

(IJ-09) Internal Quality Assurance Cell (IQAC) –Platform for leadership and HRM practices in Higher education institutions in India.

Author Dr. Varsha Deshpande

Introduction

Rationale: Higher education in India is a means of developing human resource for nation building. Such a human resource does not only mean skilled workforce but also one with value system and ethical standards. Therefore, besides providing academic skills and qualifications, HEIs must impart strong value system and provide such work culture that will go a long way in developing the students as citizens of the nation and the world. Value system and work culture are the two defining factors that also facilitate the branding of an institution. This objective of higher education in India is achieved through able leadership and HRM practices in its institutions. HEIs have a twofold responsibility as far as human resource management is concerned: 1) Developing HR which develops HR i.e managing/developing the faculty to train the young learners and 2) Preparing students who will be take up new responsibilities /face challenges in the outside world and work as brand ambassadors of the institution. Considering the above, it is eminent to note that to manage these resources, leadership with a difference is required. This leadership can be a combination of one or more of the following types like Authoritative, participative, democratic or cooperative but more importantly, it should be capable of coordinating the diverse human resource, undertake quality initiatives, avoid confrontation and develop healthy and value based HRM practices. Under these circumstances the role of IQAC, therefore becomes all the more significant. IQAC is an initiative by National Assessment and Accreditation Council (NAAC), an independent agency for assessment, accreditation and quality upgradation of all HEIs in India. NAAC has made it mandatory for all HEIs to form the Internal Quality Assurance Cell which will develop systems for conscious, consistent and catalytic improvement in the overall performance of the institutions. The cell is formed by taking on board the representatives of all stakeholders namely the Governing body, faculty, students, alumni, parents, academicians and industry representatives. It is a link between institutional leadership on one hand and all other stake holders of the institution on the other hand. By developing an excellent rapport with all these stake holders, the IQAC acts as facilitator to usher in many changes by considering the ideas of old and new members, the experience of the old and the energy and enthusiasm of the new, insights of the experienced and techno-savviness of the young, thereby developing an ideal futuristic approach in higher education. The IQAC thus facilitates participative leadership. It develops a shared vision, the credits of which are therefore shared and the joy of learning, excitement of progress are available to all. Objectives: 1. To understand the importance of the role of IQAC in developing leadership and HRM practices in Higher education institutions. 2. To study the impact of these practices on the overall development

of the institutions 3. To identify a few best practices that can be benchmarked and emulated by other institutions.

Methodology: Primary data: Interview schedule Secondary data: NAAC manual. Key Findings: 1. The impact of Leadership and HRM practices can be felt through holistic development of the students. 2. Good students across socio economic strata are attracted towards these institutions. 3. Improved credibility of courses offered and knowledge imparted. 4. Change in attitude and approach of the faculty and management towards Higher education in general. 5. It has helped in reaching out to the society at large through many initiatives under Institutional Social Responsibility (ISR)

Conclusion: The IQAC thus is a platform for ushering in changes through leadership and HRM practices but it has the potential to become a springboard for a variety of quality initiatives in the institution.