

**A COMPARATIVE STUDY OF PERFORMANCE MEASUREMENT IN
SELECTED PROFESSIONAL MANAGEMENT INSTITUTIONS:
A CASE STUDY OF KARAD CITY**

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Abstract: In the modern era of Globalization, the world has become a global village, and it has an impact on every organization facing competition with their quality and quantity. In the same way professional institutes are also facing the same problem. Now a day's many organizations are entering in the education field with their well equipped infrastructure. Therefore the need to offer a quality programme by existing professional institutions. Hence this research studies on performance measurement of selected business schools.

The research paper highlights the performance measurement metrics of selected professional institutions using the number of parameters such as teacher and teaching quality, research publications, consultancy, infrastructure, innovative and best practices, placements and alumni.

Keywords: Consultancy Global Village, Infrastructure , Performance Measurement.

I. INTRODUCTION

A nation is built to a large extent on its educational institutions – in its classrooms, laboratories, libraries and playing fields. Professional institutes not only produce highly skilled and enlightened manpower needed for the political, economic and social transformation and development of our country but also shoulder the responsibility of lending dynamism, resourcefulness and intellectuality to it. The teacher is the backbone of the educational system, the maker of mankind and the architect of society. A nation grows with the teachers and with the education imparted to the people. It is in this respect that the role of the teachers acquires significance in shaping the society.

For sharpening their skills of teaching, teachers should adopt the different methods of teaching such as Case Study methods, Role Playing, Group Discussions, Management Games, Cross Word puzzles, Presentations, Quiz's etc; Best practices such as regular review of curricula, alumni meet etc. maintain the status of institution.

Innovative practices increase the quality of performance of the institute. Therefore Teachers and Teaching Quality, Research Publications, Consultancy, Infrastructure, Innovative and Best Practices, Placements and Alumni are some of the selected Key Performance Indicators (KPIs) of Professional Institutions.

II. OVERVIEW OF KEY PERFORMANCE INDICATORS

Management Institute has to keep track of performance, which are given as below

Key Performance Indicators (KPIs) of Professional Management Institutes:

- Teachers and Teaching Quality
- Research Publications
- Consultancy
- Infrastructure
- Innovative and Best Practices
- Placements and Alumni

A. *Teachers and Teaching Quality:*

Teachers of a professional management institute should be qualified as per the norms laid down by the UGC/AICTE. The faculty members of a management institute or B-school should be a right blend of academia

and industry. Teachers with industry experience should be preferred by the managements of the B-schools.

At the commencement of an academic year, the Institute should prepare a road map for the academic year in the form of an academic calendar. The faculty must prepare a Teaching plan in the form of document / Presentation Slides, which is easily accessible to student and strictly adhere to the schedules. Evaluation of students should be carried out through various modes as viva-voce, internal assessments, seminars, tutorials, class tests, surprise tests, presentations, etc.

To create interest in teaching teacher can adopt some of the techniques such as Role Playing, Management Games, Cross Word puzzles etc. To enhance the student knowledge they must go through Assignments and tutorials, Practical in computer lab, Summer Projects, Case study, Library Assignment. In addition Guest lecture Workshop and Seminars should be arranged,

B. Research Publications.

Management being a dynamic field needs constant updating of skills of the young budding managers and technocrats. Therefore high level of imagination and creativity is required to make them proactive in their fields. Research is one way of inculcating the qualities required for honing their skills and prepares them to have insights into their field of work.

Orientation Program, Seminars and conferences should be arranged so as student can aware and understood the need and importance of research also writing and presentation of research papers should be made a part of the curriculum.

C. Consultancy.

A management institute/ B-school with its resources should have the wherewithal to provide the much needed advice, consultancy and solutions to problems faced by the industry and businesses in its immediate vicinity. In addition management institutes have an important role to play towards social responsibility, which is done through undertaking projects in partnership with the government.

D. Infrastructure.

The physical infrastructure required for a B-school to offer professional degrees is special compared to other academic programmes. The infrastructure needs augmentation to keep pace with the developments in the field of business and management.

E. Innovative & Best Practices.

Regular review of curricula: The curriculum of the institutes needs frequent review and revision, which entails structural changes with a view to keep pace with the developments in the field of academics, technology and business world. Feedback on curriculum and teaching pedagogy from Students, Alumni, Parents, Employers and industry representatives is necessary to decide on the time and nature of revision / updating.

Quality Sustenance and Quality Enhancement Measures[QSQEM]: QSQEM should necessarily begin with the admission process through the test, which is screening of the incoming students. Teaching methods adopted by the teachers must be modern techniques to make learning process academically and practically oriented. Practical exposures should be given firstly by inviting experts from the corporate world to interact with the students and secondly through in-plant training and internships. Quality may be also maintained at the time of evaluation by giving weight age to practical knowledge of students. Maintenance of quality throughout the stay of the students in the institute ensures that the students passing out get placed in organizations that extend quality jobs.

Performance evaluation of the students through internal assessment, University examinations, and other co-curricular activities like seminars, publishing of articles are some of the ways of by which quality of the curricular aspects are monitored. Further, the faculty members should update their knowledge of teaching methodology by participating in FDPs, seminars and conferences.

Industrial Exposure: Industrial exposure to the students of professional institutes is of immense importance as it is necessary to make the students understand the industrial work ethos. The students should be made to interact with the executives and

officers of various industrial units of the region so they are able to co-relate theory to practice / application.

Internal Quality Assurance Cell (IQAC): Some professional institutes, as a part of accreditation have formed an Internal Quality Assurance Cell (IQAC) to promote the core values of higher education by putting in all round efforts of both the teaching and non-teaching staff to provide quality education to the students.

Technology up gradation and adaptation: The professional institutes must ensure that students have effective learning in each class. Each of the classrooms needs to be provided with the facility for audio visual presentation, 12hrs Internet facility, well-equipped computer laboratory that provides one computer to each student with advanced software, with backup facility.

Well Equipped Library

Well equipped library with access to national and international journals, Periodicals and books.

Presentations with LCD Projector: The presentations with the help of PowerPoint and presented using a LCD projector should be a common feature with the teachers. On the whole the students should be encouraged to make use of computers, multi media equipment, Internet, etc.

F. Placements & Alumni.

The standard of a B-school/management institute depends on the quality of the programme offered, which is best judged by the acceptance from the industry. The industry today is on the lookout for products of B-schools who are employable, hence training and placement in an important indicator of performance of a B-school.

III. PERFORMANCE MEASUREMENT OF PROFESSIONAL MANAGEMENT INSTITUTES

This study uses qualitative and quantitative methods to measure the performance of the institutes. Qualitative research focuses on gaining meaning and insight into the area of interest. Quantitative method uses techniques that gather measurable data suggested by Rubin (1995)

Statistical analysis is a mix of qualitative and quantitative approaches. Questionnaire was chosen as the research instrument to gather the required data and information.

Performance Measurement Statistics The study has set Key Performance Indicators and respective selected measures or metrics as below.

Sr.No	KPI	METRICS
1.	Teachers & Teaching Quality	Teaching Load
		Teaching Evaluation
		Quality of Teaching
		Student's satisfaction
2.	Research Publications	No. of papers presented at – International conferences
		No of paper presented – National conferences
		No of published papers- International Journals
		No of published papers- National Journals
		Books published
3.	Consultancy	Institute-Industry interaction
		No. of Research and Consultancy projects undertaken
4.	Infrastructure	Instructional Area
		Computing facility
5.	Innovative and Best Practices	Technology Upgradataion & Adaptation
		Industrial Exposure
6.	Placements & Alumni	Campus Interviews
		Alumni Association & Activities

A questionnaire was prepared and distributed to the selected professional management institutes and the required was collected. Information was also collected through interviews with respective heads of the institutes'.

Each KPI consists of several operational indicators which are rated on a 5 point Likert scale such as *Poor* to *Excellent*.

DESIGNATION	COLLEGE
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International Journal of Enterprise Computing and Business Systems

ISSN (Online) : 2230-8849

<http://www.ijecbs.com>

Vol. 1 Issue 2 July 2011

	YMIMK	JIMW	DCCMM	PCIMK
DIRECTOR	1	1	1	0
PROFESSORS	0	0	0	0
ASSISTANT PROFESSORS	5	3	2	2
LECTURERS	17	15	6	5
OFFICE STAFF	15	6	8	5
TOTAL	38	25	17	12

YMIMK-Yashwantrao Mohite Institute of Management Karad

JIMW- Jaywant Institute of Management Wathar

DCCMM-Dadasaheb Chavan Institute of Management Masur

PCIMK-Premilatai Institute of Management Karad

Institution/KPI rating	Teacher and Teaching Quality				Research Publications							Consultancy Infrastructure				Innovative & Placement Best Practices			Total Score
	TE	TL	QT	SS	PPI	PPN	PPul	PPuN	BOOK	III	RCP	BUIL	CF	TUA	IE	CI	AAA		
YMIMK	4	5	4	5	5	5	5	5	4	4	4	4	4	4	3	4	2	71	
JIMW	3	3	4	4	1	1	1	1	1	3	2	4	4	3	2	2	1	40	
DCCMM	3	3	4	3	1	1	1	1	1	2	2	5	4	2	2	1	1	35	
PCIMK	3	3	3	3	1	1	1	1	1	2	1	3	3	2	1	1	1	31	

TE: Teaching Evaluation by students
 TL: Teaching load
 QT: Quality of Teaching
 SS: Student Satisfaction
 PPI: Paper Presented International
 PPN: Paper Presented National
 PPul: Paper Published International
 PPuN: Paper Published National
 III: Industry –Institute Interaction
 RCP: Research , Consultancy and Projects Undertaken
 BUIL: Building Infrastructure
 CF: Computing Facility
 TUA: Technology Upgradation and Adaptation
 IE: Industrial Exposure
 AAA: Alumni Association & Activities
 CI: Campus Interviews

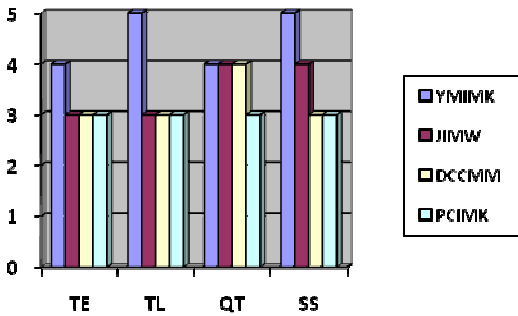


Chart1. Teacher and Teaching quality

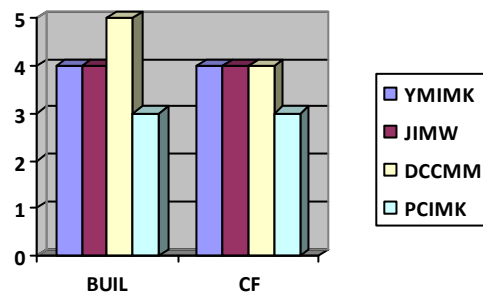


Chart 4 Infrastructure

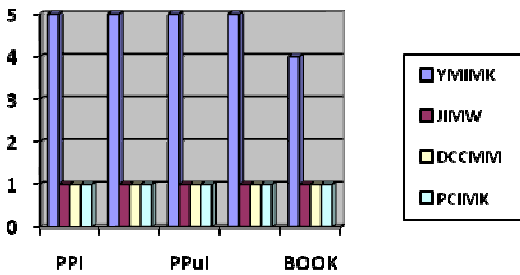


Chart 2 Research Publications

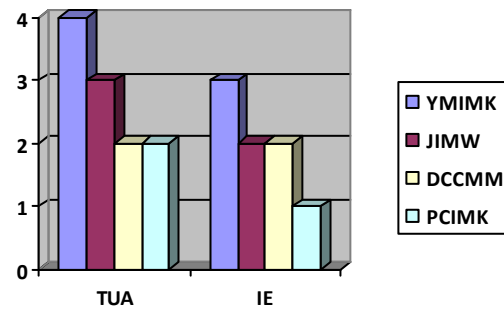


Chart 5 Innovative and Best Practices

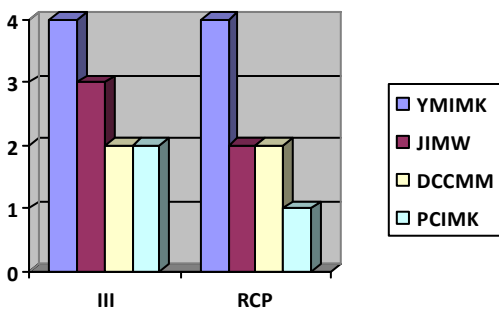


Chart 3 Consultancy

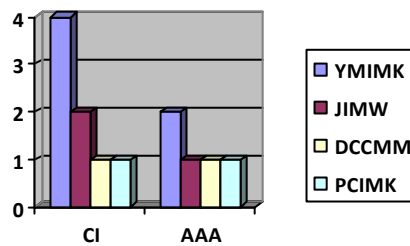


Chart 6 Placements & Alumni

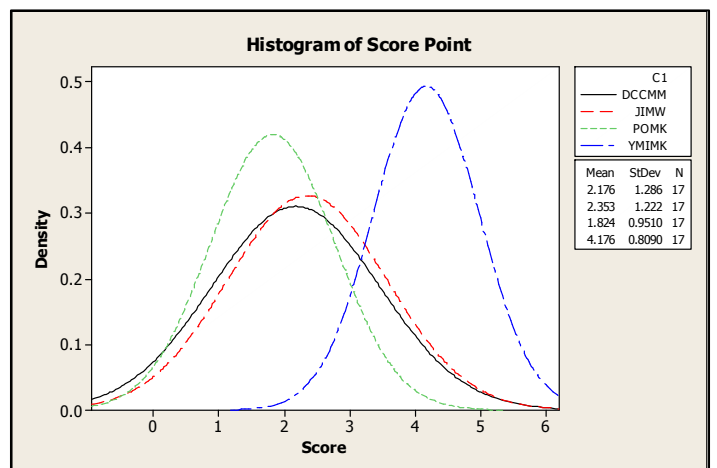


Chart 7 : Overall Performance of all Management Institutes

IV. CONCLUSIONS AND SUGGESTION

On the basis of the analysis of data and the score points for each KPI of the selected institutes, we came to conclusion that,

There is no significant difference among the selected institutes in infrastructure, selection of teachers and the norms followed. YMIMK's score shows excellent performance compared to fair performance by the rest of the institutes. It needs to provide consultancy or undertake research projects for the local industry or government bodies by each institute.

Institutions must have focus on Technology upgradation and Industrial Exposure, which every institute lagging behind in the selected region

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