

Operational Management Approaches/Suggestions to Strengthen the Academics of the Tribhuvan University

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Abstract

This article tries to analyze the existing functions of Tribhuvan University from the perspectives of its operational efficiencies for its sustaining, even not the growth, in the 21st century. Its current status has raised many questions due to current and potential student's behavior seeking higher education from abroad. The methodology adopted is comparing its existing performance with the performances envisaged by the world-class university's quality concept.

Keywords: criteria for global university ranking, current TU practices.

Introduction and objective

Any organization, when once are established, has to encounter its primary job of producing the goods and services, for which it has been established. Likewise, a university is an organization established to produce knowledge and serve the people at large. These days an organization grows, develops, and sustains if the organization is comparably better in the eyes of clients and stakeholders. In this periphery, this article aims to analyze Tribhuvan university.

Methods

The methodology adopted to write this article is based on the philosophy of post-positivism. It will analyze operational efficiency based on the available secondary data by using the researcher's experience in the field of operation management of Tribhuvan University. The analysis is done in three ways: From the angle of general operations functions, from the angle of addressing the challenges to cope with the potential students who are searching the better education in the world and the third is the efforts needed for university ranking.

Background of Tribhuvan University

These parts include its establishment, its operations-routing and scheduling, examination, faculty training, and capacity development, reward and punishment system, curriculum design and development, research, and academic activities.

Establishment

A university is a place where knowledge is generated, validated, and transferred to new generations. All the requirements of knowledge for the overall development of the individual, society, and the nations are supplied by the university in a standard manner (Functions and Powers of the University | University of the Sunshine Coast, n.d.). They are accredited by the accrediting body. The graduate becomes an approved human resource of the concerned field. The establishment of Tribhuvan University, in 1959, is the first one in Nepal, so is known as the oldest university in Nepal. Currently, it has 61 constituent campuses and

over 1,100 affiliated colleges across the country(FSU Elections Held in Just 143 Colleges - MyRepublica - The New York Times Partner, Latest News of Nepal in English, Latest News Articles, n.d.). it is the 12th largest university in the world(“About Us - Tribhuvan University of Nepal,” n.d.). The university is ranked as 800 - 1000 universities in the world. as per the Times Higher Education World University Rankings in 2021, published by the Times Higher Education (THE) magazine. It is also ranked among the 251-300 best universities of Asia(World University Rankings 2021 Times Higher Education (THE), n.d.). The operation efficiency of the university is measured based on the ranking, and this university is 12th in the world in enrollment but around 1000 in the ranking. It means the students who read here and the taxpayer who pays tax for these universities are not getting the due return from this university. It is not justifiable that by reading in this university one is not considered as the students reading among the few universities. It needs analysis of the university for its better performance in the days ahead.

Operation management

Operation management refers to the activities related to receiving higher benefits from the operations of the organization. The operation refers to the main functions of the organizations and the university’s main operation is teaching. Researching what to teach and how to teach for the development of the people at large. A university has to generate knowledge and impart knowledge. So it can be defined as “Operations management involves planning, organizing, and supervising processes, and make necessary improvements for higher profitability. The adjustments in the everyday operations have to support the company’s strategic goals, so they are preceded by deep analysis and measurement of the current processes” (Operations Management: Definition, Principles, Activities, Trends, leverism, n.d.).

Some of the general operational functions of the university are-teaching, researching, assessing, developing technology, inventing and innovating, guiding the young generation, and advising society are some functions of a university.

Routine and scheduling

A fixed routine is maintained by the university indicating its admission date and procedures, teaching and learning period, and examining and publishing results. The daily routine and the schedules strongly influence the academic as well as personal behavior of students. Educational institutions or educators who frequently change the class schedule or, due to poor planning, may have to experience frequent backlash and strong emotional responses from the students. It has been experienced that establishing a routine works as the rehearsal space that decreases behavioral issues as an additional benefit. when students understand what type of behavior is appropriate and what the exact repercussions will be for rule-breaking, they are less likely to overstep or slip. The daily routine is likely that there will more time left over for directors to focus on instruction. To provide a superior education to the students and minimize stress on developing minds, it is imperative to establish a clear set of expectations and a predictable routine in rehearsals by the university. It is recommended to establish a system of face to face as well as a virtual model of teaching methodology for the benefit of students.

Examination system

How examinations are conducted by the university are an important checkpoint for the university. Significant numbers of literature are suggesting against the existing examination system and its procedure, as these are being quite lengthy and not being effective. An alternative way of conducting the examination is being most important to demonstrate the strength of the program. Duration of examination and its result publication needs to be accomplished within three months of completion of exams. Effective implementation of a continuous assessment system (CAS) helps not only in fair evaluation but also in the pandemic situation. Hence the university has to strengthen the role of the faculties for effective evaluation and on-time publication of the results.

Faculty training and capacity enhancement

A manager should be like a manager and other actors should be competent and motivated to accomplish the tasks envisaged by managers. An academic program is functioning as a major change agent in society, faculty development programs need to take place in effective ways. Diagnosis of problems in management practices is depending on the source of knowledge which is mostly depending on the academic institutions and knowledge disseminated by faculties. So, assessment of training needs is required to explore the needs of training to enhance skills, ability, and knowledge among faculties. And the training design and implementations need to be done and matched with the training assessments made so far.

Reward and punishment

The role of reward and punishment to motivate competent employees and get the university objective fulfilled is thought to be very essential. Scientific and consistent performance appraisal is not found in practice. A standard reward system can flourish and maintain a conducive environment providing a higher level of satisfaction among employees. Fundamentally, an effective method of reward management seems to be indispensable comprising job analysis, job evaluation, compensation surveys, etc. Several forms of rewards such as intrinsic, extrinsic, financial, non-financial, and performance-based rewards need to take place for stimulating the employees. Adequate grievance handling and disciplinary problems need to be diagnosed in time by conducting a proper monitoring mechanism of entire functioning.

Curriculum

A curriculum is an outline of a program that reflects objectives of the program, contents for learning experiences that objectives program will be fulfilled, teaching methods used for the objectives, teaching materials to be used in the program, and methods of assessment to measure to see the objectives are achieved or not. The geographically contextualized curriculum needs to be developed considering the modern era of the education system. Further, reform is required in the curriculum as per the changing atmosphere of industrial or management practices. Pre-assessment of applicability of subject matters in recent management for introducing change through curriculum needs to be considered.

Staffing situation

Placing the human resources in right place is called staffing functions. The existing employees available are incongruent with the needs of the university. Conditions, like, surplus and understaffing occur throughout programs. Proper human resource planning by estimating the approximate human resource requirement is essential. University needs to develop a human resource information system to make it capable of proper staffing.

Research and academic activities

University should generate the knowledge required for the country. A country makes a list of priorities for its development areas, like, agriculture, industries, and different service sectors. To run these sectors, the country needs knowledge of techniques and procedures. Mandatory involvement of faculties and other concerned stakeholders in research and academic activities is essential as it demonstrates the entire strength and identity of faculty and institutions. The institution needs to develop a sound working environment and infrastructure for it to retain the employees with full hour participation and devotion for academic activity. So, optimum utilization of faculties creating a sound working environment is the most important and mandatory system of research seems very important to enforce and stimulate faculties.

Addressing challenges

There are two challenges of the university: (1) retaining the learners in the country by assuring the education system in the country by involving them and (2) improving the university to bring it at topping rank.

Retaining the people in the country

The major challenge of the university is to retain the people of the nation by involving in different activities of the learning areas. These days higher education has multifaceted problems. A university has to address these problems if the university has to stop people from going abroad for higher education. It is possible by creating an atmosphere, one such design is discussed here.

In figure 1 the constituent refers to a set of people including students, faculty, alumni, and board members. These make the university a real university and an encrusting university. They start their works from discovery. After this, they start inquiring more and try to be satisfied. Then they apply for getting admission, retain till the graduations, and turn into alumni and board of directors. They complete this cycle means the university is creating its image and enhanced trust in the public.

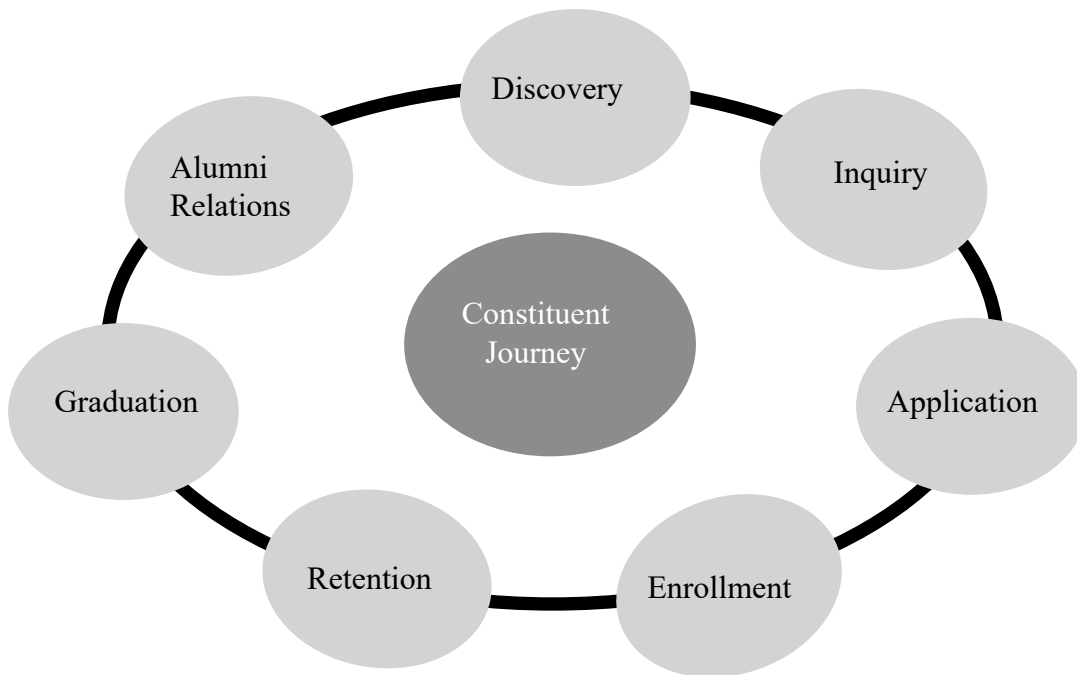


Figure 1. Higher education challenges adopted from (Addressing Challenges in Higher Education Operations - Salesforce.Org, n.d.).

University ranking

How university is ranked is another step for every university to sustain. It is through the efforts of constituent mentioned above. For ranking the university there three main well-accepted consultants. These are: (1) QS World (*QS World University Rankings 2021*, n.d.) University Rankings® 2021. (2) Times Higher Education World University Rankings and (*World University Rankings 2021 | Times Higher Education (THE)*, n.d.) (3) the Academic Ranking of World University; ARWU (*ARWU World University Rankings 2020 | Academic Ranking of World University*, n.d.). The former two are British based and the third is Shanghai based.

For the ranking, there are criteria that university must meet and each criterion has a certain weight, based on the weight university is ranked.

Operational issues of T.U to bring for upper rank

Do our university is going in the right direction is an operational issue and is the crucial question. What are our university management doing, what are faculties doing, what types of students are learning, what is our status in the foreign university., etc. are the major operational l issues that are discussed in the Table given below?

Table 1: Status of Tribhuvan University based on judging criteria applied in the world based on. (ARWU)

| Criteria and weight | Description | Qualitative indicators |
|-------------------------------------|--|---|
| 1. Academic Reputation (40%) | It is based on the expert opinions of over 100,000 individuals in the higher education space regarding teaching and research quality at the world's university. | Every year's millions of students go to a foreign university to go to foreign countries, and these numbers every year increasing. Why these do not stay here and foreign students do not come here to learn. Every week we read from the experts that our education system is ruined, why not we read it is improved. |
| 2. Employer Reputation (10%) | What the employer say about university is used. Employers hire graduates and they have impressions about the graduates whether they are fit or not. Around 50000 responses are sought under these criteria | University employer means of university management, which is to be done by the people by the people who are admired in the academic circle. is not run by academicians having reputations of scientific innovations but by the people known by political parties as their poppet. |
| 3. Faculty/Student Ratio (20%) | Measuring teacher/student ratios is the most effective proxy metric for teaching quality. It is based on the recorded data of the university. | On average this ratio is around 86. In management faculty, it is about 200:1 and in other faculties like humanities and social sciences, it is 0: 10. Many faculties are just employed there and are promoted there without students. |
| 4. Citations per faculty (20%) | institutional research quality using our Citations per Faculty in the journals and books. 5 years of publications of the university are averaged to allot this point | Even 1% of faculties are not found there whose peppers are published in the international journals and that has been cited by authors in the successive researches. More than 7, 000 faculties work in the university. And every year hardly found 70 citations there. This means academic activities are almost zero. Universitas has become a place of underutilizing government tax and involving people in unproductive jobs. |
| 5. International Faculty Ratio (5%) | It demonstrates an ability to attract students from across the world, It is possible from a strong international brand. | Even 1% of foreign faculties who have specific skills and reputations in certain subjects work here. |
| 6. International Student Ratio (5%) | It demonstrates an ability to attract faculties from across the world. It is possible from organizations' human resource practices. | Every year lots of students go outside means outflow is more than inflow. |

Source: (*QS World University Rankings 2021*, n.d.)

Conclusion

A manufacturing or service business has a single line and focuses on making the products qualitative. Its sales are encouraged by the government restricting foreign products and this may not be a big issue. But ensuring quality education has been a big issue. Receiving a quality education is a fundamental right of each people. It is urgently needing to be addressed because a person born in Nepal if would not have quality education is unfair.

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