They also focused on ease of contact and ease of navigation for making a website user-friendly and also gave due importance to the website attractiveness.

Educational websites were also studied from many different perspectives. Constantine and Lockwood (2001) focused on user-centered web engineering. Zhang and Dran (2001) developed a theoretical framework for evaluating website quality from a user satisfaction perspective. Osborne and Rinalducci (2002) designed criteria to evaluate web resources for utilization within the context of scholarly research within the discipline of the art history. Singh and Sook (2002) attempted to find solutions to user problems and involved evaluating South African university websites on certain factors. Others concentrated on some specific features of websites. For example, Yoo and Jin (2004) investigated and evaluated the design of university websites with appropriate contents size and architecture. Other researchers, while assessing the university websites took in consideration other features.

Agarin and Nwagwu (2005) wrote about web while studying Nigerian Universities and concluded that they need to organize their web activities to ease the understanding of their web usage characteristics. They also emphasized on the channelization of all web activities in the universities through a central website to ease control, as well as the use of on-ground web masters rather than use of proprietary services. While Lautenbach et al. (2006) developed a framework to measure usability of websites. Whereas, Ling and Schaik (2006) considered the effects of font type and line length. Utulu (2008) postulated that Universities that have their own websites with high external links are perceived to have inculcated globalization initiative and are in agreement with the information-for-all initiative, as promoted by the open access movement. These increase their perceived impact, improve their visibility, and make stakeholders' perception about them positive.

Pinto et al. (2009) conducted a study on information provided by Spanish university websites on their assessment and quality processes. They analyze and evaluate the information provided by Spanish public universities on the web about their assessment and quality processes with the aim of detecting aspects for improvement

and identifying best practices in universities that could act as a benchmark for the rest of the sector. The strengths and weaknesses of institutional websites were analyzed at both individual level and as a whole; the possible relation between website quality and the characteristics of the universities was also examined. Zeng, Salvendy and Zhang (2009) concentrated on website creativity and probed into its influence on user behaviour.

The literature also reflects that management, academic and non-academic, students and researchers – internal stakeholders – are amongst the frequent users of university websites (Dutta, 2009). Besides them are users including external stakeholders like prospective students, staff and employers, parents, accreditation agencies, immigration and law enforcement agencies, donors and competitors. University stakeholders have information needs that revolve round their everyday life and their educational and official needs. This factor has necessitated the present study that revolves around analysing the content of websites of industry integrated hotel management institutes to find out how efficiently and conveniently they fulfil the information needs of its stakeholders. Whereas the previous studies encompassed either of the dimensions of the educational websites as technical effectiveness, user-friendliness or website attractiveness, none of them has given due importance to academic effectiveness of a website which is actually the foremost important feature an academic institution must possess and as well the most sought after information feature its stakeholders need to know. Thus, the present study includes all the four dimensions containing as many information services as needed by the stakeholders of any educational institute.

OBJECTIVES

The study aims at following objectives:

1. To record the information features given on the websites through diligent web search and the content analysis of the websites of industry integrated hotel management institutes in India.
2. To group these information features into dimensions based on their thematic similarity.
3. To evaluate the performance of the websites of HMIs and to suggest the remedial measures for improvement.

RESEARCH METHODOLOGY

Sample

The sample is the websites of industry integrated hotel management institutes in India. These are given in table no.1.

Table – 1

S.No./ code no.	Industry integrated Hotel Management Institutes	Industry Representation	URL Address (web address)
1.	Apee Jay Institute of Hospitality	The Park Hotels	http://www.aih.edu.in/
2.	Ashok Institute of Hospitality & Tourism Management	ITDC	http://www.theashok-group.com/index.php?option=com_content&view=article&id=15&lang=en
3.	ITM- FHRAI Institute of Hospitality & Management	FHRAI & ITM Group of Institutions	http://www.fhraiinstitute.com/
4.	Jaypee Hotels Training Centre	Jaypee Group of Hotels	http://www.jaypeehotels.com/Jaypee_training_centre/index.aspx
5.	The Lalit Suri Hospitality School	The Lalit Suri Hospitality Group	http://www.tlshs.com/
6.	Institute of Hotel Management -Aurangabad	Taj Hotels Resorts & Palaces	http://www.ihma.ac.in/indexflash.htm
7.	Welcomgroup Graduate School of Hotel Administration	ITC Welcome group	http://www.manipal.edu/institutions/hotelmanagement/wgshamanipal/pages/welcome.aspx
8.	Oberoi Centre for learning & Development	The Oberoi Group	http://www.oberoigroup.com/careers/join_us/oold.htm

Method

This study incorporates the modified BSC approach to evaluate the performance of sample websites. It is one of the most popular tools and was developed by Morrison, et al. (1999) based on Kalpan and Norton's work. Morrison et al. (1999) ascertained four balanced perspectives for the comprehensive evaluation of the websites of small Scottish hotels: technical, customer, internal and marketing having 25 Critical Success Factors utilizing BSC approach in web site evaluation. This approach was thereafter implemented in evaluating the websites of various hospitality and tourism businesses in modified versions to fit the specific needs of different industrial sectors or geographical regions. Feng et al. (2003) evaluated destination marketing organization (DMO) websites in China and US with perspectives like Marketing Strategies, web page design, marketing information and technical quality. So and Morrison (2004) also adopted modified BSC model in their study. Douglas and Mills (2004); Kline, Morrison, John (2004) and Dahiya and Duggal (2013) also used modified approach

in their studies with: Technical aspect, User Friendliness, Site attractiveness and Marketing effectiveness as balanced perspectives.

In the present study, the marketing effectiveness perspective is modified into academic effectiveness perspective since the websites of academic institutes are the concern here. They are as:

1. Technical Aspect
2. User Friendliness
3. Site Attractiveness
4. Academic Effectiveness

The set of 80 Critical Success factors is tailored based upon the comprehensive web search and previous scales with genuine modifications. The website evaluation form is a modified version of the forms developed by Mills and Morrison (as cited in Morisson et al.,2004) and by Yuan et al. (2004) and by Dahiya and Duggal (2013). The critical success factors are a compiled list of information services that are offered on the websites. Although , they outnumber those used by Murphy et al.(1996) and Morrison et al. (2004) and Yuan et al. (2004), many of them are similar to the previous studies. Owing to rapid growth in information and technology, this search tries to find and include as many information services as possible nowadays.

Technical Aspect Perspective

To evaluate the technical qualities of a website, objective measures like Net Mechanic (www.netmechanic.com) are easily available. It assesses the five criteria originally used by Morrison et al.(1999). 5-point Likert scale with 5 being the best is used to rate these criteria. The Critical success factors under this perspective along with the technical rating scale is given as :

Table - 2

Critical Success Factors	5-point Rating	4-point Rating	3-point Rating	2-point Rating	1-point Rating
Line Check	0 bad links	1 bad link	2 bad links	3 bad links	>3 bad links
HTML Check	0 errors	≤ 6 errors	≤ 12 errors	≤ 18 errors	> 18 errors
Browser Compatibility	0 problems	≤ 4 problems	≤ 8 problems	≤ 12 problems	> 12 problems
Load Time	≤ 13 seconds	≤ 24 seconds	≤ 35 seconds	≤ 46 seconds	> 46 seconds
Spell Check	0 mis-spellings	≤ 5% Mis-spellings	≤ 10% Mis-spellings	≤ 15% Mis-spellings	> 15% Mis-spellings

Note. 5 items to be tested with a maximum of 25 raw points. The maximum weighted score is 25 points. The form is modified from the standardized website evaluation form developed by Mills and Morrison (as cited in Morrison, Taylor, & Douglas, 2004) and by Yuan, Morrison, Linton, Feng, & Jeon (2004).

User-friendliness Perspective

It comprises of two criterions: ease of contact and ease of navigation with 16 items under them. From here onwards, for all the three perspectives The Morrison et al. (1999) measurements scales are changed from Likert formats to Dichotomous yes/no questions to indicate the presence or absence of critical success factors since it aids reducing the level of potential evaluator subjectivity.

Table-3

Critical Success Factors	Yes	No
Ease of Contact		
Independent URL		
Telephone Number		
E-mail		
Fax Number		
Toll free contact / Helpline		
Sitemap/ index		
Log in		
Social media connectivity (facebook/ twitter/ linkedin)		
FAQ		
Ease Of Navigation		
Clear & Effective Navigation Tools on each pages		
Availability of Home Button on all pages		
Limited Vertical Scrolling		
Limited Horizontal Scrolling		
Availability of a search engine for website content		
Links to required plug-ins provided		
Choice of font size for ease of readability		

Note. 16 items to be tested with a maximum of 156raw points. The maximum weighted score is 25 points. The form is modified from the standardized website evaluation form developed by Mills and Morrison (as cited in Morrison, Taylor, & Douglas, 2004) and by Yuan, Morrison,Linton, Feng, & Jeon (2004).

Website Attractiveness Perspective

An attractive website may help retaining the attention of the potential students and stakeholders as well can prove a harbinger for future business. Illegible text , poor colour combinations and cluttered pages make a website ineffective and lead to loss of interest of potential customers. It consists of 10 CSFs to b evaluated with yes or no answers on the basis of their presence or absence in the website.

Table - 4

Critical Success Factors	Yes	No
Clear and Readable text		
Clear and Uncluttered pages		
Sufficient contrast between background and text		
Effective and aesthetically appealing backgrounds		
Images reinforcing text content		
Use of color to improve the visual appeal of the site		
Effective use of web page space		
Hyperlinks Readability		
Picture gallery		
videos		

Note. 10 items to be tested with a maximum of 10 raw points. The maximum weighted score is 25 points. The form is modified from the standardized website evaluation form developed by Mills and Morrison (as cited in Morrison, Taylor, & Douglas, 2004) and by Yuan, Morrison, Linton, Feng, & Jeon (2004)

Academic Effectiveness Perspective

An effective website has to be informative and interactive. An academically effective website helps in making decisions. With 49 CSFs, these are also evaluated with yes/no responses.

Table - 5

Critical Success Factors	Yes	No
Institute Information		
About us		
Logo		
Affiliations		
Facilities information (infrastructure)		
Teaching Staff & Profiles		
Administrative Staff & Profiles		
Details about Hostels & Other Facilities		
Library details		
Location		
Address		
Distances		

Accessibility (How to Reach)		
Local area description		
Map		
Globalisation		
Multilingual		
Programmes Information		
Courses Offered & Availability of Seats		
Course Structure		
Fee Structure		
Detailed Syllabus		
Scheme of Examination		
Previous Year Question Papers		
Ordinance		
Academic Calendar		
Research and Innovations		
Seminar/ Conferences Announcements		
Information about Institutional/ Faculty Research		
Major Thrust Areas		
PDP/MDP/FDP's Proposed/ Organised Information		
Innovative Practices (If Any)		
Admissions		
Admission information bulletin		
Admission requirements		
Application form		
Download brochure		
Financial Assistance/ Scholarships		
Careers		
Job openings at the institute		
Industrial Training		
Previous Placement Records/ Constant Recruiters		
Current Placement Brochure & Assisted Services		
Student Section		
User name with pass word		

Communication		
Newsletter		
Announcements		
Awards		
Press		
Recommendations/ testimonials		
Alumni Section		
New member registration		
Existing member registration		
Events information and pictures		
Management of websites		
Last update		
Links to parent/ mentor industry		
Online Help		
Visitor Counter		

Note. 49 items to be tested with a maximum of 49 raw points. The maximum weighted score is 25 points. The form is modified from the standardized website evaluation form developed by Mills and Morrison (as cited in Morrison, Taylor, & Douglas, 2004) and by Yuan, Morrison, Linton, Feng, & Jeon (2004)

Each perspective, has weighted score of 25 points with a total weighted score of 100 points for the four perspectives combined.

FINDINGS

The Eight websites of the Industry Integrated Hotel Management Institutes are given codes from 1 to 8 as in Table no. 6.

Table - 6
Code number

Name of the Industry integrated Hotel Management Institutes	Code Number
Apee Jay Institute of Hospitality	01
Ashok Institute of Hospitality & Tourism Management	02
ITM- FHRAI Institute of Hotel management	03
Jaypee Hotels Training Centre	04
The Lalit Suri Hospitality School	05
Institute of Hotel Management -Aurangabad	06
Welcomgroup Graduate School of Hotel Administration	07
Oberoi Centre for Learning & Development	08

The weighted scores of the above mentioned eight industry oriented hotel management institutes are found out after evaluating their websites for the given four perspectives in table no. 7.

Table - 7 : Weighted Score Results of the Website Evaluation

Institute Code with name	Technical Perspective 25 points	User-friendliness Perspective 25 points	Website Attractiveness Perspective 25 points	Academic Effectiveness Perspective 25 points	Total 100 points
1. Apee Jay Institute of Hospitality	17	20.3	22.5	13.7	73.5
2. Ashok Institute of Hospitality & Tourism Management	13	18.3	20	8.16	59.46
3. ITM- FHRAI Institute of Hotel management	14	21.8	22.5	18.8	77.1
4. Jaypee Hotels Training Centre	14	15.6	20	6.63	56.23
5. The Lalit School of Hospitality	23	15.6	20	8.16	66.76
6. Institute of Hotel Management -Aurangabad	12	18.3	22.5	7.65	60.45
7. Welcomgroup Graduate School of Hotel Administration	13	18.7	22.5	20.91	75.11
8. Oberoi Centre for learning & Development	14	14.06	20	2.55	50.61
Mean Score	15	17.83	21.25	10.82	

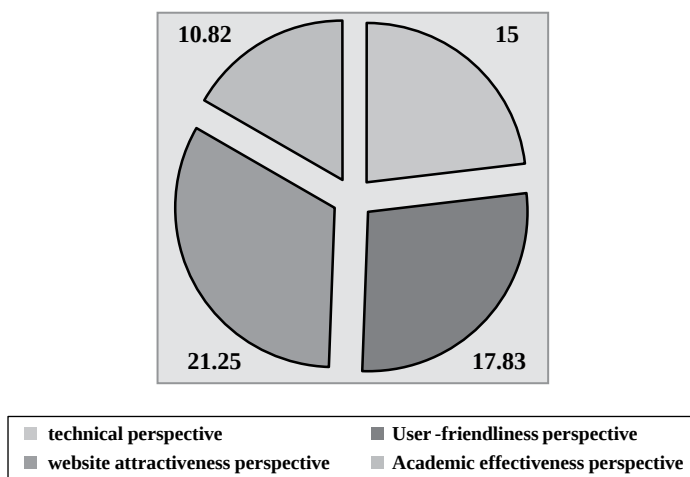
On an average, the eight websites performed the best in Website Attractiveness Perspective with a mean score of 21.25 out of maximum 25 points. The websites of Apee Jay Institute of Hospitality, ITM- FHRAI Institute of Hotel management, Institute of Hotel Management –Aurangabad and Welcomgroup Graduate School of Hotel Administration scored equally which shows they have similar features and are equally attractive to draw the attention of their stakeholders.

On User-friendliness Perspective, the websites performed relatively well with a mean score of 17.83. The websites of ITM- FHRAI Institute of Hotel management scored highest amongst all with 21.8 closely followed by Apee Jay Institute of Hospitality with 20.3 points. The website of Oberoi Centre for learning & Development scored 14.06, lowest amongst all. The websites of Ashok Institute of Hospitality & Tourism Management, Jaypee Hotels Training Centre and Oberoi

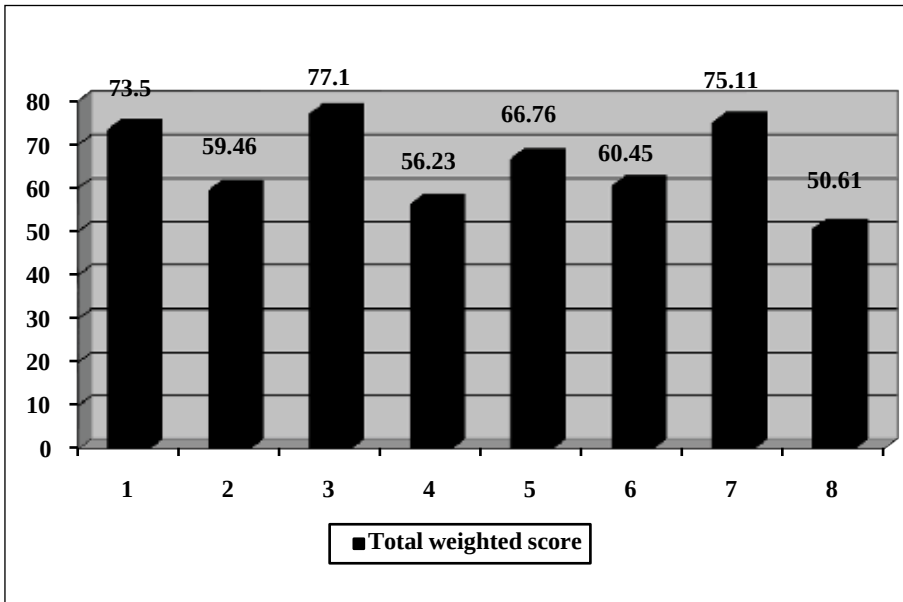
Centre for learning & Development do not have Independent URL for their institutes. Features like “toll free contact / help line”, “social media connectivity” and “FAQ” are customer oriented and are not present in certain websites thus making them unhandy and ineffectual.

The relative magnitude score of Technical Perspective is comparatively low. The highest scorer is The Lalit School of Hospitality with 23 points and thus technically quite sound than Institute of Hotel Management –Aurangabad with 12 points.

OVERALL MEAN SCORE RESULT OF ALL PERSPECTIVES



On Academic Effectiveness Perspective, the mean score of eight websites is 10.82 which is less than 50%. Academic Effectiveness is the main concern that needs focus by the institutes. The website of Welcomgroup Graduate School of Hotel Administration scored highest with 20.91 points but the websites of five institutes out of eight scored less than 10 points. The website of Oberoi Centre for learning & Development performed poorly with just 2.55 points that requires immediate attention. None of the websites are found to be multilingual (except the website of Ashok Institute of Hospitality & Tourism Management which is bilingual) and so fail to cater to the needs of global students. Most of the websites of Industry Integrated Institute of Hotel Management do not provide complete information about teaching and administrative staff and library and hostel facilities. The complete information of Programmes offered, scheme of Examination, Detailed syllabus, Ordinance and Academic calendar are not given on the websites of most of the institutes. An institute is said to be progressing only when it gives due importance to Research and Innovations but most of the institutes hardly fetch any detail regarding seminars, conferences, faculty research and PDPs and FDPs on their websites. The website of ITM- FHRAI Institute of Hotel management is the only institute that gives information on their website about financial help / scholarships to be provided to talented and needy students. Industrial Training, Placement Records and Current Placement Brochure



are not detailed on many of the websites. The communication through media and the Alumni Section are also not present in most of the websites. Academic Effectiveness is the weakest perspective whereas it is the most significant for Hotel management Institutes. So in order to become successful institutes to grab a huge pool of talent, the institutes must remove their flaws and become academically robust.

Overall, the website of ITM- FHRAI Institute of Hotel management scored highest and thus evaluated as most effective followed by Welcomgroup Graduate School of Hotel Administration. The lowest on the scale of performance is the website of Oberoi Centre for learning & Development that needs to improve a lot to become effective.

Conclusions:

This study aims to evaluate the websites of industry integrated institutes of hotel management. The modified balanced scorecard (BSC) approach is incorporated into the evaluation by taking into consideration four perspectives: technical, user friendly, academic effectiveness, and website attractiveness. The set of 80 Critical Success factors is tailored based upon the extensive web search and previous scales with genuine modifications and then website evaluation criteria representing these four perspectives is then used to examine the websites from eight hotel management institutes. Most of the websites are found to have sufficient number of features to make them attractive and user-friendly but the results of the study propose Academic effectiveness as area for website improvement as websites of many institutes do not sufficiently provide complete information features that are needed to become academically sound. The websites of most of the industry integrated hotel

management institutes are suggested to fetch comprehensive details about careers, placements, programmes offered, examinations, research and innovations etc. to help in decision making while navigating through web pages of the institutes. The websites are suggested to be multilingual and interactive and also provide a snapshot of the institute.

Recommendations:

It is inferred from the present study that the Industry Integrated HMIs need to include various informative features representing the academic efficiency of the institutes to fulfil the educational needs of the stakeholders as well to attract huge pool of talented students. Based on the results obtained and findings in the present research study, it is recommended that Industry Integrated HMIs should conceive following informative features to become effective:

- Comprehensive detail about course structure, fee structure and examination scheme;
- Section for alumni, and their data base;
- Information about Institutional/faculty research and major thrust areas;
- Multilingual website
- Information regarding placement and current placement brochure

This would definitely improve the virtual face of the institutes on the websites and caters to the needs of its stakeholders most efficiently.

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