

Abstract

Universities and university research institutions operate in a dynamic environment. To stay successful, they have to optimise their processes concerning the aspect of cost effectiveness and economic feasibility. Therefore the Top Management needs the data of performance measurement in the decision making process. Very special in this context is that a lot of stakeholders have interest in this information.

The diploma thesis analysis numerous studies concerning the Performance Management and Measurement at Universities and University research institutions. Firstly the theoretical frame is discussed. The reference framework consists of the principal agency theory, the stakeholder theory and the institutional theory. Next is a general introduction about performance management and measurement. The main part of the diploma thesis is a qualitative meta-analysis. The analysis is based on a previously developed coding scheme. Finally the filtered aspects are critically discussed and connected with the used literature.

On the one hand the analysis just confirms already known aspects of the topic, on the other hand there were also some new findings. At Universities the free and exchange of ideas between leaders and subordinates is very important for a good academic performance. Therefore you need leaders with outstanding expert knowledge. Especially during the informal discussions they should be perceived as a role model. Further the analysis states that an exaggerated performance management and measurement process can have negative influence in teaching and research.