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Sustainable Academe Green Environ Solutions, Mumbai
Dist. Pune (MH.) - 413 102 Phone: 02112-227299
director@aimsaramati.org | www.aimsaramati.org**

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Anekant Education Society is established in 1961 under the able guidance of Late Shri Fulchandji Gandhi, Education Minister of the Former Hyderabad State. The founder President of the Society Late Shriman Seth Lalchand Hirachand Doshi, founder President of Premier Automobiles Ltd., and Walchand Group of Industries was determined on attracting the best talent to institutions operating under the auspices of AES. The society has chosen the Jain concept of "Siddhirnekantat" and "Anekantvad" in the nomenclature of the Society. The Society started Undergraduate Programs in Baramati in the year 1962. The college eventually was renamed as Tuljaram Chaturchand College. In a span of about 5 decades of its presence, Anekant Education Society has touched upon the lives of almost every household in and surrounding areas of Baramati.

Anekant Institute of Management Studies (AIMS), Baramati

Anekant Education Society has added another feather to its cap by starting AIMS to provide MBA course. AIMS is certainly working beyond excellence in all the accreditations, affiliations and Certifications of the nominated authorities. The initiative is to develop management professionals with a view to excel in the corporate world as well as take it to new heights. The need is to nurture the talents and hone their skills which are achieved only through AIMS. Since its inception, AIMS is providing quality education and in a period of few years the Institute has made its mark on academic, cultural and social environment of Baramati.

About the 12th National Conference

Education is an important pillar of any society, fundamental to achieving full human latent potentials for developing an equitable and just society and promoting national development. The new National Education Policy-2020 (NEP-2020) envisions to bring about significant reforms in higher education to cater to the changing landscape of knowledge, Skills, Attitude and create global standards of education. This requires a deep dive and thorough understanding of the provisions and the approach for effective implementation of the same.

This conference aims at providing a common platform to all the stakeholders namely, management, faculty members, researchers, students, parents and corporate to deliberate on diverse perspectives of the New National Education Policy-2020. Further, to understand role of NEP-2020 in transforming higher education and to discuss the practical challenges that may be encountered during the implementation of this policy.

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Human Resource Management Systems in Higher Education Institutions: A Priority under National Education Policy 2020

Dr. Abhishek Dikshit

Anekant Institute of Management Studies (AIMS), Baramati
abhishek.y.dikshit@aimsaramati.org

Abstract: Globalization, shifting demographic dynamics, technological disruption, and, more recently, occasional events such as the pandemic pose several difficulties to Higher Education Institutions (HEIs). Although the quality of higher education in India has improved over the years, it still falls short of worldwide norms. Only a handful Indian HEIs made the list of the world's best universities. Most colleges that score very well in worldwide university rankings seem to have used cutting-edge Human Resource Management (HRM). Several empirical studies have indicated that strong human resource management techniques may boost organisational performance. To address the current problems, Indian HEIs' strategies must shift their emphasis, primarily toward developing a professional and empowered HRM. In a typical Indian HEI, HRM remains a pool of fragmented administrative duties delegated to various organisational units to carry out the directions previously established in the HEI charter. In this setting, HEIs in India must build strategic and professional human resource management systems that concentrate on the growth of the organization, its staff, and its students all at the same time. The researcher aimed to discover effective HRM practices and policies utilizing qualitative research methods and procedures in this research study, which is based on in-depth investigation of the major stakeholders of varied sets of HEIs in India. The researcher also conducted a comparative study of HEIs in the United States of America to increase the research output, better grasp the functioning of HR practises in foreign HEIs, and allow beneficial comparisons (USA). From July to October 2020, qualitative data was gathered using online interviews. The data was analysed using thematic methodologies by the researcher. According to the survey, public HEIs in India lack a specialised strategic and professional HRM organization. It is in its early stages at government institutions and private HEIs backed by benefactors. The research also finds that HRM practises and policies have a beneficial effect on overall performance, and that HR rules and practises have a positive impact on faculty and staff work motivation. It was also shown that staff engagement might lead to better and greater student enrolment, better positions after graduation and progression to higher education, and consistent quality research outputs. The report also demonstrates that HEIs in the United States have professional, dedicated strategic HRM departments and use cutting-edge HRM technology. The resources deployed, students drawn, and organisational functional features all contribute to a HEI's quality. As a result, HRM plays an important role in determining the greatness of HEIs.

Keywords: *Human Resource Management, Higher Education Institute, University.*

Introduction: With the National Education Policy 2020, the Indian higher education system is likely to transform [1]. Significant organisational and structural reforms in the higher education sector have been advocated by the policy, including a review of Human Resource Management (HRM) systems [2]. HRM systems at Indian HEIs are seen as a traditional administrative role that handles normal administrative tasks that are split and distributed to different divisions [3]. HEIs in the United States, on the other hand, have

created sophisticated and strong HRM systems [4]. This research clearly shows that HRM is critical in any HEI and is a necessity for its overall growth and alignment with its objectives and goals. In every HEI, the HRM function must be enabled and play a strategic role. Employee morale and motivation are greatly improved by sound HRM policies and procedures [5]. Professional human resource management improves both individual and organisational productivity and performance [6]. The researcher did this study in this

context to investigate the practises and policies of HRM systems in Indian HEIs. The research also looked at how strong HRM practises and policies affect workers and organisations. It also looked at the impact of good HRM policies on recruiting good students, teaching, and research. HEIs in the United States were also investigated and researched to better understand the functioning of HRM practises at the international level HEIs and for comparison purposes.

Research gaps identified during literature review:

There is a significant vacuum in the study and use of professional human resource management strategies in India's higher education sector [6], [7]. As a result, in a labor-intensive enterprise like higher education, the efficient utilisation of human resources becomes critical [8], [9]. The researcher's current study is crucial in determining if Higher Education Institutions in India use professional human resource management methods.

a) The current study literature on HRM in Indian HEIs does not concentrate on an examination of the effect of human resource systems [8], [9], [10]; b) Studies conducted in Indian Higher Education are general in nature, pertaining to human resource development in such institutions [11], [12], [13], [14]. The key explanation might be that HRM systems in HEIs in India are not prioritised in comparison to HRM systems in HEIs overseas and the corporate/industry sector.

c) There has been little study on the hard-core problems of the HRM Policies of the country's HEIs [15], [16].

Aims and Objectives of the Study: The current study sought to investigate current HRM practises and policies in existing HEIs in India, as well as how excellent HRM practises and policies are vital and helpful for HEI personnel in particular and the organization as a whole.

Table 1: Research Objectives and Research Questions		
Sr. No	Objectives	Research Questions
1	To study HRM practices and policies in HEIs	1. What are the HRM practices and policies prevalent in HEIs?

		2. Is there a dedicated HRM function unit in the HEIs understudy? 3. What are the HRM challenges?
2	To understand the influence and relevance of HRM on the overall performance of HEIs	1. Is HRM supporting the performance of Higher Education Institutions?
3	To study the impact of good HRM policies and practices on job motivation of employees of the HEIs	1. Whether good HRM policies and practices have positively impacted job motivation and satisfaction of the employees, particularly faculty and staff members?
4	To study whether the enhanced motivation leads to better outcomes and quality higher student enrolments, better placements after graduation or progress to higher education and quality research and academic output consistently.	1. Is motivated faculty and staff leading to a) higher student enrolments b) better placements or higher education after graduation c) quality research and academic output in a consistent manner
5	To study HRM systems and policies in the US HEIs and identify the differences between the US and Indian HRM practices.	1. What HRM practices and policies are prevalent in the US HEIs? 2. Whether there are dedicated HRM function units in the HEIs understudy? 3. What are the differences between the US and Indian HRM practices and policies?

Methodology: To explore the practises and policies of Human Resource Management Systems at Higher Education Institutions in India and the United States, the study used a qualitative approach using an exploratory research design [1]. The participants from the HEIs were chosen using the purposive sampling approach [2]. The study looked at twenty HEIs, including fourteen in India and six in the United States.

The study was conducted across HEIs in various parts of India, including Ahmedabad, Delhi, Kolkata, Mumbai, Pune, Koraput-Orissa, Tirupati, and others, while the study conducted in the United States included Boston-Massachusetts, Berkeley-California, Chicago-Illinois, Ithaca-New York, Maryland, and Nashville-Tennessee.

The population of all Higher Education Institutions in India and the faculty in the United States is made up of top stakeholders and HEI professors. As a result, the research sample included twenty HEIs, fourteen of which were in India and six of which were in the United States. Twenty-six people were questioned. HEIs were chosen for participation in the research based on their interest, structure, and representativeness [3]. Purposive sampling was used to construct the selection basis of HEIs in India and the United States [4], with the goal of having a varied and geographically diversified sample pool [5]. The researcher used purposive sampling, in which people or groups that are well-informed and acquainted with the issue under investigation are chosen as the sample [6]. The researcher, an academic administrator and HRM specialist at a higher education institution, devised criteria for choosing highly competent academic administrators and professors with competence, experience, and understanding in the subject matter under consideration [7]. As a result, the research contacted the HEI's Head (Vice-Chancellor/Director), Chief Academic Administrator (Dean), and Chief Administrative Officer (Registrar), as well as faculty members in a few situations. Participants from overseas HEIs (United States of America) were interviewed about their faculty members. The VC/Director, Dean, Faculty, and Registrar were chosen because they are major stakeholders in the HEI and are engaged in HRM policy decisions.

Twenty-six people took part in the research. A pilot research was undertaken prior to conducting a full-scale in-depth interview [8]. Because of the worldwide Covid-19 outbreak, the data was gathered via online interviews [9]. A semi-structured interview schedule was employed to gather data [10], and a theme analysis programme was used to analyse the data [11].

Table 2: Sample Size of the Higher Education Institutions in India and the US

Sr. No.	Category	Number of HEIs	Number of Participants
1	Central University (Public)	3	3
2	State University (Public)	3	3
3	State University (Private)	3	5
4	Institution of National Importance	3	4
5	Deemed University	2	4
6	Public and Private HEIs in US	6	7

The researcher has obtained authorization from the Doctoral Studies Office, AIMS Baramati to gather data [12]. As a result, the participants were contacted by email and phone calls [13]. The researcher described the study's goal and waited for their answer. The interview schedule was also sent to them through email [14]. The participants were informed that their participation and comments would be kept private [15]. The majority of those addressed by the researcher consented to take part in the study [16]. Due to the global pandemic, the researcher was unable to meet the subjects in person, and the data was gathered via online interviews [1]. The researcher performed the online interviews at the participants' convenience [2]. Each participant described the goal of the research again at the start of the interview [3]. They were promised once again that their

information would be utilised only for research purposes [4]. They were also advised that they might end the interview at any point or skip any questions that they did not feel suitable to answer [5].

The researcher would like to emphasize that, given the extremely qualitative nature of this research work, ethical concerns must take precedence over rigid anonymity [6]. As the interviews were videotaped utilizing the online Zoom programme, the researcher took many safeguards to guarantee the participants' confidentiality and anonymity [7]. After the interview, the participants were acknowledged [8]. Otter software was used to transcribe the interviews [9]. The researcher supplied safeguarding the complete recorded data to ensure confidentiality [10]. To ensure anonymity, the data was transcribed using fictitious names [11]. According to the terms of the agreement with the participants, strict secrecy has been assured [12].

Discussion

1. Strategic Human Resource Management Model:

The majority of HEIs in India lack a competent and well-trained HRM functional unit. The existing HRM organization, known as the Establishment Section in the university hierarchy, is insufficient. The HRM unit's roles and responsibilities are dispersed over many departments, including the Vice Chancellor's office, the Registrar's office, establishment, administration, and other parts. The existing human resources are not properly trained in human resource management systems. Faculty members manage the university's administrative activities in the absence of professional employees. These issues are most common in publicly supported HEIs, while institutions of national significance and private institutions are developing professional human resource management frameworks. At the same time, identifying well-trained, professional HRM human resources capable of dealing with higher education HRM difficulties is very difficult. The existing HRM staff is mostly educated in corporate settings, making it challenging for them

to adjust to and perform in the higher education sector. Due to restrictions such as recruiting and selection, training and development, performance management, career advancement, and talent retention, the major HRM instruments are not performing properly. The HRM structure has not been updated. The majority of respondents advocated for a specialised professional HRM functional unit with a fully trained staff of specialists. The bulk of the HEIs investigated reported significant flaws in the present HRM system. The present duty of the Establishment Department is to perform normal administrative tasks such as recruiting and selection, promotion documents, termination and resignation, according to established rules and regulations, and so on. In general, their position is confined to administration of such issues, with little room for HRM to play a strategic role. The majority of HEIs adhere to established systems. The majority of study participants stressed the relevance of strategic HRM and its proactive role in the effective operation of the HEI. The strategy must be related to the aims and objectives of the organisation.

- 2. Human Resource Management Practices and their Impact on Employee and HEI Performance:** The majority of participants stressed the relevance of faculty and staff motivation at an academic institution. They were dissatisfied with the restricted range of motivating methods accessible to teachers and staff in HEIs. The important problem for HEIs is to keep their staff engaged, and in the absence of such tools, retaining strong human resources in HEIs becomes difficult. High-performing employees are more likely to join HEIs that provide greater pay and benefits. This is not to say that everyone abandons the HEI. They tend to stay because of numerous restraints, such as family obligations, and they typically remain unsatisfied and demotivated. Strong HR procedures and policies may improve faculty and staff motivation and work satisfaction, recruit good human resources, and deliver exceptional

academic and non-academic results for the HEI. The majority of those polled agreed that high levels of staff motivation might contribute to better and higher student enrollments, better placements after graduation, steady advancement to higher education, and high-quality research output. The majority of respondents stressed that pleased and motivated instructors and staff inspire pupils. A system like this may make the campus climate incredibly active and pleasant. Enrollment, placement, and quality research would be dependent on HEI branding, which is dependent on great faculty. The retention of excellent faculty would be dependent on the HEI's facilities, which would be supported by a dynamic HRM.

3. Human Resource Management Practices in the US HEIs: The majority of participants were pleased with the state-of-the-art HRM systems at US HEIs. Each HEI has a dedicated professional HRM team, and HRM systems are aligned with the HEI's overall goals. HRM plays a strategic function, and its systems are adaptable and have developed in a proactive manner. The HRM unit effectively manages essential HRM tools like as recruiting and selection, training and development, performance management, career advancement, talent retention, and grievance management.

The Key Findings

In the current competitive global landscape, HEIs in India cannot afford to retain the status quo, according to the research analysis offered in this report. In HEIs, there is an urgent need to establish a specialised professional Human Resource Management department. The report proposes a Strategic Human Resource Management (SHRM) paradigm to address this problem. In a competitive environment, such a professional department would help HEIs to address and handle global concerns. Professional human resource management promotes academic productivity and is critical in integrating the HEI's strategy, general objectives, and purpose.

The study's findings point to the need of implementing effective HRM instruments, such as a) recruiting and selection procedures; b) training and development; c) performance management; d) career advancement; e) talent retention; and f) a grievance redressal mechanism. The majority of participants advocated for a strategic and empowered HRM section to deal with rapidly modernising HEIs and present concerns. It is critical for HEIs to have proactive professional HRM practises and policies. The SHRM function is critical to increasing the performance of HEIs and their workers. The study's findings demonstrated that good HRM policies and practises had a favourable influence on the work motivation and satisfaction of HEI personnel, including professors and staff. The findings also demonstrated that excellent HRM policies help senior management, academic administrators, and supervisors, resulting in the greatest outcomes for the organisation. Solid HRM and promotion policies assist workers throughout their careers in an organisation. According to the survey, leadership is critical in executing and implementing excellent HRM policies, as well as encouraging staff.

The findings show that engaged teachers and staff contribute to superior overall organisational performance, notably in recruiting quality students, better positions after graduation, good opportunities for further education, and consistent quality research and academic production. Furthermore, the HEI's brand is critical to the achievement of these three critical areas of higher education. The effect of the professors and personnel that the HEI hires. Student placements are partly determined by the content and how well it is delivered by faculty members. Prospective employers are also influenced by the integrity and dependability of the assessment method.

Human resource management techniques vary noticeably between Indian and US HEIs. Evolved HRM techniques have been implemented by US HEIs, which are more flexible and efficient, whereas the same is still in its infancy in Indian HEIs, with a few exceptions. HRM systems are in line with the strategy and goals of US higher education institutions, notably in teaching and research. Indian HEIs cannot afford to maintain conventional HRM systems and must instead work to

develop proactive, committed, and efficient HRM systems. HRM systems at US HEIs might aid in understanding crucial parts of HRM, such as recruiting and selection procedures, training and development, performance management systems, career development, and key performer retention.

Policy Recommendations

1. **The Strategic Human Resource Management Model:** The study findings indicate that the Indian higher education system demands a new and transparent organisational structure, notably the Strategic Human Resource Management functional unit. As a result, the research findings indicate that there is an urgent need to improve the HRM structure, practises, and policies in Indian HEIs. In India, HEIs must have distinct Human Resource Management departments. In the current competitive global context, HEIs in India cannot afford to preserve the status quo, according to the study findings. As a result, it is advised that a HEI establish a specialised strategic professional human resource management department. This department must be a self-sufficient and proactive functional entity. It is advised that HEIs hire effective HRM specialists with academic administration experience. As Chief Human Resource Officer, a senior official may head such a department (CHRO). The CHRO may have a position at the highest levels of management.
2. **Human Resource Management Practices and their Impact on Employee and HEI Performance:** The research shows that implementing strong and adaptable HRM policies and processes is critical for keeping workers engaged. It is appropriate to develop well-structured, adaptable, and efficient HRM practises and policies. Such rules might be developed in collaboration with the HEI's major stakeholders, including faculty members and academic administrators.
3. **Human Resource Management Practices in the US HEIs:** HRM systems and policies must be in sync with the HEI's overall strategy and goals. Human resource management systems must be goal-

oriented and related to teaching, research, and worldwide outreach. HEIs must develop committed, flexible, and responsive human resource management systems that vibrate with fresh, efficient, and transparent policies and strategies. For example, new transparent recruiting and talent hiring processes, proactive training and development plans, fair performance management procedures, efficient career development platforms, responsive grievance mechanisms, and a strong retention process are all examples. The compensation scheme might be based on performance.

Limitations

Because of the limited size of this qualitative research, the findings cannot be extrapolated to the whole population. Because each HEI has its own limits and structure, the study's findings cannot be applied to all HEIs in India. Indeed, the research will help to improve understanding of HRM systems in higher education institutions. A few participants from US HEIs were also interviewed for comparison purposes and to better understand the functioning of HRM at US HEIs. Due of the global Covid-19 issue, the researcher was limited to gathering data via online interviews throughout the data collection period. The inability to conduct live interviews hampered data collecting for this investigation. However, the in-depth interviews with participants done through digital media should compensate for the modest rate of information loss.

Future Scope of Work

The current study's scope was fully holistic, taking into account both the Indian and US situations, in order to comprehend the operation of the HRM system in Higher Education Institutions. There is a lot of potential for this study to go further, and some of the potential areas include:

To begin, a comparison of HRM in the service sector and HEI HRM will assist us in better understanding the subtleties of Industry versus Academia and identifying synergies and complementarities between the two.

Second, a prospective comparison of HEI HRM systems in India and China might be investigated. Given our

comparable population sizes, the lessons from China will be useful. Web searches and English-language publications might be used to find suitable study material.

Third, another relevant field of study is a comparison of public vs private HRM systems in Indian HEIs.

Fourth, a comparison examination with European University Systems, notably with Germany, which has specialised Institutes, universities, and polytechnics like India, would be advantageous.

Fifth, in the context of Indian HEIs, a larger sample size research might be conducted to better understand the appropriate model of HRM systems. A combination of qualitative and quantitative approaches might be used.

Such expansions to existing research, as shown in this paper, would enhance the results and provide significant substance to the literature.

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