

FACULTY MOTIVATION AND EFFECTIVENESS IN A COMPETITIVE ENVIRONMENT-SUMMARY

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The motivation for this research is based on the theme advanced by the author in his paper “Managing Business Schools for Sustainable Performance”. While “Our product is our best ambassador and a happy customer is our best advertisement”, the motivated faculty has a great role to play to provide the best ambassador (Student Manager) to our happy customer (industry) to facilitate implementation of programs against global competition and community service.

Considering the current competitive environment, the present paper aims toward discussing the various challenges ahead, industry demands, challenges for business schools, students’ concerns and feasible solutions. The challenges for competitive environment include aggressive globalization, culture specific issues, growth of business schools, emerging trends, corporate realities and shifts and organizational pressures. The demand of the industry on the motivated faculty is to prepare student leaders as future organizational leaders to meet the perception of CEO for a perfect manager. The perception of CEO includes Leadership Potential, Personality, Knowledge, Analytical Skills, Interpersonal Skills, Ethics and Communication. Further, the perception is to provide ideal pedagogical approaches comprising of more interdisciplinary issue & project based teaching, relatively stress on learning than teaching and effective teaching requiring motivated students with a new skill set. On the other hand, the skills valued by recruiters are Leadership Potential (15%), Creativity and Resourcefulness (15%), Communication/soft skills (20%), Team Working (20%), Analytical/Problem solving (15%), Entrepreneurial skills (5%) and General Management skills (10%). The Business Schools therefore face a big challenge to meet the new perceptions and demand of the industry, CEOs and recruiters. They have to move from the current scenario to a new action plan: job to career preparation, problem finding rather than problem solving, live world applications from text book cases, student-centered teaching from instructor-centered teaching and to behavioral skills expansion from current soft skills. We need to take into consideration the perception of students for teaching effectiveness which includes commitment and dedication, thorough knowledge of the subject, general motivation and leadership qualities on the part of the faculty. The integration of student-faculty-industry perception is the essential requirement for teaching effectiveness. The motivated faculty therefore needs a different kind of skills matrix, concern for others and self and professional ethics for leading students towards career/avenues in the real world. The feasible solutions include optimizing attention span, punctuating lecture period to re-energize students, making learning reciprocate and stimulating collaborative engagement. Only the motivated faculty can inspire students to reciprocate after learning a new concept and groom the social and collaborative skills in global contexts. Finally, we need the mind of a strategist to have a multiple-skilled professor, subject knowledge and research, work-life balance, student trust and credibility, teaching methodology, mutual consultations among peers and faculty blend of Academic Qualified versus Professional Qualified to integrate various program elements. What we need is highly motivated professor who takes up the challenge of expanding happiness, providing motivation and teaching effectiveness in the class and in the life of students to serve the global community. A Professor requires “the wisdom of Solomon, the courage of a lion, the cunning of Machiavelli, and the stomach of a goat”.