

**CHRIST**(DEEMED TO BE UNIVERSITY)
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Notice for the PhD Viva Voce Examination

Mr Geo Kuruvila George, Registration Number: 2190009, PhD Scholar at the School of Business and Management, CHRIST (Deemed to be University) will defend his PhD thesis at the public viva-voce examination on Tuesday, 18 August 2026 at 10.00 am in Room No. 044, Ground Floor, R&D Block, CHRIST (Deemed to be University), Bengaluru - 560029, Karnataka, India.

Title of the Thesis : **Developing a Benchmarking Framework for Higher Education Institutions**

Discipline : **Management**

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The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva-voce examination.

Place: Bengaluru
Date: 04 August 2026

Registrar (Academics)

ABSTRACT

Higher education in India plays a crucial role in national development but faces persistent challenges in quality, innovation, resources, and employability. Existing quality assurance tools—such as accreditation, rankings, and peer evaluations—are limited in capturing interdependencies among performance indicators, diagnosing inefficiencies, and defining actionable improvement targets. Current benchmarking models are often resource-intensive, fragmented, and unable to identify peer groups or improvement pathways, underscoring the need for a holistic approach. This study develops a comprehensive benchmarking framework for Higher Education Institutions (HEIs) and empirically tests it on engineering colleges in Karnataka across academic, research, and financial dimensions. The framework integrates Data Envelopment Analysis (DEA) for efficiency assessment, the Malmquist Productivity Index (MPI) for temporal productivity changes, and convergence measures (β - and σ -convergence) to examine performance alignment across institutions. By combining cross-sectional, temporal, and distributional analyses, the framework provides a multidimensional, process-oriented approach to benchmarking. It advances higher education evaluation by linking quantitative performance measurement with an NAAC-aligned KPI dashboard for evidence-based decision-making. The tool enhances accountability, reduces inefficiencies, and supports institutional preparedness for accreditation, offering policymakers and leaders a robust, data-driven model for continuous improvement and sustainable quality enhancement.

Keywords: Benchmarking, Data Envelopment Analysis (DEA), Malmquist Productivity Index (MPI), Higher Education Institutions (HEI), Performance evaluation

Publications:

1. **George, G.K.**, Kurien, G.P., Natarajan, R. and Nair, S.V.R. (2025) 'Comparative study of benchmarking models for higher education institutions', *Int. J. Process Management and Benchmarking*, Vol. 21, No. 3, pp.368–400. DOI: 10.1504/IJPMB.2025.10066481.
2. **George, G. K.**, Ramakrishnan, N., Kurien, G. P., &Nair, S. V. (2026). Thematic Analysis of Quality Assurance Tools in Higher Education Institutions. *Africa Education Review*, 1-32.DOI: <https://doi.org/10.1080/18146627.2025.2591170>
3. **George, G.K.**, Kurien, G.P., Ramakrishnan, N., Nair, S.V.R. (2026). Factors Affecting Research Outcomes in South Indian Higher Education Institutions Using Fuzzy-Set Qualitative Comparative Analysis. In: Nanda, S.J., Mittal, H., Lim, MH. (eds) *Proceedings of International Conference on Paradigms of Communication, Computing and Data Analytics. PCCDA 2025* 2025. Algorithms for Intelligent Systems. Springer, Singapore. https://doi.org/10.1007/978-981-96-6843-4_22
4. **George, G. K.**, & Kurien, G. P. (2025). Benchmarking partner selection using machine learning methods. *International Journal of Artificial Intelligence and Soft Computing*, 9(4). <https://doi.org/10.1504/IJAISC.2025.10075563>
5. **George, G. K.**, & Kurien, G. P. (2026). Productivity assessment for academic institutions using DEA-Malmquist productivity index. *International Journal of Services and Operations Management*, 53(3), 267–289. <https://doi.org/10.1504/IJSOM.2026.152582>
6. **George, G. K.**, & Kurien, G. P. (2026). Comparative study of the various indices to measure total factor productivity (TFP). *International Journal of Productivity and Quality Management*. Advance online publication.