

INNOVATIVE PRACTICE IN B-SCHOOL: MAINTAINING LOG BOOK

Trigger Question: Prof. Bholanath Dutta

Greetings!

I came to know recently that in one of b-schools, faculty are asked to maintain a diary for every hour about their activities in the college which later on reviewed by Director and comments are made. On the other side, some of the premiere B-schools give liberty to faculty to leave the college campus after the teaching hour and engage in other value creation activities.

In defence, log books are maintained to account for every minute in operational activities. In B-schools, such activities may limit the faculty creativity, research, open thinking and freedom. It also encourages manipulation.

Request views on the subject.

Prof. Vivek Ahuja

Interesting observations Prof Dutta. U might have noticed that in most of the b schools retired defence personnel are hired at leadership positions. This might b related as u talked about the defence culture too.

Prof. Bholanath Dutta

I don't know about any such inferences. To some extent what I feel that faculty in responsible position create such innovative practices to score more in front of management OR when management wants to exercise such practices some how faculty in responsible position don't have the courage to educate them.

Sri Virendra Goel

Not necessarily the objective of such a practice is to restrict the movement of the faculty. When it is observed that faculty do not spend time to prepare for their lectures, do not engage in interaction with the students, do not put efforts to facilitate industrial visits, do not to evaluation of students' projects, cases and assignments, do not go to library, do not spend time in value addition reading, monitoring sometimes becomes essential but normally it is at lecturer level only and in the institutions other than the top of the line institutions. Regards

Prof. Arun Ruhela

Maintaining a log is very good to learn & practice Time Management. Use of Time planners is universal and to maintain log is to be seen as a very good and motivating step as optimization of time usage will increase productivity. Everyone should try to create their own benchmarks.

Prof. Ashutosh Pandey

In most of the institutions various Committees Such as Cultural Committee, Student Support Committee, placement committee, Industrial visit committee, Library committee & Seminar Committees are formed, Faculty members are encouraged to participate in any of the committee according to their area of interest & are recognised for their achievements accordingly.

As mentioned in the subject raised by Prof. Bholanath ji, in my views, I don't think that keeping an eye each minute & asking for productive work done each hour is the solution for increasing the efficiency & effectiveness,

I would rather call this innovative practice as a "Captive Creativity - The Limited Sky Action".

Prof. Vivek Gupta

This is really very discouraging to know that the commercialization of education has led to the erosion of expectations and respect towards the position of Faculty that is why they are expected to be involved in the activities which are not related to their profession and are of lower value for them.

The management and the ownership of the educational institutes always want them to be involved physically in some or the other work without giving the thought that the Faculty needs time to "Think" and their output is through Mental work and not physical labour. They are expected to produce and produce mentally and not physically.

By physical labour I mean the clerical/marketing work. These activities are not going to add any value in Faculties' productivity. But today's educational institutions are giving least attention to this aspect which is also resulting into the erosion of delivery on the part of faculty, less learning on the part of students and less respect for the teachers.

Yes, KRA's are required for the Faculties but they should strictly be in the areas of reasearch, conferences, paper publications, delivery, invigilation, library time etc. but hourly maintenance of log book for their activities is like treating them as daily wages worker.

The right understanding of the importance of Faculties and their functions is the responsibility of Ownership and management of educational institutions otherwise the situation of teaching fraternity is bound to worsen.

Sri Virendra Goel

I think we are missing two different subjects. Participation in co-curricular and extracurricular activities is part of the process. But there are other essentials as mentioned by me that has to be part of the daily routine of a faculty member. I agree that there can be other methods of monitoring the required essentials but their importance cannot be denied. Regards

Prof. Neelesh Kumar

I strongly feel that the issue/activity of maintaining diary for day to day activity/work is more a matter of discipline and being organised rather than to be seen as an activity where management acts as a watchdog/ the seniors keeping a unwanted supervision over the young /fresh faculty members.

The idea should be to increase value delivery and creativity by auditing one's own activities on a daily basis and how much we are able to achieve at the end of the day.

(As a means to compare against our own standards/targets set on a daily/weekly/monthly basis)

Certainly it need not serve the purpose of killing the creativity of intellectuals and a right balance between due diligence and creativity is required to be made.

Mr. V Nagarajan

It is nothing but loosing mutual faith between lecturer and Institution:

One can smell an attitude of Hire & Fire in a small way:

There could be decline in the involvement of teaching faculty once strict recording measures are implemented: Teaching faculty is a linking factor between the Educational Institution and the Students: Such being the case, close monitoring of the institution over the teaching faculty will result in derailment of the educational journey:

Instead, give freedom and liberty to teaching faculty and still keep the reign of control by the Institution in a diplomatic fashion and passion.

Prof. Dr. R Gopal

The UGC demands that every teacher maintain a TEACHERS DIARY . The format of the teachers diary is such that it includes the activities of the faculty for the day.

I think the practice if followed does not foster any harm but allows for an effective time management of the faculty. The teachers diary gives you the flexibility to follow your schedules.

The faculty has to maintain which class he took and also what did he take in the class. In case he has been working on a research paper all that he has to maintain that he has spent four hours on research work.

Let us not forget that as per AICTE and the UGC every faculty has to take certain minimum hours of teaching -- Asst Prof (Lecturer) = 16 hours per week, Associate Prof. (Reader etc) =12 hours of teaching and Prof. and Director around 4 hours of teaching per week. The balance time is to be utilized for INSTITUTIONAL BUILD UP ACTIVITIES + RESEARCH WORK ETC.

Perhaps the objection is not for maintaining the books but for review of the book by the director on a regular basis. This can also be used for the improvement of the faculty -- if used in a positive direction.

Many institutions have a system of appraisal -- 360 degree appraisal system -- appraisal by the student + appraisal by the faculty (peer review) and finally the appraisal by the director. The UGC also specifies and encourages faculties to write research papers and present the same in national and international conferences and also publish the same in ISSN journals. Ideally it says publish in impact factor journals but in humanities including management there are not many impact factor journals and no Indian journal has an impact factor (to my knowledge)

The Self assessment forms as well as the career advancement forms lay down certain definite criteria and the teachers diary is the basis for such evaluations on these parameters

Prof. Bholanath Dutta

Thanks a lot for the valuable inputs indeed which I am too aware and understand. Some more observations:

(i) Teachers Diary is definitely a good step by UGC/AICTE and it demands to enter the teaching details specifically but not minute to minute details for eight hours of working/ per day, if I am not wrong.

(ii) Teachers Diary give wider scope for manipulation. That is the reason in many colleges on the door of classroom glass window is fitted to check what faculty is doing inside the class.....What Mr. Nagarajan Vasudevan has pointed out in his deliberation... low trust between management and faculty.

(iii) Guidelines are definitely good to give directions. Another point, I would like to focus--- Course Plan: There are different formats for it. But sincerely raising a question, how many of us actually follow the course plan as it is planned. The class room discussion is very dynamic and takes many turn and many connected topics come during the discussion based on interactions and it is not possible to follow the course plan in toto. Having said that definitely it provides good direction.

(iv) Work Load adjustment how it is done is a known fact-- through many unproductive committees.

(v) Performance appraisal is the most pathetic situation in B-schools. Many will object to it but reality is not unknown.

(vi) Yesterday , I had a discussion with a very senior person from Corporate and the outcome of the discussion:

"Maximum innovation is happening in the domain of HR which are fantastic. But mostly are on the book and paper and very less implemented " which I too find somewhat true. If competency mapping and role alignment are done correctly, then why employees are leaving organisation every now and then?

Thanks a lot. These are my personal opinion. Happy Knowledge Sharing.

Prof. Pradip K Deb

Teachers' Diary is a common & useful tool to keep track & fine tune the Teaching Lesson Plan. Alongside, tabs could be kept on weak students needing special care, attn & counselling..Upto this, it's fine with me. But I certainly don't fancy or accept the management snooping into it! Then it would amount to Regimentation & not Innovation Practice in B-Schools! At the same time,I am also aware of certain reputed B-School having video camera fitted A.C class rooms to record/monitor faculty's teaching & student interaction competence!

The moral of the story -any innovative teaching tool is welcome if it is used positively for betterment of students' learning.

Happy to share my thoughts/experience through this forum on the sensitive issue!

Prof. Ranganathan Aiyar

I have introduced this with a view to encourage transparency...this also assures the lecturer if a complaint is received from the students about the non coverage of portions....this is a control mechanism to benefit all and these are always to encourage lecturers and professors to spend their time usefully....as Director I am to review the performance as per the latest guidelines of the regulatory bodies such as AICTE/UGC...there are systems put in place in foreign universities about the performance evaluation process....this is in tune with the KPIs that are set in our Charter for lecturers and professors...since these are new in Indian context, we are more scared... this is not to defeat or defy the 'privacy, independence or innovative thinking process' of our colleagues...

let us agree that we as management teachers and professionals have to encourage new ways of performance management...we have still not been able to come with specific instruments of 'quality' teaching where as 'Dabbawalahs and Kolaveri D' are being discussed as case studies in Harvard and IIMs...so faculties...cheer up....we have to show the world that we are capable of accepting changes and accepting them...not only for students' sake but more for us...

Sri Virendra Goel

I appreciate and support Prof. Iyer's approach. IT sector today is one of the largest employer. There is a daily log system there about the time invested and the output. Can this also be called an encroachment on creativity, privacy and independence of the employee?

Prof Sanjay Hanji

Maintaining daily planners are better but it should be only for self assessment and not for the directors to assess it. This will definitely boost time management & productivity. However, if you look at it in another way it will boost creativity as well.

I believe that faculty freedom and autonomy is very important for healthy work environment to prevail. Management by objectives will be more appropriate to control the behaviour of faculty members.

Prof. Raj Mahinder Pal Verma

In all the seventeen discussions no one has told the other side. Why it has led to writing Diary or strict administrative controls.

Many of the Teachers (More in Govt. and frequent in Private) take undue advantage of liberal atmosphere. Starting from leaving the child to school, shopping and other personal commitment are being done in Office Time. Even if they are present in Office how much time is being spent in Canteen gossiping and doing politics?

Professors are not available after their prescribed lecture. Nothing is hidden about their real academic and intellectual contributions.

As happened in this discussion form we give them air by using words like 'liberty, creativity, freedom of work, right environment'. Even we don't call a spade a spade. Normally we keep quite. Excess leads to strict management controls. Then this lot engages in politics and irresponsible Trade Union activities. It pushes the sincere Teachers to background who prefer to keep mum and opportunists in this situation take advantage by doing politics further pushing good Teachers in background.

Liberal environment is for responsible persons. Nothing prevents to teachers with passion.

With the advent of ICT all the activities of Teachers will become transparent. How and how much you teach, how many time you go to library and how much time you spend in Canteen etc. It is bound to come as the global competition will push these administrative controls.

I hope it will give different direction to the discussion thread.

Prof. Ashutosh Pandey

For the action of few we can't blame the whole teaching fraternity & it should not be taken as a common or rational concept. In a Corporate world also, Employee leaves the organisation to go on a field job or sales job by giving explanation to his boss that he is going for a client meet, but the main motive of that sales person is something else, he complete his personal jobs & later arrive at office with a big smile on his face.

In many of the private institutes teachers are given loads of 24 to 25 lectures i.e. 5 lectures a day, so out of 8 working hours that faculty is engaged in taking 5 hours of lectures, other 3 hours engaged in completing administrative works of the college after finding out some time to have lunch, so what kind of information he would maintain in a Diary?? Again I must say that it's not a common practice for all the institutes.

Many institutes follow a common practice of employee login through electronic biometric finger touch medium along with manual entry, an employee can't leave the organisation without seeking permission from HOD'S, Principal whatever important work he has got outside the premises & I think it's not possible for him to cover up two jobs at the same i.e. Personal & College lectures all together,

So in my views Monitoring can be done in a better way, not by keeping a bird watch on the activities of teacher at every single minute

Dr. Prabhakar Waghodekar

Can this also be called an encroachment on creativity, privacy and independence of the employee?"

Healthy Performance Evaluation, in fact, promotes all these three and is not intended to encroachment.

Let us take a stock

1.

While releasing Fifth Pay Scales UGC has proposed maintenance of daily diary, a few seminars were conducted, I remember, how to design the diary, etc. But the concept was conveniently vanished from the scene.

2.

Open any University Act and refer to the Statute "Teacher's Performance Evaluation". This is not observed in spirit. AICTE calls this Performance Appraisal and Development System (PADS)!

Process Management and Performance Management are the key features (KPIs) of any organization. But we hardly take them to our heart. There is no reward and punishment system in place, it is not mandatory. Neither it is supported fully by any regulatory body including MHRD, just a creation of a document not to be enforced.

Dr. Prabhakar Waghodekar

Mike, a Japanese educationist, says in case of university education why bell should ring every hour? Why there is time table? Why take students' attendance? Why sign on muster? Why to specify working hours? (A real teacher does not need set working hours!) University students do studies independently, prepare their notes and seek guidance from teacher (called facilitator) whenever they need. Before the emergence of private education providers, only cream of student-population used to get admissions in Govt or Govt aided institutes where most of the students were habituated to bunk the classes but teachers were close to them, caring them. In a way both teachers and taught were autonomous in a real sense.

Thus, if teachers are really autonomous all the issues like maintenance of diary, signing muster, etc., will disappear as teacher is highly expected to be a path setter/finder for community. The

university stalwarts (teachers) like Dr Sapre from California used to proclaim "we are the University Professors. Who can train us? We train the others." That is the stuff they had.

Let us hope such days will return.

Prof. Bholanath Dutta

Dear All,

We had a very good discussion on the subject topic for last few days. Here is a summary for the same based on the views exchanged:

- Course diary and faculty diary (Log book) is different.
- Log book is good if taken in the right spirit but it should not focus on micro time management but should be considered as a quality tool for faculty development.
- Mostly it is used to have a check/control on the faculty and their activities in the college and rare it has any effect on enhanced productivity.
- It is being practiced in many colleges successfully as shared by few senior MTCians.
- It should not encroach on faculty freedom, creativity and independency.
- Low trust between management and faculty is the root of all problems.

We hereby close the thread as on 12 Noon on Sunday (12/02/2012).