PREFACE

This PhD thesis contains the result of research undertaken at the Faculty of Management and Commerce, Jain University, Bengaluru, India. My journey towards this Thesis started long ago, soon after Post Graduation in 1993. It was my teachers who taught me to follow passions, to dream about things worth pursuing and then to go for them. Without this foundation, I probably would not have dared to study Performance Management which, at that point, I started this work, still had a very unclear future, to use unconventional research methods, or to cross boundaries in order to get where I wanted to be.

However, passion alone is not enough. The foundation for this work had begun at the company where I worked for about a decade, The Gallup Organization, which is currently working on Employee Engagement and Customer Engagement research. Doing PhD research outside of conventional academic settings is a challenge, but it also provided opportunities to learn from working with others in multidisciplinary projects and to make choices that would not have been possible otherwise.

While working on a PhD is a lonely endeavour, it is also not possible without suitable environment around the researcher. I work with New Horizon Educational Institution where the philosophy and culture of organization is Performance. Though, New Horizon is an institution which offer regular courses for undergraduate and post graduate students, its emphasis is on building capabilities for students to face market and societal challenges. The staff and faculty are evaluated based on the contribution they make to the system and not based on seniority or position he/she holds. Hence, performance culture at New Horizon has psychologically motivated and supported my mission of developing a Faculty Performance Management framework/model. I
am very fortunate that two decades of experience with the above organisations and the combination of corporate and academia insights has nurtured ideas to develop a performance management model through the current research program.

My PhD work was supervised by Dr. M M Bagali, who believed that eventually something valuable would emerge from fuzzy pictures presented in various drafts, who asked questions that forced me to define and defend my choices and guided me through the process of developing confidence as a researcher. My dream of doing PhD research on performance was possible with the open mind of PhD course supervisor and guide; he gave complete freedom to explore the subject of my choice. This is also because, Dr. Bagali works on ‘empowerment’ which leads to such eco-system. Normally, research supervisors would prefer to guide their scholars on those topics the researcher has read extensively where as in my case the supervisor has made relentless efforts to guide me.

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