

DYNAMIC PERFORMANCE MANAGEMENT SYSTEM

Applicable from the Academic Year 2019-2020



Indian Institute of Forest Management

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Performance Management System for the Faculty members of the Indian Institute of Forest Management, Bhopal

1.0 Preamble:

Institutions of higher learning continue to move on the path of excellence due to clear vision, the quality and efforts of their major constituents like the Board, faculty members, students, officers and staff. The quality and image of any institution is ultimately determined by the quality of its faculty, their actions and achievements. Faculties are self-motivated and self-governed persons with demonstrated scholarly aptitude and Institutes of higher learning such as IIFM provide faculty autonomy in performing academic work of their choice within a framework. It is, however, necessary to periodically review the faculty performance to ensure the following:

- i) It is in tune with the institutional and national requirements,
- ii) It is continuously benchmarked against the best in the class and sets new standards and exceeds it
- iii) It identifies gaps and helps competence building measures, and
- iv) It positively identifies high performers and under performers and helps providing appropriate signals for initiating corrective measures.

With the above in mind the following Performance Management System for Faculty (PMS) at the Institute is being introduced with immediate effect.

The Performance Management System (PMS) at IIFM Bhopal should focus on the quality of work by faculty in different activities they undertake. Faculty at IIFM are expected to:

- a) teach in the Academic Programmes (PFM/FPM or similar type)
- b) offer and teach in Management Development Programmes (MDPs)
- c) teach and guide students in the Doctoral programme
- d) do research and publish in scholarly journals
- e) organize national/international workshops /seminar / conferences
- f) undertake consultancy assignments
- g) undertake institution building activities.

It is in relation to each of these activities that a faculty member's contribution is to be measured and a suitable mechanism to be evolved.

2.0 Work Norms (Expected Minimum Work Output)

Six courses equivalent minimum performance is expected from an IIFM faculty member in an academic year. It is expected that faculty members require devoting 300 hours to teach a course which include teaching, preparations, assignments/quizzes/projects/question papers setting and

evaluation etc. Hence they would be required to devote 1800 working hours in any academic year.

Therefore, minimum credit point to be earned by IIFM faculty in an academic year is as per the norm of “Expected minimum work output” as delineated in the faculty work norms.

To facilitate monitoring, the academic calendar will be from July 1 of an academic year to June 30 of the next year.

3.0 Quality Assurance & Nomenclature

Quality Assurance

For emphasizing quality in all endeavors, the following broad criteria will be used for different activities:

- i) Academic Programmes
 - a) Innovation in pedagogy
 - b) Development of new courses/new material
 - c) Students feedback

- ii) MDP
 - a) Innovation in pedagogy
 - b) Level (middle management, senior management, top management) for which the programme is conducted
 - c) Participant feedback
 - d) New programmes floated according to clientele needs

- iii) Research publications
 - a) National/International refereed (peer reviewed) Journals
 - b) Registered cases
 - c) Books/Book chapters with reputed publishers

Nomenclature

- iv) Doctoral programme
 - a) Thesis Supervisor
 - b) Chairman of the Committee
 - c) Member of the Thesis / Research Advisory committee
 - d) Member of the defense committee

- v) Workshops /seminar /conferences
 - a) Coordinator of the programme
 - b) Member of the programme
 - c) Chairing a session etc.

- vi) Institution building activities
 - a) Chairmanship
 - b) Membership
 - c) Board Membership/ outside board membership

4.0 Faculty Performance Review

The process of appraisal will consider, in addition to quantitative evaluation on the basis of faculty work norms, evaluation on qualitative performance which is reflected through the positive contribution of an individual faculty in overall development of the institute and the subject area of specialization, feedback of the academic activities like teaching in academic programme, MDP and reviews of research reports etc. Hence, the feedback for teaching, training and research shall be an integral part of the faculty performance appraisal.

The cycle for the performance appraisal system would be as follows:

- i) Maximum work load
- ii) MDP load + quality
- iii) Academic programme load + quality
- iv) Research and publications (quantity + quality)
- v) Doctoral programme
- vi) Workshops /seminar / conferences
- vii) Consulting
- viii) Institution building activities

For collecting regular feedback, a questionnaire as currently in practice will be administered to the participants of MDP and to students of academic programmes by the respective task Chairpersons. This information will be shared by the concerned chairpersons with the Director. Consolidated feedback with mean, standard deviation, and range for the individual concerned and average for the terms will be shared with the individual faculty members. No individual faculty will take written feedback on the same/different pro forma from Trainees/Students.

Every year in the month of February- March, Faculty members shall receive the soft copy of the pro forma for the academic plan and work performed from the Director's office (Annexure A & B) and shall submit the same in the first week of June & July respectively.

However, the compulsory course allocation meeting in the respective faculty area should also take place by first week of April every year. The area should also discuss the elective courses to be floated by individual faculty member and the research and training agenda of the Area. The area coordinator shall communicate the same to the PGP/Director's office.

Director's office shall compile these data along with the feedback for teaching, training and research. This will follow with a meeting of the individual faculty members with the Director to complete the process of appraisal. The appraisal report of the faculty members on deputation will be the basis for writing their confidential report.

Periodically, BoG constituted "Faculty Development and Evaluation Committee (FDEC)" will undertake a comprehensive evaluation of the faculty members. The period could be from 1-3 years and shall also include

past performances data. In addition to the students / MDP participant feedback received on teaching / training performance, comprehensive evaluation would involve obtaining assessment of research outputs from internal/external experts. The committee will recommend for appropriate action for the high performing and poor performing faculty members. Recommendation for the reward may be input to the selection committee at the time of selection of the faculty through open competition to higher position or academic incentives and for the punishment, it may be from stopping increments to termination to compulsory retirement.

5.0 Motivators for the faculty members

The following are the suggested motivators:

- i) Longer duration placements in institutions of excellence through faculty exchange programme (Institute should initiate signing MOUs with different institutions of excellence and exchange faculty members)
- ii) Flexible norms for attending national and international seminars/conferences (faculty members may be permitted to attend generally two national conferences every year and once in three years one international conference.
- iii) Norms for Flexible Faculty Development Provisions for procurement of books, journals, memberships for professional society, software and hardware etc., would be as per the norms prevalent in the leading management schools.
- iv) Best researcher, teacher, and trainer (MDPs) award. Modalities of such award would be worked out in consultation with the faculty members.
- v) The FDEC can award a research grant of suitable amount as an incentive to faculty members who have shown promise as researchers as evidenced by outstanding publications in an area.
- vi) To incentivize periodic institutional priorities like research, case writing etc. for a particular year, the Director can notify before the start of an academic year for certain activities, higher credit units than mentioned in this document. For example, if for a particular academic year, focus on publications is an institutional priority, higher than normal credit points can be allotted to national and international publications for that academic year and the same be notified to all faculty members before the start of the academic year.

These above measures will promote a “performance centric academic culture at IIFM Bhopal “and shall provide academic freedom to the faculty members to plan their teaching, research and training agendas as per their specialization.

The Performance Management System needs to be reviewed periodically to make it simpler, effective and relevant to the context.

FACULTY WORK NORMS

Faculty members being the knowledge worker of any academic Institution require performing many academic and other academic related administrative activities. Measurement of these activities, mostly intangible in nature, requires different approach. The most suitable approach for such type of situation is to develop work norms rather than job quantifications. These norms act as guidelines to the faculty members to select basket of academic activities by themselves keeping in mind the Institutional requirements.

BROAD GOALS FOR FACULTY WORK NORMS:

1. Optimum utilization of faculty resources
2. Creating the right blend of academic activities based on ability and challenges in the field.
3. Balancing the work between activities which are non-remunerative and those for which faculty receives additional compensation.
4. Using it as a mechanism for faculty development.
5. Using it as faculty performance measurement by incorporating the qualitative performance of the faculty member

ISSUES OF CONCERN

There are some issues of concern that exist in the campus. They may be classified as:

1. Perceived imbalance in workload across areas and individuals
2. Perception of market value of certain areas/courses
3. Unequal opportunity to participate in additional compensative activities.

ACTIVITY LIST

Faculty members require performing different academic activities. The lists of activities are:

1. Academic Programmes teaching (PGP, M.Phil, Ph.D./FPM , Certificate Courses or similar type of courses) and evaluation
2. Open/sponsored /in-company MDP / Courses in eLearning Mode
3. Ph.D / FPM. guidance
4. Academic Administrative Service (task/area chairmanships, committee memberships, admission test/interviews etc.)
5. Professional service (University examiner ship, journal refereeing, conference/seminar organizing, membership of board/ other external committees etc.).
6. Funded Projects (Research, infrastructure development)
7. Publications (and presentations at National/International conferences)
8. Consulting

CRITERIA USED

Any work norm must satisfy the following basic criteria:-

- a. Objectivity
- b. Transparency
- c. General acceptability

THE APPROACH

An output based approach is most appropriate since input efforts can vary across individuals and /or, at different points in time, depending on the nature of exercise at hand. Secondly, it was felt that only a set of broad guidelines would be adequate, as no great purpose would be achieved by going into umpteen categorizations.

BASIC UNIT

For the purpose of developing such a broad guideline “ **PGDFM / PGDSM / M.Phil. or related course**” is taken as the basic unit.

- a) **One PGDFM/PGDSM/M.Phil or related Course having 30 contact hours = 1 Credit Unit.**
(Credit units for different courses would be proportional to the contact hours.)
- b) **One FPM / Ph.D / Certificate Course 30 contact hours = 0.5 Credit Unit**

Ideally, the maximum number of students in any course should be 60. However, marginal increase in the number may become necessary at times, depending on enrollment position. To accommodate such cases it has been decided that maximum number of students in any course would be decided mutually between the instructor and the PFM/FPM Chairperson, keeping in view class-room effectiveness, available sitting capacity in individual class-rooms, scheduling constraints etc.

Evaluation**

PGP/M.Phil

Evaluation of a course having ≥ 50 students	= 0.5 Credit Units
Evaluation of a course having < 50 students	= 0.25 Credit Units

**The points for evaluation to be awarded subject to grades being submitted within allotted time as per records of the PGP/ M.Phil Cells

EQUIVALENCES

Work equivalence of other activities based on the expected time faculty members require to devote.

Academic activities other than class room courses

1. CIS guiding work = 0.10 Unit
2. Dissertation guiding work = 0.30 Unit
(No work Unit shall be considered if the project is assigned from the ongoing research projects)

Ph.D. Teaching/guidance activity

1. Guiding a (Internal) Ph.D./ FPM student =1.00 Unit a year,
(To be counted each year for the period of two consecutive years.)
(Not more than two credits in a year)

(No Credit Unit for guiding Ph.D students of other Universities)*

MDP Activities

Points

1. Four-weeks of MDP Coordination = 1.5 Unit
2. Three weeks of MDP = 1.25 Unit
3. Two-weeks of MDP Coordination = 1.00 Unit
4. Shorter duration (between 3 and 5 days) MDP Coordination = 0.5 Unit
0.6 Unit
0.7 Unit

One unit of work would be granted for every thirty hours of MDP teaching. Credit on pro-rata basis would be available for actual number of sessions taken. For field visits, 50% of number of hours would be considered as number of contact hour sessions. In case more than one programme directors, points shall be divided equally.

Research/Publication^{**}

1. One refereed publication in International journal = 2.00 Unit
(An international journal is one, which has international editorial board, international authors, international readership, and international subscription / IIFM approved journals list if any)
The credit will be granted on final acceptance of the paper).
2. One refereed publication in National Journal/One Publication in refereed international proceedings/ IIFM Approved list for journals if any) . = 1.00 Unit
(The credit will be granted on final acceptance of the paper)

^{**} Academic Integrity Policy of IIFM and office orders shall apply for award of claimed points

3. One /refereed national proceedings = 0.50 Unit
(A list of journals/proceedings to be classified as referred international/national, reputed publishing houses to be worked out by a faculty committee from time to time and shall be circulated to all the faculty members); (For joint authorship – 60% and 40% weightage for 1st and 2nd authors and 50%, 30% and 20% weightage shall be provided to first, second and third author respectively),
4. Member of Editorial Board of Scopus Listed Journals = 0.50 Unit
(Journal must not be predatory)
5. One registered / Funded Case from IIFM = 1.00 Unit
(after publication)
6. Ivey, Harvard, IJCSM (HEC Montreal) Cases = 1.5 Units
7. Course material development in the form of a booklet/ technical note = 0.20 Unit
(Copy of which must be made available to The PFM Office)
8. A paper presented in Seminar or Conference Abroad, not published in the Proceedings. = 0.30 Unit
9. A paper presented in national Seminar or Conference, not published in the Proceedings. = 0.20 Unit
10. A poster paper presented in Seminar or Conference = 0.10 Unit
11. One paper in non-refereed journals = 0.25 Unit
(Not newspaper articles)
12. One book (published by reputed publishing houses) = 2.00 Unit
Otherwise it would be 75% of the credit unit
13. One book/conference proceedings (edited) = 1.00 Unit
(Published by reputed publishing houses)
Otherwise, it would be 75% of the credit unit
14. One conference proceedings (Published by IIFM)/ IIFM Annual report = 0.5 Unit
15. Editing of Institute Journal/any other International Journal (Per Issue) = 1.00 Unit
16. Editing IIFM News Letter (Per Issue) = 0.10 Unit
17. Coordinating a national conference at IIFM = 0.5 Unit

- | | |
|---|-------------|
| 18. Coordinating an international conference at IIFM | = 1.0 Unit |
| 19. Writing a book review | = 0.10 Unit |
| 20. Writing one book chapter | = 0.25 Unit |
| 21. Coordinating a workshop | = 0.25 Unit |
| 22. News paper/ News letter articles
(in the area of specialization) | = 0.10 Unit |
| 23. Articles in National daily (India Edition) | = 0.25 Unit |
| 24. Chairing sessions in international conference/
delivering keynote address – for each session | = 1.0 Unit |
| 25. Faculty member who have been awarded
Fellowship/recognition of renowned Academia | = 1.0 Unit |
| 26. Funded Research Project
(Output is defined as a written research report(s)
and Publication(s)) based on the research project. | |

National Projects

Rs. 50.0 Lakh and above per year.	= 2.5 Unit
Rs. 25.0-<50.0 Lakh per year	= 2.0 Unit
Rs. 10.0-<25.0 Lakh per year	= 1.5 Unit
Rs. 5.0 -<10.0 Lakh per year	= 1.0 Unit
Rs. below 5.0 lakh per year	= 0.5 Unit

(For International research project(s), credits would be more than 20% than that of National research project(s). Information related to Research /Publications/project reports be made available to the Chairperson Research Advisory Committee)

- | | |
|--|-------|
| 27. Full Online eLearning Course | = 1.0 |
| 28. Part Online E-Learning Course (5 lectures) | = 0.5 |

(One time for a course. Course must be approved by IIFM via duly notified process as applicable for online courses)

NOTE:

(a) For all joint work the credit is to be shared in proportion as indicated by research team given along with proposal. In case of delay in completion of the research projects, the faculty should get the approval of Director with proper justification for extension of research project for claiming Credit Units.

(b) General Principle for Sharing: If a course is taught jointly with equal number of sessions by two persons each one will get a credit of 0.50 Unit. Likewise, if

it is taught by more than two persons the credit will be proportionately shared by all the participating members. For all activities this approach will be followed.

Task Chairmanship (Academic Administration)

Since task chairmanships are demanding, following norms regarding workload are to be followed for different position holders, as indicated below.

1. Chairperson PGDFM/PGDSM/FPM/M.Phil or related programs,
Chairperson SI & Placement / Chairperson PGP Admission = 1.5 Unit

2. Chairperson Students Affairs, Alumni, Chairperson
Research Advisory Committee, Chairperson
Consultancy, Chairperson LAC, Chairperson
Fieldwork, Chairperson MDP,
Chairperson certificate course = 1.0 Unit

(the above will be applicable to any other academic cell chairperson not mentioned above but duly notified by the Director)

3. Hostel Warden = 1.0 Unit

4. Dean = 2.5 Unit

5. Centre Chairperson / Head = 0.5 Unit

6. Chairperson for other academic Committees
constituted by the Director = 0.25 Unit

(As far as possible, the task headship are to be assigned to the senior faculty members and whose academic contribution are well established and junior faculty members or faculty members whose academic contribution are not well established should be encouraged to devote time for academic activities rather than on academic administrative activities.)

7. Representation in National Committees of GoI / Industry = 0.5 Unit
(After due approval of Director. This will be an annual consolidated and not for each committee. Details of committees should be provided)

8. Member of TAC/RAC (other than supervisor) = 0.25 Unit

Other Activities

1. General

Institutional Development = 0.50 Unit

(Applicable for all individual faculty members for participating in various Institutional development activities, Field work, SI & Dissertation evaluation and attending (internal/external) meetings, regulatory compliance activity etc.)

2. Specific

Test Construction & Interviews (FPM) / M.Phil / WAT = 0.15 Unit

PGP Interviews (PGDFM / PGDSM) = 0.5 Unit
 Members of different committees (For each committee) = 0.15 Unit

3. No credit unit shall be assigned for purely administrative committees.

Consultancy Activities

While consulting activity provides financial incentives to faculty, it also brings revenue and prestige to the institution. For consulting the following points will apply but shall be applicable to only the consulting project team leader:

Value of Consulting Project	Credit Units
>= 50 Lacs	= 1.00 Unit
25-49 Lacs	= 0.75 Unit
< 25 Lacs	= 0.5 Units

Recognition for the Faculty

To motivate the faculty in guiding M.Phil/FPM/Ph.D students in projects, if the student's research work is accepted for award of Gold medal instituted for the purpose, the faculty who has guided the student/s may also be properly recognized/rewarded.

GENERAL OBSERVATIONS

The above norms are meant to facilitate individual faculty members to plan and regulate their own activities and also assess their performance in quantitative terms. The intent of these norms is not to control anyone but to help guide activities of individuals as well as those of the institute in a manner so that work goes on smoothly through a balanced and coordinated participation of every member. The Units have been assigned on the basis of expected time required to be devoted for the performance of the academic activities and also to avoid double accounting for the same/similar academic activities. It is expected that every care must be taken in operationalizing the guidelines contained in this document so as to achieve the synergy.

As the faculty take some time to adjust and preparing for teaching in the first year of the joining his/her the Institute, for confirmation of service of such faculty, the average of minimum 5 Credit Unit during the probation period shall be considered instead of 6 Credit Unit in each Academic Year.

EXPECTED MINIMUM WORK OUTPUT

The minimum credit point to be earned by IIFM faculty in an academic year is fixed at 6.00 credit points. Out of this total of 6 credit points in a year, **at least 2 credit points (60 Sessions) should come from teaching in Flagship Courses (PGDFM/PGDSM).** Faculty members must float at

least 1 MDP (single or joint) and author (single or joint) at least 1 research paper / case / book chapter or other equivalent publication in an academic year in addition to other activities. All faculty members are encouraged to float at least 1 elective course.

Depending on the need of the Institute any faculty member may have to teach extra courses in PFM/FPM/Ph.D or other courses.

Note: If any academic activities for which credit equivalence has not been worked out and such activities have contributed to institutional development as assessed by the Director, up to 1 credit points for such activities may be awarded by the Director as deemed fit.

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Annexure- A

Indian Institute of Forest Management Bhopal

ACADEMIC ACTIVITY PLAN

FOR THE ACADEMIC YEAR (1.7.200-- - 30.6.200--)

(To be submitted by the first week of April)

(Proposed)

NAME OF FACULTY : _____

TEACHING

Sl. No.	Name of the Course	Term	No. of Contact hour	No. of students

TOTAL NO. OF COURSE CREDITS: _____

RESEARCH

Sl. No.	Name of Research Projects	Internal/External funding	Duration	Project cost

TOTAL NO. OF EQUIVALENT CREDITS : _____

PUBLICATIONS (including Case development, Course material development and Book writing)

Sl. No.	Publications details

TOTAL NO. OF EQUIVALENT CREDITS: _____

MDPs

Sl. No.	Name of the Training Programme	In-company / Open	Course Coordinator and or Teaching Faculty	Duration		No. of Participants	No. of sessions
				From	To		

TOTAL NO. OF EQUIVALENT CREDITS : _____

SUPERVISORY SUPPORT for—Ph.D. / FPM Theses

Sl. No	Name of the Student	Date of Registration	Co-Super-visor	Current Status	Date of Submission

TOTAL NO. OF EQUIVALENT CREDITS: ____

CIS/DISSERTATION (Other than course project work)

Sl. No	Name of the Student	Term	Date of start	Date of Submission

TOTAL NO. OF EQUIVALENT CREDITS: _____

ACADEMIC ADMINISTRATIVE RESPONSIBILITY

Sl. No	Name of the task	Chairperson/member	Nature

TOTAL NO. OF EQUIVALENT CREDITS: _____

ANY OTHER ACTIVITIES

Sl. No.	Activity details

TOTAL NO. OF EQUIVALENT CREDITS: _____

CONSULTANCY

Sr. No.	Project Title	Cost	Position	Sponsor	Date of Commencement	Duration (Years)	Status (Completed/ongoing)

TOTAL NO. OF CREDITS PLANNED DURING THE ACADEMIC YEAR(200-- 200--)

Sl. No.	Responsibility	Credits
01	Teaching	
02	Research	
03	Publications	
04	Training	
05	Supervisory Support (Ph.D. Theses)	
06	CIS/Dissertation	
07	Consultancy	
08	Administrative Responsibility	
09	Any other activities	

Indian Institute of Forest Management Bhopal

ACADEMIC ACTIVITY PERFORMED
FOR THE ACADEMIC YEAR (1.7.200-- - 30.6.200--)
(To be submitted by the first week of July)
(Completed)

NAME OF FACULTY : _____

TEACHING

Sl. No.	Name of the Course	Term	No. of Contact hour	No. of students

TOTAL NO. OF COURSE CREDITS RECEIVED DURING THE YEAR: _____

RESEARCH

Sl. No.	Name of Research Projects	Internal/External funding	Duration	Project cost

TOTAL NO. OF EQUIVALENT CREDITS RECEIVED DURING THE YEAR: _____

PUBLICATIONS (including Case development, Course material development and Book writing)

Sl. No.	Publications details

TOTAL NO. OF EQUIVALENT CREDITS RECEIVED DURING THE YEAR: _____

I certify that (a) claim for points for the above publications has not been made earlier (b) the above publications are in consonance with IIFMs academic Integrity Policy and (c) the journal/s in which these publications appear are not listed as predatory journals in publically available lists of predatory journals.

MDPs

Sl. No.	Name of the Training Programme	In-company / Open	Course Coordinator and or Teaching Faculty	Duration		No. of Participants	No. of sessions
				From	To		

TOTAL NO. OF EQUIVALENT CREDITS RECEIVED DURING THE YEAR: _____

SUPERVISORY SUPPORT for—Ph.D. /FPM Theses

Sl. No.	Name of the Student	Date of Registration	Co-Super-visor	Current Status	Date of Submission

TOTAL NO. OF EQUIVALENT CREDITS RECEIVED DURING THE YEAR: _____

CIS/DISSERTATION (Other than course project work)

Sl. No.	Name of the Student	Term	Date of start	Date of Submission

TOTAL NO. OF EQUIVALENT CREDITS RECEIVED DURING THE YEAR: _____

ADMINISTRATIVE RESPONSIBILITY

Sl.No.	Name of the task	Chairperson/member	Nature

TOTAL NO. OF EQUIVALENT CREDITS RECEIVED DURING THE YEAR: _____

ANY OTHER ACTIVITIES

Sl. No.	Activity details

TOTAL NO. OF EQUIVALENT CREDITS RECEIVED DURING THE YEAR: _____

CONSULTANCY

Sr. No.	Project Title	Cost	Position	Sponsor	Date of Commencement	Duration (Years)	Status (Completed/ongoing)

TOTAL NO. OF EQUIVALENT CREDITS RECEIVED DURING THE YEAR: _____

TOTAL NO. OF CREDITS RECEIVED DURING THE ACADEMIC YEAR (20-- to 20--)

Sl. No.	Responsibility	Credits Planned	Minimum Requirement	Excess Credits Expected	Deficiency, if any
01	Teaching				
02	Research				
03	Publications				
04	Training				
05	Supervisory Support (Ph.D./ FPM Theses)				
06	CIS/DISSERTATION				
07	Consultancy				
08	Administrative Responsibility				
09	Any other activities				

Date:

(Signature of Faculty Member)

INDIAN INSTITUTE OF FOREST MANAGEMENT, BHOPAL

POST GRADUATE DIPLOMA IN FORESTRY MANAGEMENT/FELLOW PROGRAMME IN MANAGEMENT

FEEDBACK QUESTIONNAIRE

BATCH : _____ TERM : _____ FACULTY: _____

COURSE: _____ NO. OF SESSIONS: _____.

PERFORMANCE MEASURE	1	2	3	4	5
LECTURES					
A1. Lecture clarity					
A2. Orderly sequence					
A3. Adequacy of examples					
TEXT BOOKS/POLYCOPY, ETC.					
B1. Text Book suitability					
B2. Polycopy suitability					
B3. Audio/visual presentation quality, if any.					
CASES, IF ANY					
C1. Case relevance					
C2. Case effectiveness					
PROJECTS/ASSIGNMENT, IF ANY.					
D1. Relevance					
D2. Effectiveness					
THE INSTRUCTOR					
E1. Preparation					
E2. Enthusiasm					
E3. Concern for students					
E4. Enforcing discipline					
E5. Adherence to schedule					
EVALUATION					
F1. Relevance to coverage					

F2. Timeliness of feedback					
F3. Fairness in evaluation					
THE COURSE AS A WHOLE					
G1. Achieving objectives					
G2. Interest evoked					
G3. Overall rating					
ABOUT THE RESPONDENT					
H1. Your Commitment level					
SUGGESTIONS/COMMENTS					
Specific suggestions/comments for improvement if any					
Any other comments, if any.					

Note: 1 - Poor, 2 - Fair, 3 – Average, 4 – Good and 5 – Excellent.

Signature of the students with name and Regn.No.

(Optional)