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Impact of Covid 19 on the Academic Performance of Undergraduate Students using Performance Prism Model

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Abstract:

The Performance Prism model has been developed in close co-operation by the Centre for Business Performance at Cranfield School of Management (formerly at University of Cambridge) and the Process Excellence Core Capability Group of Andersen Consulting.The Performance Prism (PP) is referred to by its Cranfield University developers as a 'second generation' scorecard and management framework. The unique characteristic of the Performance Prism is that it uses as its starting point all of an organisation's stakeholders, including investors, customers and intermediaries, employees, suppliers, regulators and communities, rather than strategy. According to Performance prism proponents, strategy should follow from stakeholder analysis. The Performance Prism framework also focuses on the reciprocal relationship between the organisation and its stakeholders, as opposed to just stakeholder needs.

The Performance Prism allows organisations to develop strategies, business processes and measures geared to the specific needs of all important stakeholder groups. By considering a broad stakeholder perspective that includes regulators and business communities, the performance prism enables an organisation to more directly address the risks and opportunities in its business environment. Using the Performance prism to develop measures for each relevant stakeholder facilitates the communication and implementation of strategy.

RELEVANCE OF THIS PAPER:

1.   By identifying the different needs of the stakeholders, performance prism model helps to develop measures for each relevant stakeholder to facilitate the communication and implementation of strategies.

2.   By studying the strategies and the processes adopted by the colleges to meet those needs of the stakeholders, the most outdated strategy can be eliminated and help the organisation to retain the useful strategies.

This research paper will use Primary data collection using open Questionnaire.

Secondary data collection will be based on the journals, articles, e-books, and newsletter etc.

Keywords:

Performance Prism, Performance Management, Undergraduates, Academic Performance, Covid 19, Pandemic, Stakeholders' need, Strategies, Stakeholder's Contribution, Capabilities.

INTRODUCTION:

The Performance Prism is a second generation performance measurement and management model that has been developed by Neely, Adams and Kennerley to help the organisations in their search of measuring the overall performance of their operations. They suggested that for organisations operating within almost any given industry, the most important aspect of management is to work on the expectations of the stakeholders associated with any organisation. The Performance Prism model is designed to help the complex relationships that organisations often have with their various stakeholders. It provides an innovative and holistic framework that directs management attention to what is important for long term success and also helps

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organisations to design, build, operate and measure their performance measurement systems in a way that is relevant to the issues that they face within their given industry. This model attempts to differentiate itself from other similar models such as the Balanced Scorecard by offering a unique perspective on a measuring system that can ultimately be adopted as a way of operating within an industry, rather than just measuring performance of the organisation. The balanced scorecard, on the other hand, focuses on finance, customers, internal processes and innovation and learning. Hence it downplays the importance of other stakeholders, such as suppliers and employees. The Shareholder value frameworks incorporate the cost of capital into the equation, but ignores all aspects relating to stakeholders. The important criticisms of these systems are that they clearly ignore any other perspectives on performance, those being the wants and needs of shareholders, customers and employees, in short all the stakeholders who are directly or indirectly associated with the organisation.

It is advantageous over other frameworks as it addresses all of an organisations stakeholders –mainly investors, customers & intermediaries, employees, suppliers, regulators and communities by considering the wants and needs of those stakeholders and simultaneously, what the organisation wants and needs from its stakeholders. In this way, the reciprocal relationship with each stakeholder is examined. The Performance Prism later addresses the strategies, processes and importantly the capabilities that are needed in order to satisfy these critical sets of wants and needs. Performance prism has five components. They are diagrammatically represented as below;
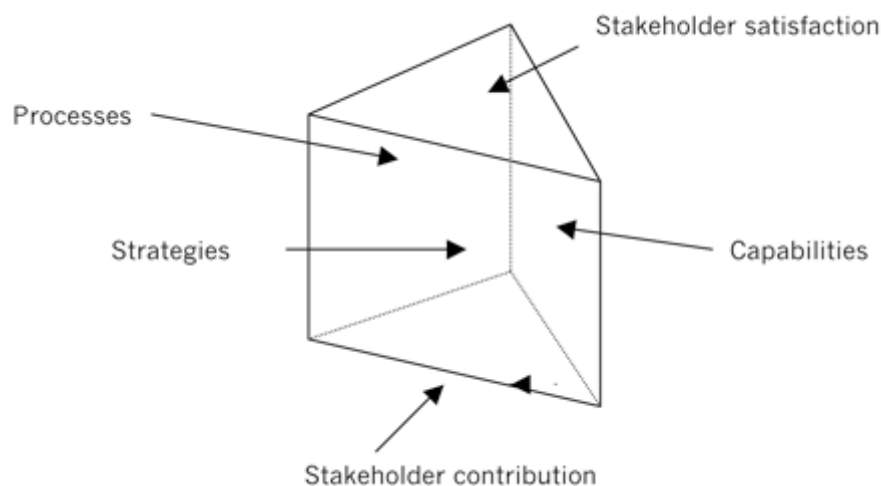
Creator: Glen Patterson

Stakeholders Satisfaction: Performance prism holds strong groundon the fact that if business needs to be successful it should recognize the needs of its stakeholders as its first priority. Stakeholders' needs and demands has to be considered to implement strategies.

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Strategies: Strategies are short term feasible plans to achieve some specific determinable objectives. The strategies need to be developed in order to satisfy stakeholders like shareholders and customers. Shareholders would want dividends and capital growth and customer may want good quality products at reasonable prices. Business has to adopt the strategic arena which leads to the satisfaction of stakeholders' demands.

Processes: Processes are the series of activities performed in order to achieve the required outcome. Processes has to be developed in order to put the strategies into action. Processes that are implemented should be consistent with the stakeholders' demands and strategies.

Capabilities: Capabilities means knowledge, skill, expertise and experience needed to perform any processes. Capability needs to be achieved to be able to operate processes in association of stakeholders' contribution. Performance prism focuses that processes need to be performed should determine capabilities needed instead of carrying out process.

Stakeholder Contribution: Stakeholders' contribution is knowledge shared by stakeholders to the business which helps to maintain and develop organisational capabilities. Feedback and suggestions from customers regarding product specification changes arranged by government to inform about new legislation requiring minimum quality standards.

LITERATURE REVIEW:

Thinking towards stakeholder satisfaction in higher education: an application of performance prism,

This article analyses the interrelation between stakeholder need, organizational capabilities, existing process, strategies and stakeholders' role. The study also focused on the use of performance prism model which can be highly benefited in an academic institution and the process should start from identifying stakeholder needs, and then formulate strategies using existing capabilities and process and finally deliver better value with the support of all stakeholders in the system.

Organizational Performance Management: Examining the Practical Utility of the Performance Prism, O'Boyle, Ian; Hassan, David.

This paper studies the analysis concerning the practical utility of a performance management tool which has been utilized by a number of organizations around the globe. It is argues that this unique performance management tool can provide organizations with various benefits in terms of their development and overall organizational success.

The performance prism model and stakeholder satisfaction dimension Melekakgün* Saadetöztaş.

The main aim of this study was to give conceptual information about the performance prism and to make evaluations for the application of the model. Hence, an application

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study for the stakeholder satisfaction dimension, which is the first dimension of the model in a financial leasing company, was conducted and its results were included.

Building a novel model of Performance Measurement System for Corporate Social Responsibility towards sustainable development, AstrieKrisnawati; GatotYudoko; YuniRosBangun

This study applies content analysis to compare and reconcile the perspectives of those performance measurement frameworks so that it results in a proposed model so that it fills the gaps and limitations among them. It is a conceptual paper that aims to develop a new model of a Performance Measurement System (PMS) for CSR.

Measuring Performance in Small and Medium Scale Enterprises in the Manufacturing Industry in Ghana Dr. Ebenezer Ankrah Department of Information Technology, School of Applied Sciences, Central University College, Tema, Ghana Collins Christian Yaw Mensah Department of Accounting.

The study looked at measuring the performance in Small and Medium Scale Enterprises in the Manufacturing Industry in Ghana. Performance measurement systems are useful tools in assessing and measuring the success of strategy implementation. It is also an effective tool for developing a Learning Organization, empowering employees, and enhancing employee accountability and motivation. This research adopted the survey methodology. The population of this research includes all the top and line managers of the ten companies randomly selected from Greater Accra Region of Ghana.

RESEARCH PROBLEM:

The best thing we know about change is it's going to happen, change is inevitable. But we are not sure about the impact of how we're going to feel when going through it or when we come out the other side. Change means entering into the unknown, outside of our comfort zone, where things are not easy and safe. So one of the things that is rapidly changing is the learning scenario of the students. From offline face to face learning, students now have to get adjusted to online learning because of pandemic. It becomes very essential for the Institution to understand what are the needs of different students are and how can the educational institution work towards the strategies, processes and capabilities to achieve the desired changes and needs of the stakeholders (students)

In order to understand such needs of the stakeholders' there is a need to study those needs and accordingly strive to develop strategies to fulfil those needs.

OBJECTIVES:

1) To understand the concept of performance prism model.
2) To identify the needs of the Stakeholders (Students)
3) To identify the strategies adopted by colleges to fulfil those needs of the students
4) To analyse the contribution of undergraduates and the Institution.

RESEARCH GAP

After going through number of articles and research studies, the research gap that was analysed was that the studies conducted so far were based more on foreign institutions and very less studies were conducted in Mangaluru city. So to bridge that gap, this study focuses on Students being the primary stakeholder in the study.

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METHODOLOGY:

This research paper uses stratified sampling method as the primary source of data, wherein The questionnaire were sent to the undergraduate students of Business Administration (BBA) who were chosen from two autonomous colleges with more than 3.0 CGPA in Mangaluru city.

The sample size for this study is 150 respondents.

The paper also utilises secondary data from all available sources.

ANALYSIS AND INTERPRETATION

1. Graph showing the need for activity based learning.
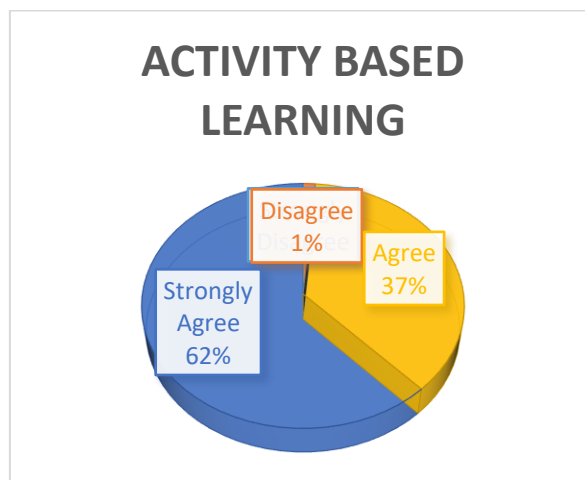
Analysis: From the above Chart, it is clear that, 62% of the respondents strongly want the online classes to be activity based learning at least once in a week. 37% of the respondents just agree to the activity based learning, and only 1% of the respondents disagree with activity based learning.

Interpretation: From the above Graph, Majority of the respondents want the classes to be activity based because that makes them less distracted during the online class.

2. Graph showing the need for Collaboration between teachers and students.

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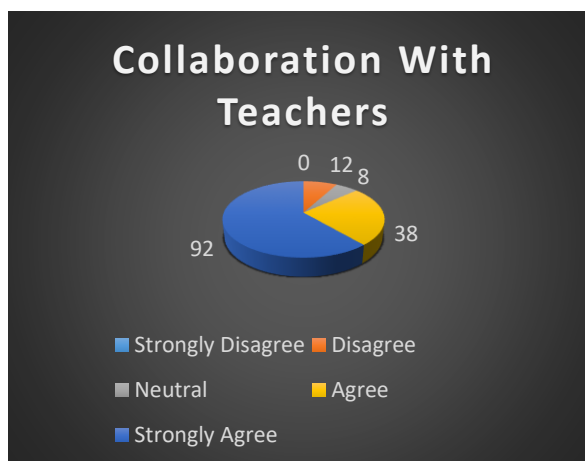
Analysis: From the above Graph, it is clear that 92% of the respondents strongly agree that there is a strong need for collaboration with teachers in terms of group projects and assignments. 38% of the respondents agree on the same and very few feel that collaboration is not important with teachers.

Interpretation: From the above Analysis, it is clear that, majority of the respondents want to have collaboration with teachers in term of group assignment and projects so that they learn better with teachers guiding them.

3. Graph showing the need for creative assignments.
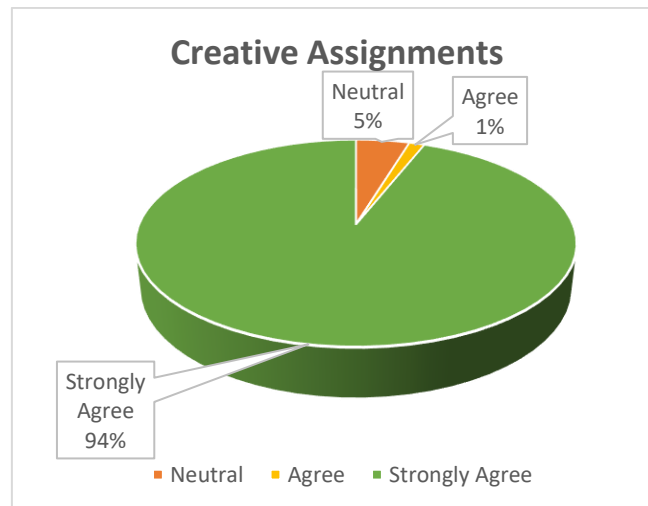
Analysis: From the above graph, it is clear that 94% of the respondents strongly believe that doing creative assignments can help them excel in terms of confidence, 1% of the respondents agree on the above statement, and 5% of the respondents stayed neutral on the same.

Interpretation : Majority of the respondents feel the need of making assignments creative rather than having same old boring method of writing assignment.

4. Graph Showing need for Post-it-Notes

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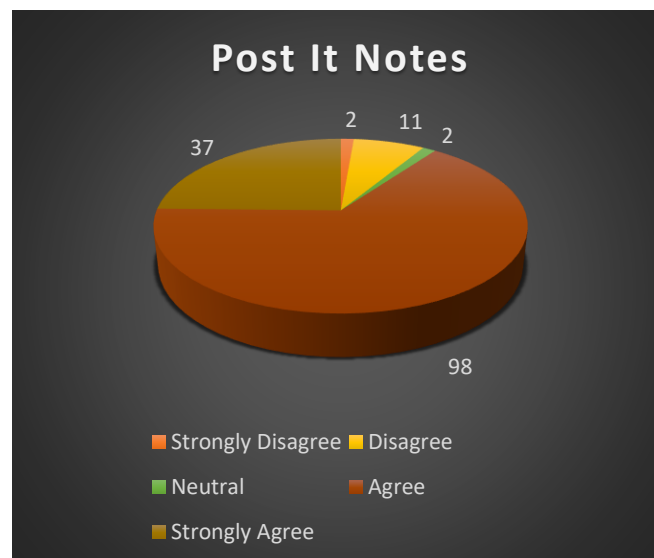
Analysis: From the above graph, it is clear that 98 of the respondents find the need of post-it-notes after the classes, so that the highlights of the class will be known to each and every students, 37 of the respondents strong feel the need for the same.

Interpretation: Majority of the respondents feel the need for the Post-it-notes soon after the class so that they understand the highlights of the class.

5. Graph showing the need to learn advanced software
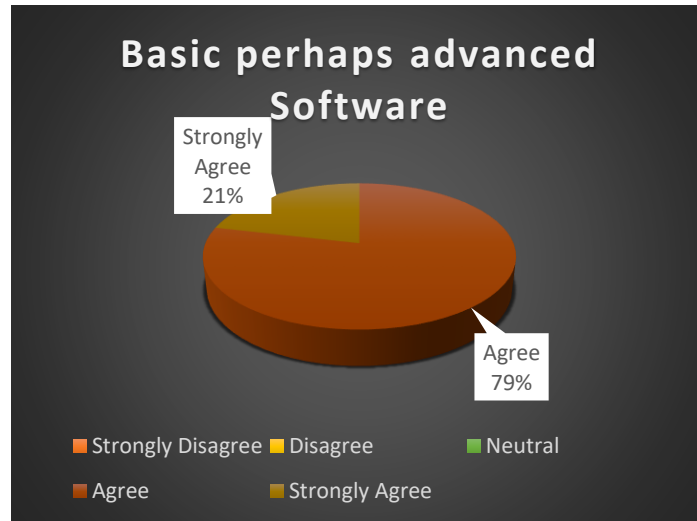
Analysis: From the above graph, it is clear that, 79% of the respondents agree that the students need to be updated with basic but advanced software, and 21% of the respondents strongly believe on the same.

Interpretation : Majority of the students agree that they need to be updated with basic but advanced software.

6. Graph Showing need for provision to check attendance

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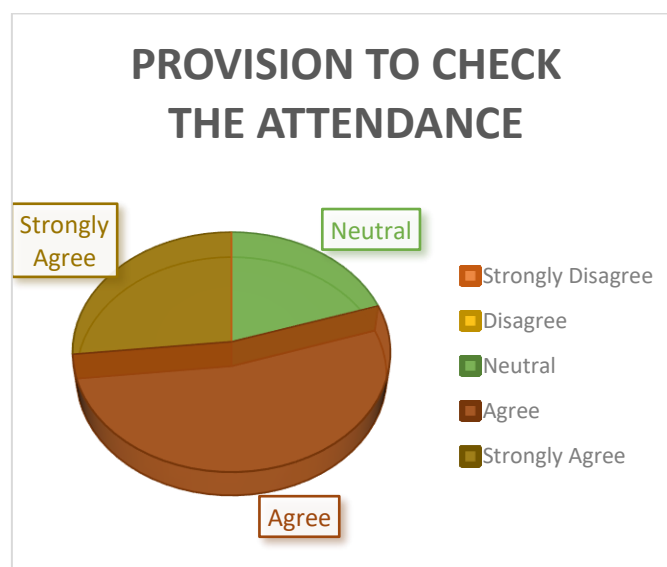
Analysis: From the above graph, it is clear that, 80% of the respondents find the need for the colleges to have a provision to check the online attendance,40% of the respondents feel the strong need for the same.

Interpretation : Majority of the respondents feel that there is need to facilitate students with online portal to check their attendance.

FINDINGS:

1) Majority of the respondents want the classes to be activity based because that makes them less distracted during the online class.
2) Majority of the respondents want to have collaboration with teachers in term of group assignment and projects so that they learn better with teachers guiding them.
3) Majority of the students agree that they need to be updated with basic but advanced software.
4) Majority of the respondents feel that there is need to facilitate students with online portal to check their attendance.
5) Majority of the respondents feel the need for the Post-it-notes soon after the class so that they understand the highlights of the class.
6) Majority of the respondents feel the need of making assignments creative rather than having same old boring method of writing assignment.
7) Majority of the respondents need one to one interaction between a teacher and a student at least for 5-8 minutes.
8) Maximum utilisation of technology and necessary gadgets to facilitate understanding of the concept
9) Majority of the respondents feel that understanding practical subject is difficult during online classes.
10) Majority of the respondents feel that online exams are good part of online classes.

SUGGESTIONS:

1) In order to make classes interesting, institutions must make it mandatory for teachers to adapt to activity based learning.
2) Institutions must equip teachers with advanced software so that it becomes easy for them to utilise the gadgets to their maximum.
3) Teachers should also focus on creative assignments rather than making students copy from syllabus or note book.
4) Institutions must make necessary arrangements to facilitate students with online checking of attendance.
5) Teachers must see that they provide highlights of the class to the students after each class.
6) Institutions must motivate collaboration between teachers and students so that they are inter linked in the institution.

CONCLUSION:

Online learning has made students to become independent learners before they make their way into the real world. Students got a lot of opportunities to explore new learning applications and platforms during the online class, which helped them to develop new

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skills and capabilities accelerating their growth. Some of the students have been responding well to the active learning environment created online by the teachers whereas others need a push in interactive learning. Technology-enabled learning is beneficial and has proven to be more engaging as it helps in making those subjects interactive and fun which are traditionally considered boring by students. It became very convenient for the students to attend classes from any corner of the world as both classes and learning content was easily accessible at home.

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