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Dr. A. Srinath, Dean (Skill & SP), Principal (ASC)



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Dr. P. Issac Prasad, Associate Dean (Quality)

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Dr. V. Shakeel Ahammad, Associate Dean (Quality)

Dr. Radha Krishan Sharma, Associate Dean (Quality)

Mr. T. Tejasreenu, Assistant Professor

Mr. K. Anil Kumar, Manager

REGISTRATION FREE

<https://forms.office.com/r/JHL8iukJDb>



E-Certificate of participation will be given for all attendees

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CATEGORY 1
UNIVERSITY
BY MHRD, Govt. of India

2021 NATIONAL
INSTITUTIONAL
RANKING
FRAMEWORK

RANKED 35
AMONG ALL
UNIVERSITIES

KL ACCREDITED BY
NAAC WITH A++
GRADE

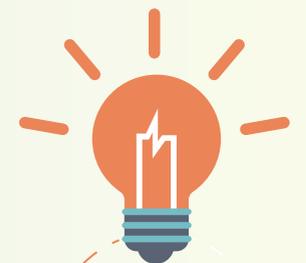
41 YEARS OF
EDUCATIONAL
LEADERSHIP

**4th CONFERENCE ON
INNOVATIVE MECHANISMS &
STANDARDS FOR ASSURING QUALITY
IN HIGHER EDUCATION INSTITUTIONS
(INTERNATIONAL)**

on 11th & 12th March, 2022



IAQHEI 2022



organized by

IQAC & ASC

Internal Quality Assurance Cell

Academic Staff College

www.kluniversity.in

ABOUT US

The KL College of engineering was started in the Academic Year 1980-81 and attained autonomous status in 2006 and conferred with Deemed University (Koneru Lakshmaiah Education Foundation Deemed to be University) status in the Year 2009 under Section 3 of UGC act 1956. NAAC assessed the University and accredited for a period of five years from 2018 to 2023 with CGPA of 3.57 with A++ grade. The University has accorded Category-1 status. Research has taken a quantum step towards quality improvement through publishing in Scopus/SCI Indexed journals building an h-Index of 52 at the moment. KLEF has established an ecosystem to promote innovations including a center for Innovation, Incubation and Entrepreneurship development leading to start-ups in different disciplines.

GALAXY OF SPEAKERS

Dr. Wan Norhayate Wan Daud

Professor, School of Finance & Banking, Universiti Sultan ZainalAbidin Malaysia

Dr. Anand S Upadhyaya

Director of Postgraduate Studies & Research, College of Banking & Financial Studies (CBFS), Muscat, OMAN

Dr. Tahseen Anwar Arshi

Director of Innovation & Entrepreneurship, American University of Ras-al-khaimah, UAE

Dr. Md Abdul Madhar

Program Director (Business Administration), University of Technology & Applied Sciences, Nizwa (UTAS), Sultanate of OMAN

Dr. Reynaldo Gacho Segumpan

HOD, Business Administration, University of Technology & Applied Sciences, IBRI (UTAS), Sultanate of OMAN

Dr. Vibha Bhandari

Coordinator, Corporate social responsibility, University of Technology & Applied Sciences, Nizwa (UTAS), Sultanate of OMAN

Dr. Ramzi Haraty

Secretary, Syndicate of Computer Sciences in Lebanon, Program Evaluator (PEV), CAC/ ABET, Associate Professor of Computer Science, Department of Computer Sciences and Mathematics, Lebanese American University, Lebanon

Dr. Kalpana Gopalan

IAS, IIM-B, Principal Secretary, Karnataka

Dr. K. Rama

Advisor - NAAC, Benagaluru, Karnataka

Dr. B. Raja Shekhar

Pro-Vice Chancellor -2, University of Hyderabad, HYD

Dr. Sujeet Kumar Sharma

Chairperson (Doctoral Programme & Research) IIM, Tiruchirapalli, India

Sri. Kanneganti Srinivasa Rao

Entrepreneur, Director, CEO, Management Consultant and Corporate Trainer

Dr. D. G. Jha

Chairperson, ASCSB, K J Somaiya Institute of Management, Mumbai

Dr. B. Sundara Rajan

Principal Consultant, BSR's Peepal Tree Consulting, Chennai

Mr. G. Srinivas

CEO, ATAL Incubation Center, Dr. B.R. Ambedkar University, New Delhi

CALL FOR PAPERS

Authors are invited to submit manuscripts from any of the following themes in IEEE format:

- ✓ Issues and challenges of developing Quality Assurance system, Standards & policies
- ✓ Role of Quality assurance in Teaching & Research excellence framework
- ✓ Sustaining the Quality while implementing NEP – 2020
- ✓ Governance and Quality assurance in HEI's
- ✓ Quality in 3Ps (Programs, People and Process) in HEI's

All accepted quality papers will be published in SCOPUS indexed Journal for a nominal Publication fee subjected to review.

Send the paper(s) to: iaqhei.iqac@gmail.com

Last Date for Paper Submission:
26th February 2022

CASH PRIZE

Top three best papers will be awarded with * cash prizes

1st prize : **Rs. 5000/-**

2nd prize : **Rs. 3000/-**

3rd prize : **Rs. 2000/-**

(Prize money is in equivalent USD for international participants)

* Subjected to Quality of papers received, final decision is at the discretion of selection committee



Internal Quality Assurance Cell (IQAC)

Koneru Lakshmaiah Education Foundation

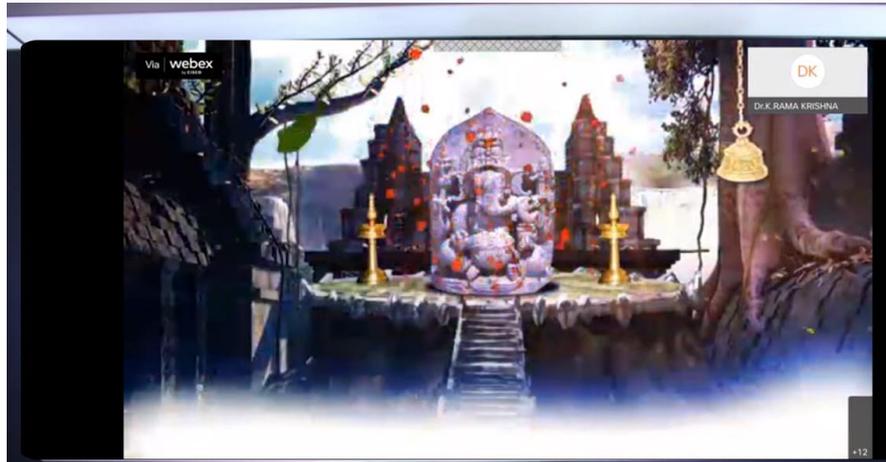
Greenfields, Vaddeswaram, GUNTUR – 522 502

Brief Report on the 4th Innovative Mechanisms and Standards
for Assuring Quality in Higher Education Institutions

(4th IAQHEI-2022)“ during 11-12 March 2022 conducted Online
by IQAC/ASC.

Chief Guest: Dr Kalpana Gopalan, IAS, Additional Chief Secretary, Labour &
Janaspandana – Public Grievances, Govt of Karnataka, Bangalore.

Due to the Covid-19 Pandemic, the 4th IAQHEI-2022 is conducted online. The
International Conference started with the traditional Jyothi-prajwalana & Prayer virtually
(AV).



The Dean-Quality, Dr K. Ramakrishna, in his welcome address, briefly informed the
achievements of KLEF (Deemed to be) University in the last year, including NIRF 35th
ranking (as University). He outlined the four themes identified for this year's IAQHEI-
2022, which is being conducted since 2019 by IQAC & ASC, KLEF. The themes are:

1. Issues and challenges of developing Quality Assurance system, Standards & policies
2. Role of Quality assurance in Teaching & Research excellence framework
3. Quality assurance and Governance in HEI's
4. Quality in 3Ps (Programs, People and Process) in HEI's

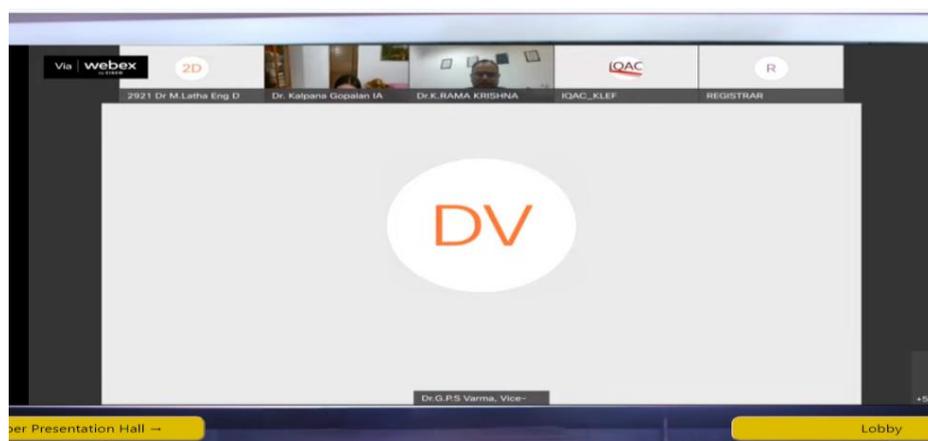


Each theme is provided half-a-day time and about 4 Renowned speakers are going to deliberate on these areas, all pertaining to quality enhancement in HEIs. This year, some seven speakers from other countries, viz. Lebanon, Malaysia, Oman and UAE have accepted our invitation to address our participants. Seven International and Nine National Speakers will be delivering keynote addresses during the two days of the Conference. Over 800 faculty from eight Countries (Bangladesh, Lebanon, Malaysia, Oman, Qatar, Sri Lanka, UAE, Zimbabwe and host country, India) have registered for this 2-day International Conference till last night and the actual number could touch 1000. The Indian participants hail from 13 different states.

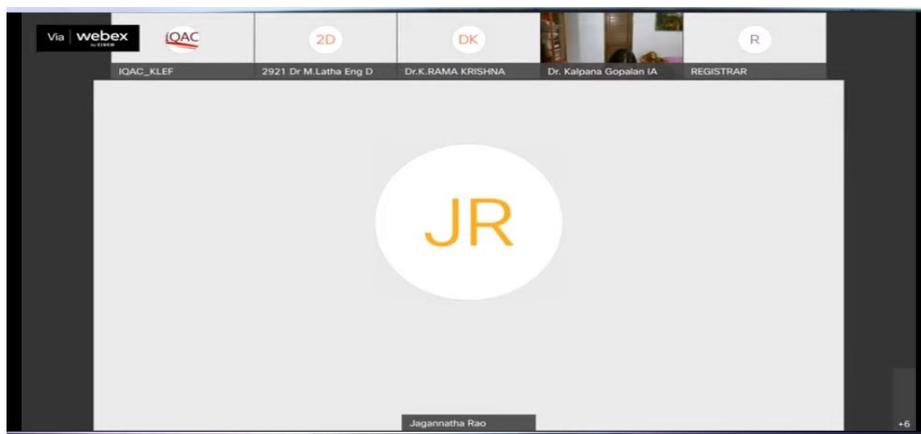
Paper presentation is scheduled in the sidelines of the virtual Conference. Among the 25 papers received, nine have been shortlisted after scrutiny and will be presented during the afternoon of Day 1 and during forenoon and afternoon sessions of the Conference on Day 2.

The Dean-Quality has thanked all the Resource persons from various countries, judges for paper presentation sessions and the registered participants and advised them to get the best out of this 2-Day Conference. No registration fee is charged and all participants will be receiving e-certificate.

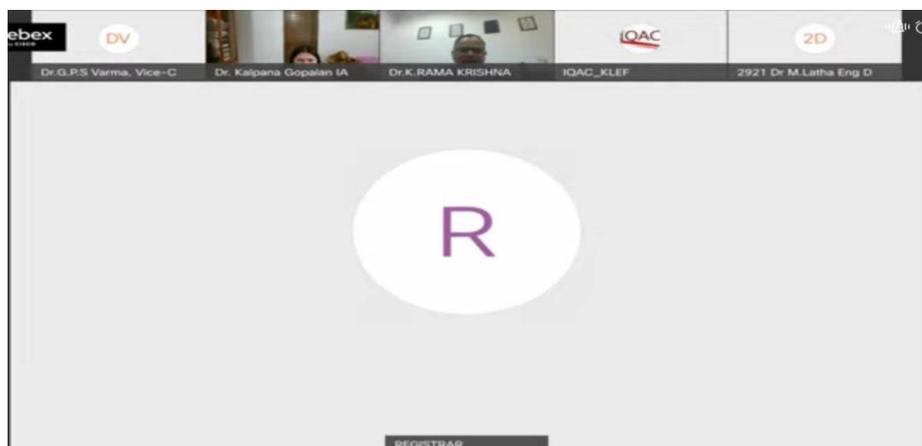
Dr G. P. S. Varma, Hon'ble Vice-Chancellor, KLEF in his inaugural address, conveyed greetings to all the participants across different countries. He also congratulated the IQAC team for organizing this 2-day International conference. Dr Varma briefly touched upon: Blended Learning (in view of Covid); MOOCS; NEP; Quality in HEIs; COs, POs & PSOs.



Dr K. S. Jagannatha Rao, Hon'ble Pro-Chancellor, KLEF in his presidential address, conveyed greetings to all the participants across different countries. He congratulated the IQAC team for organizing this 2-day International conference for bringing awareness on quality assurance, sustenance and enhancement.



Dr Y. V. S. S. V. Prasad, Registrar, KLEF in his presidential address congratulated the IQAC for organizing this annual 2-day International Conference for enlightening participants from India and abroad on quality assurance, sustenance and enhancement. He briefly touched upon the formal definitions of quality stated by some great "Management Gurus" and described its significance in the present context of quality enhancement in HEIs.

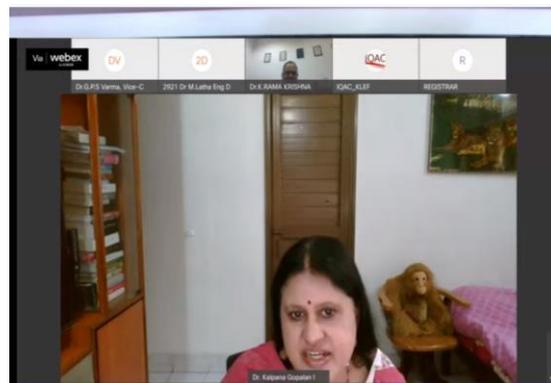


Address by Chief Guest:

Dr K. V. Narasimha Rao – Associate Dean (IQAC) – KLEF introduced the Chief Guest, Dr Kalpana Gopalan, IAS, Additional Chief Secretary, Labour & Janaspandana – Public Grievances, Govt of Karnataka, Bangalore and handed over to Dr Kalpana Gopalan, IAS to address the participants.

Dr Kalpana Gopalan, IAS delivered talk on "New and its effective implementation". Madam happens to be one of the key persons contributed to the preparation of draft NEP

from the state of Karnataka. She touched upon: NEP-2022; HECI (Higher Education Council of India); Transparency; providing autonomy to affiliated Institutions and Implications of NEP. Madam also thanked KLEF for inviting her to be the Chief Guest for this 2-day IAQHEI-2022 and offered her support in future endeavors of IQAC-KLEF.



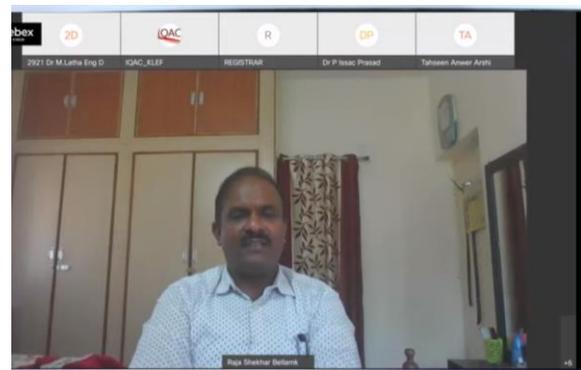
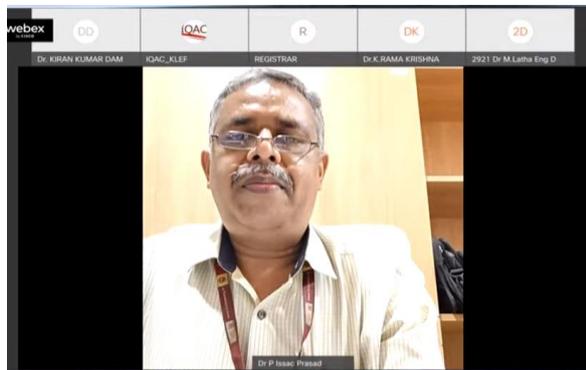
Day 1: Forenoon: Second Session

Dr P. Issac Prasad, Associate Dean-Quality introduced the Resource Person, Dr B. Raja Shekhar from School of Management Studies & Former Pro Vice-Chancellor 2, Hyderabad Central University (HCU), Hyderabad, who has over 28 years of experience in academics, research, administration and quality to the audience. Few of Dr Raja Shekhar's Research Scholars have worked on 'Quality Aspects in HEIs' in the recent past. Dr Raja Shekhar spoke on "Issues and Challenges Developing a Quality Assurance System, Standards and Practices". As a matter of fact, Professor Raja Shekhar has been a regular visitor and a well-wisher of KLEF.

He talked about Ranking framework, especially the NAAC & NIRF. NIRF borrowed some of the features and metrics from QS World Rankings. He deliberated on "Why Indian Universities are not appearing in World Rankings?" He said each country has its own quality systems. He also discussed Quality standards, Quality publications and the important aspect of 'Brain drain'. He concluded his address by describing the Role of various stakeholders in enhancing the quality in public HEIs. He mentioned the relatively high cost of higher education, especially management education and suggested that the meritorious yet poor students should get some financial support enabling them to go for higher education. Few queries were posed by couple of participants. Dr. Tahseen Anwar Arshi, Director of Innovation & Entrepreneurship, American University of Ras-al-khaimah, UAE asked "Whose perspective is most important among different stakeholders? The speaker answered that the goals of students, parents and recruiters are similar and all stakeholders are equally important. Customer satisfaction is the key.

Dr Raja Shekhar added that every HEI should find out the desire/goal of each student at the second year of their study and take necessary steps for achieving the same. At this

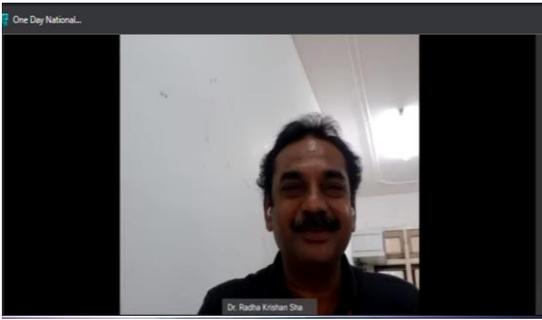
point, Dr K. V. Narasimha Rao took the permission of the chair and informed the audience that KLEF is conducting what is called "SWEAR" Analysis during first year itself, where every student along with his/her parent sit with the Academics Team for this purpose. SWEAR stands for: Strength Weaknesses, Eligibility, Availability and Resources. Everyone appreciated this initiative by KLEF.



Day 1: Forenoon: Third Session

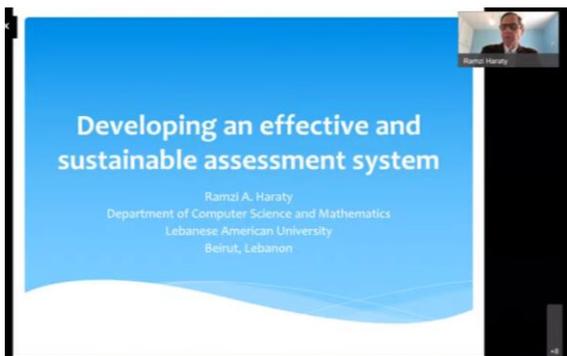
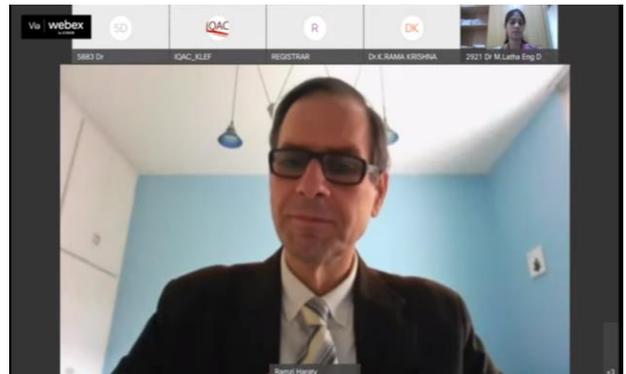
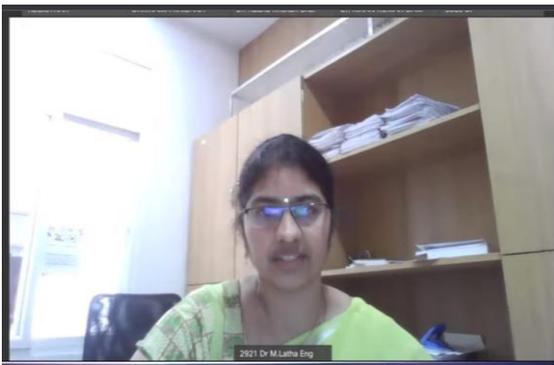
Dr Radhakrishan Sharma, Associate Dean-Quality introduced the next Resource Person, Dr Wan Norhayate Wan Daud, Professor, School of Finance & Banking, Universiti Sultan, Zainal Abidin, Malaysia to the audience.

Dr Wan Norhayate Wan Daud, Professor of Finance & Banking, University of Malaysia spoke on "Quality Assurance in Higher Education: Challenges in sustaining Continuous Quality Improvement". Madam rightly pointed out the difficulties being faced by the Faculty community in the process of discharging their duties in assuring Quality in Higher Education. Faculty burden in doing academic/research and admin works is rightly highlighted and very well appreciated by the faculty community.



Day 1: Forenoon: Fourth Session

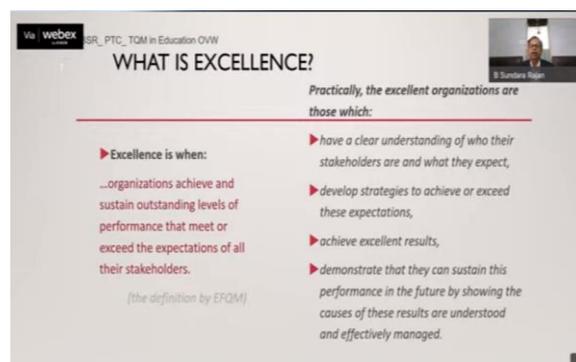
Dr P. Lakshmi Prasanna, Associate Dean-Quality introduced the next Resource Person, Dr Ramzi Haraty, Secretary, Syndicate of Computer Sciences in Lebanon, Program Evaluator (PEV), CAC/ ABET, A Associate Professor of Computer Science, Department of Computer Sciences and Mathematics, Lebanese American University, Lebanon. Dr Ramzi Haraty spoke on developing an effective & sustainable assessment system to the audience. He answered few queries too.



Day 1: Afternoon: First Session

Dr K. V. Narasimha Rao – Associate Dean (IQAC) – KLEF introduced the two speakers of the first session in the afternoon - Mr B. Sundara Rajan, Principal Consultant, BSR's Peepal Tree Consulting, Chennai & Mr Ramesh Venkata Raman, Director, Vivekananda Institute for Leadership Development (V-LEAD) and handed over to Mr B. Sundara Rajan to address the participants.

Mr Sundara Rajan and Mr Ramesh Venkata Raman spoke on: "Excellence in higher Education". This address is chosen from an industry standpoint. These speakers brought a different kind of aura to the Conference. They started with the definition of quality and outlining the basic principles of TQM. Uniqueness of Service organizations (like HEIs) is highlighted. PDCA policy is explained. Mr Ramesh Venkata Raman also happens to be one of the key persons contributed to the preparation of draft NEP from the state of Karnataka. He said – "Address supply side; demand side will take care of it". He concluded with a famous quotation from one of the greatest teachers, Aristotle. The session concluded with citing of the "Hallmarks of an Excellent Institution".



Day 1: Afternoon: Second Session

Dr Radhakrishna Sharma, Associate Dean-Quality introduced the next Resource Person, Dr Anand S. Upadhyaya, Director of PG Studies & Research, College of Banking & Financial Studies, Oman to the audience.

Dr Anand S. Upadhyaya delivered a talk on "Implementing Research-Teaching Nexus for Quality of Teaching and Learning in HEIs". His address focused on the Poor ratings of Indian HEIs (including IITs, etc.) in World Rankings. Why? The Speaker has provided detailed statistical data on some of the important Research metrics, viz. number publications, number of PhDs awarded, place of top Indian Universities in World HEI's rankings, etc. This is a very thought-provoking lecture and is appreciated by all participants. The gist of the talk is appended as Annexure-1.



Day 1: Afternoon: Third Session

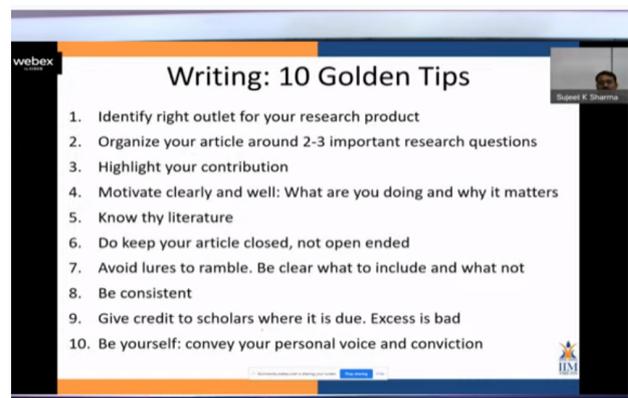
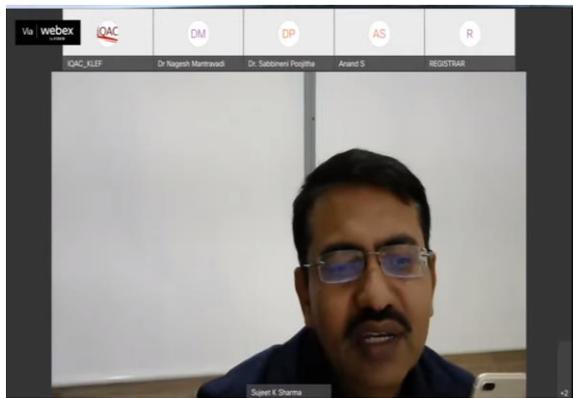
Dr Nagesh Mantravadi, Associate Dean-Quality introduced the next Resource Person, Dr Sujeet Kumar Sharma, Chairperson of Doctoral Programme & research @ Indian Institute of Management, Trichy to the audience. Dr Sharma is a very distinguished Researcher itself having a h-index of 17, i-10 index of 40 and got over 3000 citations.

Dr Sujeet Kumar Sharma" spoke on "Quality Research: Requirements and Tips for Publications". Dr Sharma spoke about Incremental improvements in Research vis-a-vis New/Improved Research tools and products. E. g. Some innovative tools dealing with "Neural Networks".

Dr Sharma advised young Researchers to go through "Top" Journals and observe "Surroundings". This will help in identifying problems. He also explained about different types of Research. He gave the flowing tips for enhancing research capability:

1. Literature overview on a continuous basis.
2. Participating in Seminars/workshops; inviting Researchers from outside; Interact with them.
3. Become a member of renowned Professional Societies and participate in their activities.
4. Collaborate with Research Scholars from India and abroad.
5. Actively participate in review process.
6. Follow top Researchers in your area through 'Google Scholar'.

Dr Sujeet Kumar Sharma also sponsored the Cash awards worth Rs. 10,000/- for the authors of best papers presented at this International Conference.



Day 2: Forenoon: First Session

Guest of Honor: Dr K. Rama, Advisor, NAAC, Bangalore.

The Dean-Quality, Dr K. Ramakrishna, in his opening remarks for the second day of the 2-day Conference welcomed the participants and very briefly reviewed the previous day's proceedings and the four themes which were chosen for this Conference.

Dr P. Lakshmi Prasanna, Associate Dean-Quality introduced the Guest of Honor and next speaker, Dr K. Rama, Advisor-NAAC to the audience. Dr Rama happens to be one of the key persons in the preparation of revised (NAAC) Accreditation Framework and also NEP. Madam mainly spoke on the implementation of NEP.

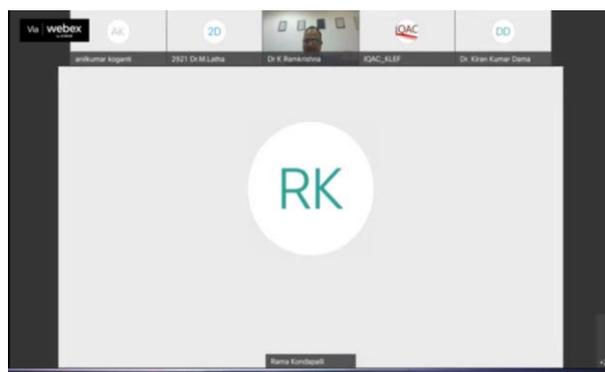
Dr Rama congratulated IQAC-KLEF for roping in several speakers from different countries and making the IAQHEI-2022 truly International.

The education system in India is highly diversified and it is indeed a challenge for making a policy. She displayed a slide on the vision and dream of the Hon'ble Prime Minister, Shri Narendra Modiji on "Atma Nirbhar Bharat".

The aim of NEP-2020 is "to create vibrant knowledge Society by providing Quality education". She deliberated on the five core values of NAAC and also discussed the use of ICT in Teaching-Learning process. This was followed by some of the salient features of NEP-2020 and their Implementation Strategies. Madam also touched upon the Industry 4.0 and felt that it should be perhaps redefined! Industries should come forward for funding HEIs for conducting seminars, workshops, conferences, etc. for disseminating knowledge across Industry-Institutes.

Dr Rama further deliberated on curriculum enrichment, MOOCS and online learning at the learner' convenience. Research in Inter-disciplinary subjects and societal aspects should also be undertaken. Younger faculty should be trained by seasoned Research Mentors from outside. Even the support staff should be trained for enhancing their skill sets. Autonomy is to be offered to more and more HEIs.

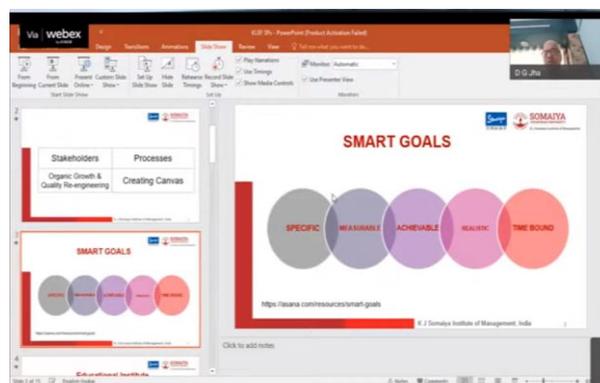
Dr Rama answered few queries posed by the Dean-Quality, Registrar-KLEF, Dr Radhakrishnan Sarma and few participants.



Day 2: Forenoon: Second Session

Dr K. V. Narasimha Rao, Associate Dean-Quality introduced the next Speaker Dr Devendranath G. Jha, Chairperson, ASCSB, K J Somaiya Institute of Management, Mumbai to the audience.

Dr Jha spoke on "Strengthening 3Ps (Programs, People and Processes) for Quality Re-engineering". Gist of the address is appended as Annexure-2.



Day 2: Forenoon: Third Session

Dr Radhakrishna Sharma, Associate Dean-Quality introduced the next Keynote Speaker, Dr. Md Abdul Madhar, Program Director (Business Administration), University of Technology & Applied Sciences, Nizwa (UTAS), Sultanate of Oman to the audience.

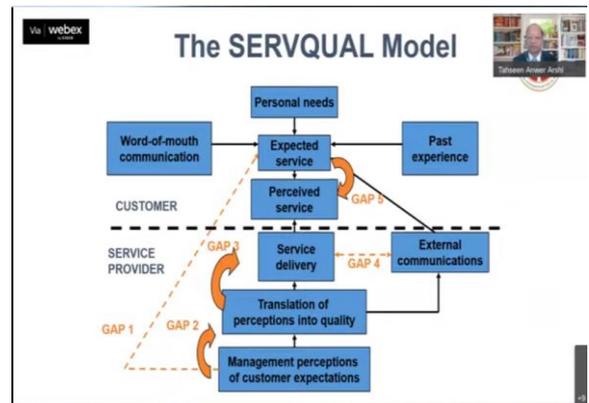
Dr. Md Abdul Madhar spoke on "Importance of effective Risk Management in Governance". Gist of the address is appended as Annexure-3.



Day 2: Forenoon: Fourth Session

Dr. Vahed Shakeel Ahammad, Associate Dean-Quality introduced the next Keynote Speaker, Dr. Tahseen Anwar Arshi, Director of Innovation & Entrepreneurship, American University of Ras-al-khaimah, UAE to the audience.

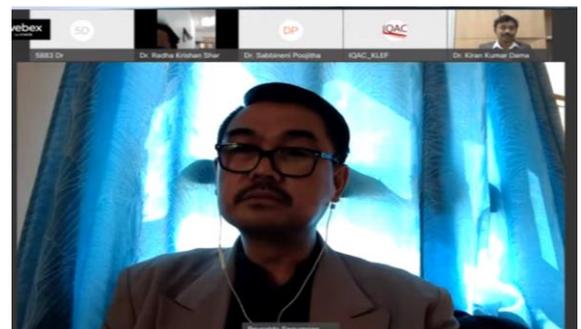
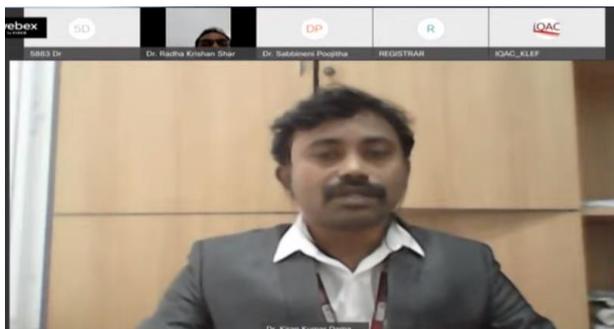
Dr. Tahseen Anwar Arshi spoke on "The Governance Dilemma of Quality & Innovation: International Benchmarks". Gist of the address is appended as Annexure-4.



Day 2: Afternoon: First Session

Dr. Vahed Shakeel Ahammad, Associate Dean-Quality introduced the First Keynote Speaker, Dr. Reynaldo Gacho Segumpan, HOD, Business Administration, University of Technology & Applied Sciences, IBRI (UTAS), Sultanate of Oman to the audience.

Dr. Reynaldo Gacho Segumpan spoke on "When Giants Synergize: Quality as Convergence of People, Programs, and Processes". Gist of the address is appended as Annexure-5.

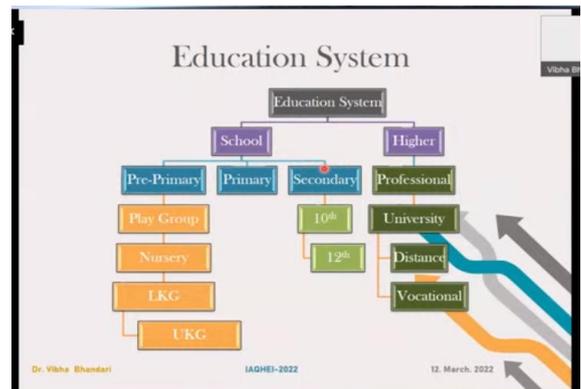




Day 2: Afternoon: Second Session

Dr P. Issac Prasad, Associate Dean-Quality introduced the Resource Person, Dr Vibha Bhandari, Coordinator, Corporate social responsibility, University of Technology & Applied Sciences, Nizwa (UTAS), Sultanate of Oman to the audience.

Dr Bhandari spoke on "Quality Assurance and Transformation of Knowledge and Society: Role of Stakeholders". Gist of the address is appended as Annexure-6.



Day 2: Afternoon: Third Session

Dr Dama Kiran Kumar, Associate Dean-Quality introduced the next Keynote Speaker, Mr Kanneganti Srinivasa Rao, Entrepreneur, Director, CEO, Management Consultant and Corporate Trainer to the audience.

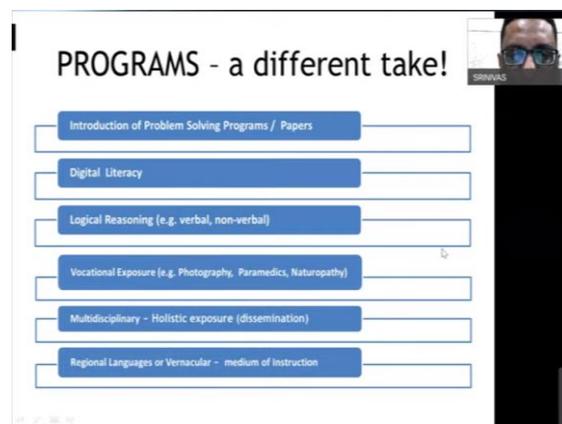
Mr Srinivasa Rao spoke on "Quality and Excellence at Higher Education Institutions using Lean Six Sigma and OKR Framework". Gist of the address is appended as Annexure-7.

Day 2: Afternoon: Fourth Session

Dr Vahed Shakeel Ahammad, Associate Dean-Quality introduced the next Keynote Speaker, Mr Gandhavalli Srinivas, CEO, ATAL Incubation Center, Dr B. R. Ambedkar University, New Delhi to the audience.

Dr Srinivas spoke on "A Qualitative Analysis: Status of 3Ps in HEI". He explained the detailed procedure for the following academic aspects:

1. Formation of the course outcomes basing on the syllabus.
2. Preparation of the summative and formative question papers for internal and end semester examinations.
3. Different methods for the calculation of CO - PO attainment of the course.
4. Refinement of the target percentage set for the course to the next academic year.



Valedictory function:

In the valedictory function, the Dean-Quality, Dr K. Ramakrishna gave Concluding Remarks about the addresses by 16 renowned speakers from India and several other countries. Feedback was collected from all the participants at the end of each session and was shared among the speakers. He mentioned about the paper presentation, which was conducted simultaneously. He thanked the judges, both internal (3 No.) as well as external (2 No.), who evaluated the quality of the papers and selected the three prize-winning papers.

The Dean-Quality invited Dr Sujeet Kumar Sharma, Chairperson of Doctoral Programme & research @ Indian Institute of Management, Trichy and one of the Keynote speakers for this conference to announce the results of the paper contest. Dr Sujeet Kumar Sharma obliged and announced the first, second and third prize winners of the papers. As a matter of fact, Dr Sharma himself has sponsored the cash prizes amounting to Rs. 10,000/- for the three prize winners.

The Conference concluded with Professor M. Venu Gopala Rao, Associate Dean-Quality proposing a vote of thanks. Other than the 16 Keynote speakers (7 from abroad and 9 from India), Dr Venu Gopala Rao placed on record thanks to the Hon'ble Pro-Chancellor, Hon'ble Vice-Chancellor and Registrar of KLEF and the judges, Dr V. Chandra Prakash, Professor of CSE, KLEF and Dr S. Jagan Mohan Rao, Professor & Head, Dept of ECE, Ramachandra College of Engineering, Eluru, Andhra Pradesh, Dr. B. Leela Prakash, Professor of ECE, Gitanjali College of Engineering & Technology, Hyderabad and Dr B. Siva Nagaiah, Associate Professor of English, KLEF for their professional support. As a matter of fact, Dr M. Venu Gopala Rao also acted as one of the Judges for the competition.

He also thanked Dr A. Srinath, Principal, Academic Staff College for being the Co-Convener and for his support and involvement.

Dr Venu Gopala Rao also placed on record thanks to the II B. Tech. (CSE) Students of our KLEF for helping in creating the Platform for organizing the Conference. Finally thanks are conveyed to the two Anchors, Dr M. Latha, Associate Professor of English and Dr S. Poojitha, Associate Professor of Business Management for compeering the Conference in a fitting manner. Lastly he thanked Dr K. Ramakrishna, Dean-Quality and all the fellow Associate Deans and other IQAC Staff for their dedicated efforts in successfully conducting this 2-Day International conference.

Dr K. Ramakrishna
(Dean-Quality)

**Implementing Research-Teaching Nexus for Quality of Teaching and Learning in
Higher Education Institutions**

Dr. Anand S. Upadhyaya

Director, Postgraduate Studies and Research Department, College of Banking and
Financial Studies, Muscat, Sultanate of Oman

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Abstract

The research contribution is considered as an important indicator in measuring the quality of higher education institutions. The research-teaching nexus plays an important role in the quality of teaching and learning effectiveness of higher education system. The component of research element in the curriculum helps the learners to interrogate contents in their learning process with a greater understanding of subject relevance from the practical perspective. The students will experience research informed teaching to gain the employable skills in their taught courses which enables them to become independent learners. Implementation of research-teaching nexus in higher education will help the students to actively engage in the learning of their subject specific content. Higher education students need to develop and refine their abilities in critical inquiry to analyze and synthesize information available to them and make connections in real life scenarios. The integration of teaching into research in curriculum motivates teachers to involve the students in discussion instead of following tradition mode of defined teaching plan. The study conducted by Healey et al (2010) indicates that the interplay between teaching and research in higher education emphasis on the research content, research processes and problems with the involvement of students both as passive and active learner. The four perspectives of research-teaching nexus outlined by these researchers are research-led, research-oriented; research-based and research-tutored. The future higher education curriculum should be structured to with equal balance of these four components in the teaching and learning.

Strengthening 3Ps (Programs, People and Processes) - Quality Re-engineering

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March 12, 2022

- SMART Goals
- Contributing factors
- Goal Identification and Measuring Impact
- Program Management – People, Process, Technology
- People – The Stakeholder
- Processes – Core and Value Added
- Advantages – Process View
- Quality Re-engineering – Allow Organic Growth
- Create Canvas – Ready Reckoner

Importance of effective Risk Management in Governance

Keynote by Dr. Mohamed Abdul Madhar

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Risk management (RM) is the continuous process to identify, assess, and prioritize risks in an effort to control, avoid, minimize, or eliminate the effects on an organization's assets. The risks may come in a variety of forms, including some predictable and unavoidable as well as those unexpected yet preventable.

What types of risk is the University concerned about?

- **Strategic Risks:** It affects an organisation's ability to achieve its goals. In developing strategic plans, universities should consider the risks associated with each strategy.
- **Financial Risks:** Risk that may result in a loss of assets, so finance divisions, including risk management departments, focused on managing the risks of potential loss of physical assets and financial resources
- **Operational Risks:** Risk that affects an ongoing management process. The processes that achieve goals. The Universities are dependent upon day-to-day operations for their success and, as such, must assess operational risks.

- **Compliance Risk:** Risk that affects compliance with externally imposed laws and regulations, as well as with internally imposed policies and procedures concerning safety or conflict of interest.
- **Reputation Risk:** Risk that affects an organisations' reputation, brand or both. The risk may result from failure to effectively manage any or all of the other risk types. Reputation risk involves perception.

Cassidy et al. (2001) & URMIA (2007)

Risk Management in Higher Education Institutions (Literature Review)

College and university assets go far beyond the physical and financial and include faculty, staff, and students, as well as the institution's reputation. All types of organizations are faced with risk stemming from strategic, operational, financial and compliance environments regardless of the economic sector (*Kageyama 2014; Masama 2017*)

HEIs have a complex risk profile as most of their risks originate within the universities due to aspects such as unpaid student loans, ineffective leadership, procurement practices, IT network integrity and student violence on campus (*National Association of College and University Business Officers NACUBO; Kageyama 2014*)

Risk Management Process or Framework for University Setting

The basic idea of risk management is to identify important risks and to plan actions to mitigate the risks. A step-by-step risk management is a five-step process (Chapman, 2006, Moeller, 2007)

Step 1- Analyse the Business, Step 2 -Risk Identification, Step 3-Risk Assessment,

Step 4 - Risk Response Planning, Step 5 - Risk Monitor

Conclusion:

The COVID 19, the pandemic which has affected all sectors badly but the HEI around the world were able to manage the crises well and continued their operations. All stake holders, especially staff, students were actively involved in their day to day activities, and it shows the preparedness of HEIs and their risk management system. An effective Risk Management will ensure quality, stability and growth in HEI campus.

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Annexure-4

The Governance Dilemma Of Quality and Innovation: International Accreditation Benchmarks

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Quality governance requires setting a quality strategy, quality assurance processes, and a quality monitoring methodology. Quality governance is broad, ranging from providing a leadership vision, strategizing its achievement, and creating an appropriate organizational structure and organizational culture for quality.

The presentation titled Governance Dilemma of Quality and Innovation reflected on a critical question on how organizational leadership can integrate innovation into the quality framework. Innovation is crucial in higher education institutions (HEIs) as increased competition, innovation opportunities in program design and delivery, and academic-industry partnerships characterize HEI today. The dilemma arises firstly because of different mindsets between quality and innovation, and secondly because accreditation agencies do not have explicitly defined innovation standards as they do for quality.

This presentation benchmarks five local and international accreditation bodies, namely, the National Assessment and Accreditation Council of India (NAAC), Association to Advance Collegiate Schools (AACSB) the USA, Quality Assurance Agency (QAA) the UK, The National Center for Academic Accreditation and Evaluation (NCAAE) Saudi Arabia, Directorate of Higher Education Reviews (DHR) Bahrain, and The Commission for Academic Accreditation (CAA) UAE. The objective of benchmarking was to investigate how they visualize the role of governance in quality.

This study found that most of the standards related to governance and quality are similar, with few variations in roles and responsibilities. There are few explicit and few implicit references to innovation requirements within the quality standards of these accreditation bodies. The presentation suggests measures to improve innovation's contribution to quality standards utilizing an organizational architecture framework. The presentation concludes that governance of creation is as important as governance of quality. Executive leadership should create an appropriate and receptive structure, culture, and vision for such an amalgamation. At the same time, the study suggests that accreditation agencies in the future should consider more explicitly standards related to innovation within the quality framework to resolve the dilemma.

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Annexure-5

**When Giants Synergize: Quality as Convergence of People, Programs,
and Processes**

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Abstract

Quality of education is generally a nebulous concept unless epistemologically situated in a specific terrain. This paper dissects the notion of quality as conceived by “quality” gurus such as Deming, Crosby, and Juran, among others, and then attempts to operationalize it in certain organizational contexts such as business, management and higher education. Key concepts such as “conformance to requirements”, “fitness for purpose”, and “meeting customer requirements” are presented and how these apply to organizational settings.

The paper also highlights the role of stakeholders and key decision makers in creating a culture of quality. The central nodes of discussion focus on the interplay between and among the three “giants”: People, Programs, and Processes. The human resource management/development functions are emphasized in navigating for People and anchoring on Ulrich’s Four-Role Model. The model conceives human resources as strategic partners (e. g. encourage systems thinking), change agents (e. g. enhance management development), administrative experts (e. g. ensure internal and external customer focus), and employee champions (e. g. build workforce commitment). Contemporary “foundational” (e. g. create challenging goals) and “emerging” practices (e. g. access to quality data) are zoomed in as regards Programs and the PDCA (Plan, Do, Check, and Act) model is used to examine Processes.

The paper concludes that quality is an ongoing process of synergy among people, programs, and processes (3Ps). The 3Ps are intricately linked with other elements of the whole “quality” supra system, including the building and sustaining of relationships.

Keywords: Synergy, quality, people, programs, processes

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Quality Assurance and Transformation of Knowledge and Society: Role of Stakeholders

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Education is the bedrock of civilization and its development. The general presumption for long has been that primary education and literacy is of paramount significance for development of nations and the world. This led to increased concern for "Education for All" in many countries and led to a sort of neglect towards the higher education. This abandonment of higher education resulted into paucity in funds, outdated regulatory mechanism, poor quality and low efficiency for this sector. But, given the dependence of one layer of education on the other education, it was soon realized that higher education is critical not only for sustaining other levels of education but also crucial for sustenance of economic growth and development.

Along with the provision of higher education, it is important there is assurance of quality of higher education. Quality assurance in higher education can be understood as a holistic approach covering all the processes in a higher education institution is an indispensable tool for strengthening the higher education systems, in order to serve the stakeholders in expected quality standards and achieve desired changes and outcomes.

The stakeholders in this context are those individuals, group of individuals and institutions who directly or indirectly will affect or get affected by the higher education system. These stakeholders have diverse expectations from the higher education due to their physical, emotional, intellectual, financial or social stakes. A dynamic and contemporary higher education system not only recognizes these stakes but also strives to engage the stakeholders and create an appropriate system which transforms knowledge and fulfills the requirements of a nation. For achieving this purpose on a sustainable basis, it is imperative that the stakeholders also realize their roles and fulfill their duties responsibly.

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Quality & Excellence in Higher Education Institutions Using ISO 21001, Lean Six Sigma and OKR Frame work
Srinivasarao Kanneganti, M.Tech., MBB, PMP.

Educational Organizations have become bedrock of Transformation of Individuals and Societies through continuous Creation, Transfer and facilitation of Acquisition of Knowledge, Skills along with Required Social and Ethical Values, Habits belief and Culture for Sustainability of Nations.

Educational Organizations need to involve all Interested parties include Learners, Government, Labour Market, Parents and Staff and other stakeholders in defining a Vision and establishing a Management System to consistently meet and exceed the requirements of Stakeholders.

All Educational Organizations [Universities, Colleges, Schools etc] can adopt International Standard ISO21001:2018 as a reference to Define, Establish and Manage Educational Organizations Management Systems [EOMS] as Integrated Management System in consistent with ISO 9001 for Quality Management, ISO 26000 for Social Responsibility, ISO 27000 for Information Security Standards.

Educational Organizations can adopt OKR [Objectives and Key Results] Framework as part of Policy and Strategy Deployment at all Levels of Organizations for effective Goal Setting. OKR Frameworks helps Educational Institutions to Plan Activities, Processes to achieve Targeted Key Results Efficiently and effectively through involvement of all interested Parties or Stakeholders.

Educational Organizations can adopt Lean Six Sigma methodologies to continuously improve Process Performance in meeting and exceeding the requirements of Stakeholders as a Standard Practice and can aim for achieving Excellence in all Quality Parameters to become World Class Organizations.

Educational organizations to become Centers of Excellence also need to commit for Sustainability through systematic focus and management of Surrounding Environment, Economy and Society as part of Organizational Culture and Standard Practices.



Dr. K. Ramakrishna
(Dean-Quality)