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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 a 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) Professional of 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

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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. Sustenance and Quality Enhancement Quality 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

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

JIMW- Jaywant Institute of Management Wathar DCCMM-Dadasaheb Chavan Institute of Management Masur

PCIMK-Premilatai Institute of Management Karad

				_			_
Total	Score			71	40	35	31
nnovative & Placement Best and Alumni	lumni		AAA	2	1	1	1
		ō	4	2	1	1	
		es	Ш	3	2	2	1
nnov	Best	Practices	TUA	4	3	2	2
ncture			b	4	4	4	3
Infrastructure			BUIL	4	4	2	3
on sultancy	tancy		RG	4	2	2	1
Sus			≡	4	3	2	2
Research Publications			PPN PPul PPuN BOOK III	4	1	1	1
				5	1	1	1
			PPul	2	1	1	1
			PPN	2	1	1	1
			PPI	2	1	1	1
Feacher and Teaching			SS	2	4	8	e
			QT SS	4	4	4	m
her an	İξ		ĭ	2	3	3	3
	Quality		ΤΕ	4	3	3	3
Institution/KPI	rating		Parameters	YMIMK	MMI	DCGMM	PGMK

TL: Teaching Icad QT: Quality of Teaching SS: Student Satisfaction
PPN: Paper Presented National PPul: Paper Published International PPulY: Paper Published National
RCP: Research , Consultancy and Projects Undertaken BUIL: Building Infrastructure
TUA: Technology Upgradation and Adaptation
RE: Industrial Exposure
AAA: Alumni Association & Activities

TE. Teaching Evaluation by students PPI Paper Presented International III. Industyre—Institute Interaction CF. Computing Facility CI: Campus Interviews

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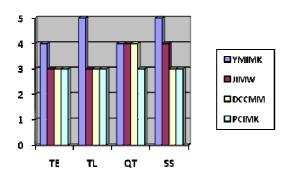


Chart1. Teacher and Teaching quality

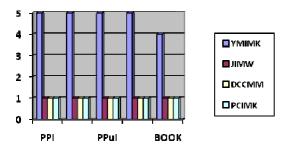


Chart 2 Research Publications

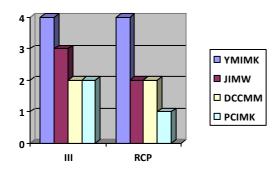


Chart 3 Consultancy

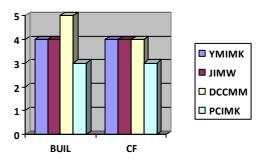


Chart 4 Infrastructure

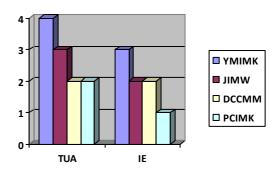


Chart 5 Innovative and Best Practices

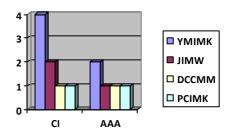
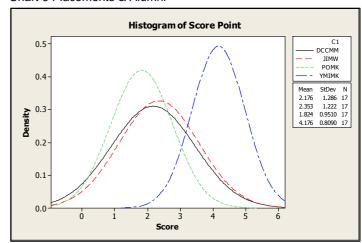


Chart 6 Placements & Alumni



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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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