

# Two Sides of Educational Excellence: Contrasting Success and Failure in Academic Programs

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## ARTICLE MAIN BODY

### Case I –

NBA (National Board of Accreditation) is a process of quality assurance and improvement, whereby a programme in an approved Institution is critically appraised to verify that the Institution or the programme continues to meet and exceed the norms and standards prescribed by AICTE from time-to-time. It is a kind of recognition which indicates that a programme or institution fulfils certain standards.

NBA (National Board of Accreditation) for MBA programme at GITM (Global Institute of Technology and Management), Mumbai : The NBA project at GITM seems to have been a resounding success. Several factors contributed to this success:

1. **Positive Leadership:** Dr. Gajendra Gawade, a senior professor, was appointed by Director Dr. Perulekar to serve as the IQAC (Internal Quality Assurance Cell) Coordinator with the goal of securing NBA accreditation for GITM. Dr. Gawade's approach was non-aggressive, and he provided essential suggestions politely. His leadership style contributed to a positive working environment.
2. **Institutional Reforms:** Dr. Perulekar's proactive approach to improving the institution's infrastructure, website, teaching initiatives, extracurricular activities, and research demonstrated a commitment to accreditation standards. An MS Excel-based CO-PO (Course Outcomes to Program Outcomes) mapping and attainment tool was developed by Dr. Napate, a senior professor, in response to the requirements of NBA (National Board of Accreditation) outcome evaluation.
3. **Autonomy and Collaboration:** Dr. Perulekar's approach of delegating work profiles and allowing autonomy in decision-making empowered staff and fostered collaboration National and International levels. Involving all staff in discussions related to the creation of Vision, Mission statements of the institute and

NBA Self-Assessment Report (SAR) showcased transparency and teamwork.

4. **Well-Managed Resources:** The allocation of a dedicated room with necessary resources, professional software subscriptions, and website maintenance ensured that the institution had the tools needed for a successful NBA accreditation process.
5. **Attention to Detail:** The emphasis on maintaining well-designed documentation, from quality box files to attractive labels, demonstrated a commitment to quality.
6. **Environmental Initiatives:** The institute's consistent environmental conservation efforts were recognized and praised by the NBA authorities, which contributed positively to the environment and ultimately to the accreditation process.
7. **Student Engagement:** The active participation of students in role plays and dances during the NBA visit helped in creating a positive impression.
8. **Strategic Leadership– Parent Trust's Strong Commitment to Quality Enhancement:** Evident through Funding and Trust Chairman's Personal Involvement in Welcoming the NBA Team.

The culmination of these efforts resulted in GITM achieving the NBA accreditation in 2009.

### Case II –

The Central Assessment Programme (CAP), which was introduced by Mumbai University in 1980, had the noble objectives of improving the speed and reliability of result declaration, maintaining assessment consistency, enhancing accuracy and efficiency, and building student confidence.

Central Assessment Programme (CAP) at GITM: In 2007, GITM was designated as a CAP (Central Assessment Programme) centre by the University for the evaluation of MBA examination papers.

However, in the case of GITM, it seems that the project faced several challenges.

1. **Leadership and Implementation:** Professor Dr. Napate, a senior faculty member, was appointed as the CAP Director under the leadership of Institute Director Dr. Perulekar. Dr. Perulekar took the initiative to install closed-circuit TV cameras in the building premises to monitor various activities. Dr. Napate, the CAP Director created a data maintenance system in MS Excel that exceeded the requirements set by the University. It resulted in increased record duplication and unnecessary redundancy in tasks. Dr. Napate's overemphasis on data maintenance and his strictness led to staff dissatisfaction and overwork. This aggressive behavior and insistence on perfection created an unpleasant work environment.
2. **Staff Engagement:** The staff, many of whom were professors, were compelled to perform physical tasks that were not initially part of their roles. This created discontent among the staff, who experienced overwork and even insult due to Dr. Napate's misbehaviour.
3. **Balancing the Scales of Leadership: Acknowledging Dr. Napate's Legacy:** It's important to acknowledge that despite the challenges and issues that arose during the Central Assessment Programme (CAP) at GITM, Dr. Napate, was a good human being who had previously implemented many progressive measures in the institute. This recognition highlights the complexity of leadership and project management. People may excel in some areas and make significant contributions while facing difficulties or making mistakes in others. In the case of Dr. Napate, his earlier successes in implementing progressive measures should not be overshadowed by the challenges encountered in the CAP project. It's a reminder that individuals can have a mix of strengths and weaknesses in different aspects of their work.
4. **Dr. Perulekar (The Institute's Director) 's Decision:** The next year Dr. Perulekar shifted from in-house staff to hired personnel for CAP work might have been an attempt to avoid unpleasant situations. However, it seemed that it had already damaged his reputation among the staff and top management due to the perceived mishandling of the project.

Overall, the CAP project at GITM seemed to have failed due to issues related to leadership, staff engagement, and decision-making, which led to a negative impact on the Dr Perulekar's reputation.

### CONCLUSION

The success of the NBA project at GITM can be attributed to effective leadership, collaboration, resource management, attention to detail, and a commitment to excellence, in contrast to the failure of the CAP project due to leadership and management issues.

**(Disclaimer -** The names provided are entirely hypothetical and do not represent any real individuals or institutions. They were used in a fictional context for the purpose of the discussion.)

### About Author –



Prof. Dr Pranav is PhD (Management), UGC NET (Management) certified, completed Granted Research Project (Funded by BCUD Savitribai Phule Pune University), after completing BE (Computer Sci. & Engg.) & MBA (Marketing & IT). He has 20 years of work experience. It comprises of working into field of Academics with Dr D Y Patil B School, Pune; SVKM's NMIMS University Mumbai (Shirpur campus); SP Pune University (MM's IMERT) and into Software projects coordination (with Colayer Web Conversations Pvt Ltd, Pune). He has published research papers into ABDC C, UGC CARE, UGC approved journals and presented research papers into conferences organised by top notch institutions (such as IIT Delhi; IMT Nagpur; Nirma University Ahmedabad; James Cook University, Singapore; University of HULL; Institute of Public Enterprise, Hyderabad; Shri Ramdeobaba Kamla Nehru Engineering College, Nagpur) to name a few and he authored two books.