

MANAGEMENT CAPACITY ENHANCEMENT

Enhancing the capabilities of technical education in India

TEQIP MANAGEMENT CAPACITY ENHANCEMENT PROGRAMME

COMMON CURRICULUM

INTRODUCTION

Seven IIMs (IIM Bangalore, IIM Indore, IIM Kozhikode, IIM Lucknow, IIM Raipur, IIM Trichy, IIM Udaipur) have undertaken to deliver a Management Capacity Enhancement Programme to TEQIP institutions.

In June 2014 IIM Raipur organized a meeting at Raipur with IIMs Indore, Kozhikode, Lucknow and Raipur and Senior Education Leaders from the region including Director of Technical Education West Bengal; Pro-Vice Chancellor, West Bengal Technical University, Director NIT Raipur to discuss the training needs of TEQIP Institutions. Based on the deliberations, it was decided that the interventions have to be at three levels: Head of Institutions, faculty, and Administrative staff. The key learning priorities for the first two groups is given below and will form the core of the **common curriculum** for academic leaders. Additional training for administrative staff is also available and interested institutions should contact their course coordinator (see list below) for further information.

1. HEAD OF INSTITUTIONS AND SENIOR LEADERSHIP

Development of Personal Attributes and Managerial Ability including:

- Preparation of Vision & Mission statements
- Strategic Planning for Institute Development
- Development and Management of Governance Structures and Processes
- Rebuilding of Organization Structure
- Leadership Quality Development
- Delegation of Power (Financial and Administrative)
- Designing a Good Management Information System
- Performance based Assessment and Promotion of Faculty, Officers and Staff
- Stress Management
- Effective handling of Conflict of interests and overlapping responsibilities.

Accordingly a program for Head of Institutions should have following broad curriculum:

Theme: 'Transforming Heads of Institutions into Visionary Academic Leaders and Visionary Managers'

Number of Days: Three to Five days

Indicative Content:

- Strategic Planning Institutional Building, Setting Vision and Mission (Preparation), Environmental Analysis (SWOT, PESTEL Analysis)
- Reforms in Higher Education - Understanding GoI / MHRD Plans
- Better governance: What is governance, and how can good governance contribute to institutional success? How you can improve your own governance: working through self-review, development plan, institutional governance guidelines, what is the role of external members?
- Extending into Local Community and Stakeholders (Raising Funds for Building Institution)
- Skill Building Orientation
- Preliminary Knowledge of Finance and Legal Perspectives
- Project Management (DPRs, Budgeting and Monitoring)
- Rebuilding and Restructuring Organizations
- Managing Teams
- Managing Interpersonal relationships
- Stress Management
- Delegation of Power – Financial and Administrative
- Performance based Assessment and Promotion of faculty
- Leadership and Motivation
- Effective Handling of Conflicts on Institutions and Overlapping Responsibilities
- Creating Effective Management Information System
- Promoting Interdisciplinary R&D
- Establishment of Benchmark Institution and Inculcating good Practices
- Institutional Building Brand using IMC.

Pedagogical Design: The pedagogy will be a mix of lectures, experience sharing, real life case discussion, and assignments.

2. FACULTY MEMBERS

The faculty training will have following broad content:

Aligning Individual Vision with Institutional Vision

- Understanding Institutional Vision
- Understanding and discovering Self
- Creating road map for oneself
- Faculty Career Prospects – Long Term and Short Term Goals (Promotion Principle)

Modern Teaching Learning Methods (Pedagogical Tools)

- Outcome Based Educational System (OBE) - Designing Course Curriculum (Learner Centric), Delivery Methods (ICT), Assessment and Evaluation and Feedback & using it for self-development

- Preparing Course Objectives & Deliverables - Construction of Syllabus, Integrating Pedagogical tools into syllabus, Improving 'Teaching-Learning' process and Effective Assessment Techniques
- Creating Students' Engagement - Motivational Environment for Students, Counseling and Mentoring, Communication and Behavioral Skills towards students, Incorporating fast changing needs of students and teachers (Dynamic Frame)
- Enhancing Research Potential - Research Proposal Writing, Identification of Funding Agencies, Research Methodology, Developing Research Skills, Intellectual Property Rights, Plagiarism Issues, Referencing styles and Writing Skills
- Enhancing Management Capacity - Finance Management/ Budgets, Legal aspects and environment, Team Building, Human Resource Management, Time Management and Priority Setting, Building Networks with Industry, Data Management System, Project Management (Planning, Scheduling etc.), Planning Academic goals for self and department, Managing Academic Resources, Enhancing Teaching Effectiveness through varied pedagogical tools, Knowledge Management, Improving Interpersonal
- Skills, Collaborating through Teams, Balancing Work life, Balancing teaching and research, Usage of E-library

IIM Course Coordinators:

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