ABSTRACT

Talent management can be seen to have many meanings and can be explained academically in a variety of ways. However, in simple terms it would mean finding talented people, having them perform well and keeping them in the organization. One needs to look at different ways and means by which B-schools in India, are trying to keep their talent management process in place not only in acquiring talent, but also to retain the talented people from moving out of their educational institute.

This doctoral research work seeks to empirically examine the process, in which the faculty members are hired, nurtured/trained and retained in B-schools and the factors affecting faculty shortage in B-schools. This study is done with the objectives of identifying the factors affecting the faculty supply in B-schools and to understand the key drivers of post graduate (Management) students towards taking Teaching profession.

The methodology adopted in this study was both qualitative and quantitative research. The data was collected from the combination of structured questionnaire and from personal interviews with selected stakeholders of B-school (Deans, Faculty & Students). The personal
enquiry notes were the rewarding phase of the research. This has been documented with meticulous care. Data has been processed and analyzed using SPSS / Excel. Quantum was used as processing tool.

The population studied was the Management Institutes participating in Karnataka Management Aptitude Test (KMAT) selection process. This study was confined to State of Karnataka due to time and cost limitations. These institutes showed homogeneity in terms of recruitment, selection and retention of faculty in general and were headed by Deans/HODs meeting academic criteria, as laid down by AICTE. Further the selection of post graduate management students, who were also subject of the study, were also governed by AICTE and KMAT by- laws ensuring homogeneity. Out of 156 B-schools who come under K-MAT category, 54 B-schools were taken for the study. Out of around 1028 full time faculty, 325 faculties were considered for the study and from around 9360 PG students pursuing MBA program, 920 students were taken as sample for the study.

In this research probability sampling was used to draw conclusions from a sample and to generalize the results back to the population and convenience sampling was used in case of Deans. From each of the institute a simple random sampling list was generated for faculty members and systematic random sampling was undertaken for
Post Graduate Management students (as list was large for entering into computer to generate random numbers). The maximum interviewing time for students was 15-20 minutes while for dean / faculty; it was 25-30 minutes.

A major shortfall of faculty is the inability of our B schools to manage talent in acquiring, nurturing and in retaining faculty of high order. Creating a talented faculty pool is obviously a long-drawn task. One needs to focus more on research-driven programmes leading to PhDs. PhD talent pipeline is weak in the country and this in turn resulting in faculty shortage. Apart from remuneration packages, there is a need for ‘extra-economic incentives’ to attract and retain faculty. Setting aside more resources for research and publication activity could improve the situation in due course. B-schools should also carve out a role for itself in this process by setting up endowments and other incentives. Hiring retired faculty on a contractual basis and giving them limited tenures, and allowing faculty close to retirement to continue in teaching without occupying their substantial position can be a stop gap arrangement. A great deal of flexibility regarding non-monetary and monetary incentives linked to additional deliverables would also be required.

This doctoral dissertation discusses various factors affecting faculty talent management in B-schools, perception of PG Management
students towards teaching profession and also identifies the fitment of talent management as a system in academic sector with reference to B-schools. This dissertation would help educationists in resource planning, training and retention of faculty members in B-schools.