

RELEVANCE OF PMS OF FACULTY MEMBERS IN EFFECTIVE FUNCTIONING AND GROWTH OF MANAGEMENT INSTITUTES AFFILIATED TO STATE-FUNDED UNIVERSITIES IN MUMBAI

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ABSTRACT

This research focuses on the ways and methods adopted by the management institutes affiliated to state-funded universities in Mumbai, to evaluate and manage the performance of their teachers. It takes into account three important criteria that can be used by any management institute for such assessment and management and tries to find out if these criteria are used in practice and how seriously they are considered in the performance management of the faculty members. This research tries to find out if the PMS of faculty members is directly or indirectly related to the growth and development of the institutes in terms of quality of students, annual fees charged, average placement package received by the students, IPR/patents obtained, number and quality of paid research and consultancy projects undertaken, MDPs/FDPs undertaken, etc.

Key-words: Performance Management System (PMS), Management Institute, State-funded University/ies

1. Introduction

Performance management is a broader concept, encompassing performance appraisal as one of its corner stone component. In the Indian context, Performance Management is at a nascent stage, as organizations still have performance appraisal system in place, primarily for financial reward administration and various administrative decisions making. Relevance of performance management system as a tool of developing competitiveness for an educational Institute has been undermined in India. Performance management should be used as a tool to align employee's efforts and competencies with the institute's vision and strategies and the desired culture. Deciding apt Key Result Areas (KRAs) plays a crucial role in the effectiveness of PMS which remains hugely ignored especially in the

institutes aided or affiliated to the State-funded universities in India. Performance management should be considered as a key strategic activity of any educational institute.

A transparent, well designed Performance Management System helps the institute to find gaps between expected performance and actual performance of faculty members in academic as well as co-curricular and extra-curricular activities which are vital to the success of any management institute.

2. Literature Review

Hazrat Bilal (2014), opined that primary objective of a performance evaluation system at state funded as well as private management institutes should be institutional improvement through quality assurance in every process and action.

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Nalika (2012) conducted interviews at small, private institutions and institutions recognized for innovative performance management. Different systems of performance evaluation of faculty members were found. Some organizations are evaluating faculty performances on three different bases - service, research, and teaching. Most of the organizations were found to be using excel sheets for rating faculty performances.

Prateek Bansal (2018) observed that the major drawback of the appraisal system/process currently in use is that it is very wearisome to view all the data of a staff member for all the years in one place because currently, all the data is collected in an excel sheet. Also, by providing an appealing GUI, candidates are more comfortable and better understand the appraisal process, its constraints. Moreover, it offers the additional feature that a user can also view the performance of his colleagues.

3. Objectives of the Study

To study if PMS is used by management institutes affiliated to State-funded universities in Mumbai.

To study the views and approach of the management institutes affiliated to State-funded universities in Mumbai as well as their faculty members regarding the usefulness and effectiveness of PMS.

To suggest the PMS criteria for management institutes that will help the institutes to develop capable and responsible corporate citizens.

4. Research Methodology

Secondary Data: was collected through various journals, e-journals, magazines, books, research articles & research papers available on this subject.

Primary Data:

Population of the research consisted of approximately 65 Management Institutes affiliated to the state-funded universities in Mumbai.

Sample consisted of 8 Management Institutes affiliated to the state-funded universities in Mumbai. Data was collected using Convenience sampling method.

A detailed questionnaire was constructed and was delivered to the samples using google docs, personal meetings and telephonic conversations. Interviews were also conducted by the researchers wherever thought necessary to clarify the doubts

5. Data Analysis

Table 1.1. Sample Size and the PMS status

Management Institutes affiliated to State-funded Universities in Mumbai		
No of respondents	No of institutes	No. of Institutes with PMS
43	8	7

Out of total 65 management institutes affiliated to state-funded universities, 8 institutes were contacted for the purpose of the study. 1 institute among these, outrightly responded to our questionnaire negatively saying that they do not practice PMS at all. Out of 7 management institutes run by private universities, 4 institutes were contacted and though the head of the institutes if all of them said that they have PMS for teaching staff in place, faculty members of one of these institutes responded that they were not aware of such a system.

Table 1.2 Source of Knowledge about PMS

	No. of Respondents
Induction by Institute	20
Information during staff meeting	14
Policy on website	7
From other faculty members	7
Other than this	0

In most of the management institutes affiliated to state-funded universities PMS was communicated to the faculty members during induction. However, in many of these institutes, faculty members also got

the information about PMS during faculty meetings. Few respondents said that they got the information from other faculty members. Though few of the faculty members of the management institutes affiliated to state-funded universities, informed that PMS was available on the website of their institutes, researchers could not find such data on these institutes' websites.

Table 1.3 Analysis of faculty awareness of evaluation parameters, Remedial Measures & Feedback Mechanism

		No. of Respondents
Awareness of Evaluation Parameters	Yes	38
	No	1
Whether Remedial Measures taken	Yes	33
	No	6

The institutes which claimed that they have PMS for faculty members in place (7 state-funded), almost every faculty member was aware of the parameters used in PMS.

Table 1.4 Analysis of Feedback Frequency and Confidentiality

		No. of Respondents
Practice of Faculty Feedback	Yes	07
	No	0
Feedback Frequency	Once a semester	04
	Once a year	02
	Twice a semester	01
	Twice a year	00
Feedback Confidentiality	Yes	06
	No	01

Faculty feedback appears to be the most common parameter used by all the management institutes in

assessing the performance of the faculty members. The most common frequency of conducting such feedback, is once a semester. Confidentiality with respect to feedback is maintained by all institutes except one.

Table 1.5

Analysis of Criterion used to Evaluate teachers' Performance

Criteria	No. of Institutes
Teaching, Learning & Evaluation	7
Research & Academic Contribution	4
Co-curricular, Extension, Professional Development	2

Teaching, Learning & Evaluation appears to be the most important criterion in evaluating the performance of the teaching staff in all management institutes followed by Research & Academic Contribution. Co-curricular, Extension, Professional Development Activities undertaken by the faculty members are found to be the least preferred criterion of PMS in these institutes.

Table 1.6

Mean Rank allotted to parameters under the criteria of teaching, learning & Evaluation

Parameters - 1 is lowest and 5 is highest	Mean Rank by State Owned Institutes
Contact Hours allotted/No. of Hours spent for teaching	4.15
Reading material, additional knowledge	3.53
Use of participatory & innovative learning technologies	3.43
Examination Duties	2.69
No. of MOOCs completed	2.17

Management institutes affiliated to state-funded universities place greater importance on the Contact Hours allotted/No. of Hours spent for teaching, management institutes than on reading material, additional knowledge and use of participatory & innovative learning technologies. Most of them don't take MOOCs seriously. Examination Duties are integral in assessing the Teaching, Learning & Evaluation for these institutes.

Table 1.7 Mean Rank allotted to parameters under the criteria of Research & Academic Contribution

Parameters 1 is lowest and 7 is highest	Mean Rank by State Owned Institutes
Published Papers in Regional, National, International Journals	6.28
Articles/Chapters/Columns Published in Books, Magazines	5.74
Papers Published in Conference Proceedings	4.53
Papers Presented in Conferences, seminars, Workshops	4.48
Ongoing & Completed Research Projects & Consultancies	6.61
Research Guidance to PG Students	4.33
Research Guidance to M.Phil/Ph.D Students	5.38
Invited to Conduct a Seminar/Workshop/Training Programme	5.25
Articles/Columns in newspaper	3

Research publication in journals is found to be very important parameter is evaluating the performance of the faculty members. Ongoing & Completed Research Projects & Consultancies is another very important parameter while evaluating the research and academic contribution of these faculty members. Faculty members invited to conduct a seminar/workshop/training programme is also quite important to the faculty evaluation.

Table 1.8 Mean Rank allotted to parameters under the criteria of Curricular, Extension & Professional Development Activities

Parameters- 1 is lowest and 7 is highest	Mean Rank by State Owned Institutes
Member of Academic/Administrative Committees	1.71
Participation/Organization of Seminars/Workshops/Job Fairs	1.97

While considering parameters of Co-curricular, Extension & Professional Development Activities, participation/organization of Seminars/Workshops/Job Fairs, is considered more important than being just a member of Academic/Administrative Committees, in management institutes affiliated to state-funded universities.

Table 1.9 Analysis of Mechanism Used to Manage Performance

Mechanism Used	Number of State-owned Institutes
Informing Teachers at the earliest	
One-to-one interaction with Teacher	1
Suggestions from teachers to improve their performance	
Guidance by Management/Director	
Undertaking from Teacher to strive hard	
All the above	6

Almost all management institutes affiliated to state-funded universities use 1. Informing Teachers at the earliest, 2. One-to-one interaction with Teacher, 3. Suggestions from teachers to improve their performance, 4. Guidance by Management/Director, 5. Undertaking from Teacher to strive hard, as mechanism for managing the performance of their teachers.

6. Discussion and Inferences

To study if PMS is used by management institutes affiliated to State-funded universities in Mumbai.

Though PMS is practiced by management institutes affiliated to State-funded universities in Mumbai, the teachers working with most of these institutes have an ambiguous picture of such a system

To study the views and approach of the management institutes affiliated to State-funded universities in Mumbai as well as their faculty members regarding the usefulness and effectiveness of PMS.

Though every institute that we studied for the purpose of this study said that they have either formal or informal PMS in place, large number of assessees (faculty members) seem to be ignorant about it. Administrative responsibilities take a lot of productive time of the teachers in such institutes

which can be actually used in far more efficient manner by focussing more on quality research and consultancy work, entrepreneurship development among students which will be useful in bridging the industry-academia gap and also allow more interactions between the faculty members and students with industry professionals.

To suggest the PMS criteria for management institutes that will help the institutes to develop capable and responsible corporate citizens.

Teaching, Learning & Evaluation; Research & Academic Contribution as well as Co-curricular, Extension, Professional Development Activities, are integral to the PMS related to teachers of the management institutes affiliated to State-funded universities. However, with changing time, few alterations/additions/modifications in the parameters used in such criteria, would be a must, e.g. Number of MOOC courses successfully completed. Similarly, in order to boost quality research culture, institutes must clearly mention the types of journals in which the papers/articles should be published and the monetary or non-monetary incentives that they will be getting for such publication depending on the category of journal to which it belongs.

7. Suggestions and Recommendations

All management institutes should have unambiguous, transparent Performance Management System in place.

The criteria of such PMS should be clearly communicated with the faculty members.

Management institutes affiliated to State-funded universities need to take the concept of PMS more seriously.

The resources need to be made available to the faculty members working with management institutes affiliated to State-funded universities, to achieve the expected performance.

Faculty members working with management institutes affiliated to State-funded universities, need further motivation and support from their employers to better their performance as well as to manage it.

All management institutes must recognize PMS as a continuous and on-going process which can directly and indirectly impact their growth and development.

8. Limitation

All findings are based on the information provided by the respondents and are subject to the potential bias and prejudice of the people involved.

The research is restricted to the management institutes in Mumbai.

Many institutes were hesitant to give data especially to question no. 8 to 14 of our questionnaire as they thought it to be confidential information.

Many faculty members were not willing to answer the questionnaire, as they felt that their responses may affect their performance appraisal in the coming year.

9. Conclusion

Performance Management System is a very important HR function that plays a crucial role in the growth and development of the management institutes. Though all management institutes that we approached for the purpose of this research, seem to agree upon the importance of PMS for their faculty members, not many were found to be taking the concept very seriously. Though the lack of flexibility in case of management institutes affiliated to State-funded universities, is one of the reasons why they cannot put a lot of emphasis on such system, few

novel concepts to recognize the work done by the teachers as well as to provide resources for their personal and professional growth, can make wonders for these institutes and take them to a greater heights.

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