

**POSITION TUSSLE LEADS TO INSTITUTIONAL LOSS – A CASE****Dr. M.V.S. Sudhakar**

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There is always a dalmatic situation between individual interest & institutional interest where a professional always keeps institutional interest ahead. Any contradiction to this could always leads to institutional conflict, this was given as a case which had taken place in one of a premier private engineering college of Andhra Pradesh, India.

Ajay who has graduated in MBA from elite business school have a considerable and diverse experience both from industry & academia. He is known to be a sincere, simple, hardworking & polite by nature and always works for institutional benefits in the form of teaching, grooming students & actively participating in various administrative activities of the institution where ever he works. He was very much happy to join a college in his home town, Ongole, Andhra Pradesh, India, as Assistant professor in MBA Department of one of the private engineering college. Management also felt very happy to have a person of good caliber. The institution offers five B.Tech., and one PG (MBA) programme to the students.

Ajay had rightly observed the institutional climate which was prevailing and had adjusted very quickly in his job. Department was headed by a senior most faculty Dr. Shekar, Ph.D. from Management and other ten faculty. The Management objective of establishing the department is to impart better education to the students with theoretical and practical knowledge. The department also

consists of other senior faculty Mr. Sreenath, who is wicked in mindset and hailed from the same place, had joined just before two months before Ajay joined the institution. He had completed his M.Com through distance mode and had worked for a degree college teaching bachelor's degree students and had no experience of teaching PG students. For the first two years of Ajay joining the institution, everything went well for the college and department. The department served its purpose for the reason which it is meant for, by conducting personality development classes, business games and other student developmental activities apart from regular classes. There was a congenial atmosphere in the department and Mr. Sreenath felt fish out of water as no one was there to cooperate with him to politicize the situation for his individual benefit at institutional cost.

Ongole is the capital town of Praksam district in Andhra Pradesh and had nearly seven engineering colleges. During the academic year 2014-15, with the growth of technical educational institutions and decrease in the interest of technical education among the youth (because of more graduates and less jobs), the existing engineering colleges in ongole town faced a quite different problem of decrease in admissions. To counter the ongoing crisis, managements of almost all the institutions took the help of specialized people like PRO's (Public Relations Officers, technical name given to brokers) and also the faculties who have good contact with

students/parents of their respective localities to get their share of better admissions. College wants to leverage the strengths of public relations of faculty for the benefit of the college in the form of admissions. In this process it had started hiring the faculty who can serve multipurpose requirements like handling classes and admissions also. Mr. David, hails from the same town and who is of similar in nature of Mr. Sreenath had joined the department. He is good with admissions and poor in teaching as it is a first job for him as a teacher. In a very short time both had become good friends and institutional management is also very happy with them as they are playing vital role in getting admissions.

Time has come where they both thought of taking the advantage of the situation to get headship position of the department and stage managed by creating a situation wherein management wrongly perceived about the performance/character of Dr. Shekar, and dethroned him and made Mr. Sreenath as the HOD, making it easy for both of them to take positional advantage. They divided students into informal groups, giving undue advantage to favored groups in the form of giving more marks and other benefits like attendance, in return students used to act as spy to them. The whole scenario was closely observed by all the faculty in the department and other students, rejecting HOD mentally. The sheer attitude and obsession of becoming the HOD had made them played all the spoil sport, wicked moves to create a bad image among other faculty like Mr. Ajay who is a contender

for the post with right qualification, attitude and experience as an offensive strategy.

Meanwhile Mr. Sreenath who does not have any experience to teach PG students did not properly administer the department and guide the students in their project works. This had made students lost interest towards the MBA programme and few had revolted against him, by complaining to the management. As management interest is not with benefit of students but with admissions, took the complaint lightly resulting in decrease in attendance of the students. Mr. Ajay, as a senior faculty tried to set right the situation but all his efforts went in vain over and above he was cornered for not supporting the HOD & management. This had resulted to, Mr. Ajay relocating his job to another college. In a year time the students turn out to the classes had decreased and admissions for next batches of PG programme had drastically decreased to 50%. Management had called for a departmental meeting and known the facts from them and had immediately went for change in department HOD.

## QUESTIONS

1. How should be the attitude of the management towards judging the performance of the HOD and faculty?
2. What proactive measures must management might have taken to arrest the problem at the initial stage?
3. How should Mr. Ajay might have fought back to overcome the problem instead of relocating his job?