

# Strategy Development and Deployment in Private Universities – A Case of Srinivas University, India

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### ABSTRACT

**Purpose:** *The design and implementation of strategies in Universities provide formal and informal arrangements to coordinate academic and administrative planning and implementation in order to achieve its objectives. It also provides a sophisticated learning atmosphere wherein students can develop and improve their leadership and teamwork skills, creativity and intellectual powers, and passion in learning by providing a high standard in imparting education.*

**Methodology:** *An exploratory research design is used to conduct a case study. The necessary information is gathered from the literature review. The Google Scholar search engine is used to conduct a literature review in order to establish a strong conceptual framework for this article.*

**Results & Outcome:** *To be a leader among universities and to develop students who emerge as leaders with competence, conscience, and compassion by providing them with a solid education and high ethical and professional standard. Strategies employed by the University help students to mould academically empowered and job-ready professionals in different fields in society or industry. It also helps universities to contribute to the national building by developing a pool of trained human resources in various fields and allowing them to build and promote a more humane, just, and sustainable world for the future generation.*

**Originality:** *A case study of analysing strategy development and deployment process in a University.*

**Type of the Paper:** *Case Study & Analysis.*

**Keywords:** Strategy, Strategy Development, Learning Environment, Strategy Deployment, Private Universities, Quality Education.

### 1. INTRODUCTION :

The sustainability of a private university system is depending on the quality of service that provides [1]. Strategy development and deployment have become one of the most important factors in today's education system [2]. It provides a logical path for the continued development of the university. Strategy development in private universities guarantees quality and increases operational efficiency. It helps universities in identifying significant deficits, performance-related funding, external stakeholder engagement, etc. As per strategic management theories, many generic and special strategies are used in the higher education industry. The generic strategies are: Black Ocean strategy for survival (also called survival strategy) [3-4], Green ocean strategy for sustainability (also called sustainable strategy) [5], Red ocean strategy for competency (also called competitive strategy) [6], Blue ocean strategy for monopoly (also called monopoly strategy) [7], and White ocean strategy for growth & expansion (also called growth and expansion strategy) [8-10]. The other strategies include Alternative strategies [11], Customer focussed strategy [12], Technology usage strategy [13], etc. It is of utmost importance to emphasize improving the quality of education continuously [14-18]. Private universities are acquiring knowledge and effectively applying it as the only way to maintain a

sustainable competitive advantage in the marketplace [19]. It means that, a university's resources must be unique, knowledgeable, faculty involvement, excellence in teaching, and University image [20-23]. The ultimate goal of private universities should be the creation of a better future [24] [25].

Srinivas University has an excellent strategic development of policies, activities, and programs. Srinivas University's strategic plan establishes an outline of priorities for its institutes and departments. A more detailed implementation plan will be completed at various levels to support the strategic plan. This research analysis ensures that adequate information and feedback are made available to top management stakeholders' review the institution's activities, and encourages and supports staff participation in improving the efficiency of the processes at its institutions.

**2. ABOUT THE SRINIVAS UNIVERSITY :**

About SU, its vision, mission, and objectives are obtained from its website ([www.srinivasuniversity.edu.in](http://www.srinivasuniversity.edu.in))

**3. OBJECTIVES OF THE PAPER :**

The objective of this paper is to study the development of strategic plan and its effective deployment by means of various activities, policies, and programs implemented at Srinivas University. The specific objectives are :

- (1) To know current status of scholarly information available on strategy development and deployment in education institutions through a systematic literature review.
- (2) To know the objectives of Srinivas University towards strategy development and deployment to provide quality and futuristic education service in higher education.
- (3) To study and analyse strategic plans developed and deployed at various functional levels of the University.
- (4) To evaluate short-term and long-term plans of the University.
- (5) To evaluate the strategic plan of the university from the Skill development point of view.
- (6) To study the implementation of strategic plans through the effective deployment of various resources and e-governance services.
- (7) To compare the implementation strategy of the strategic development plan with the concept of the Theory of Accountability.

**4. REVIEW OF LITERATURE :**

Srinivas University is committed to realizing philosophies, which are critical for the growth and success of the University. The knowledge and experience of distinguished individuals who serve on various boards of the organizational structure help to build the required policies at the University. To investigate the possibilities of systematic growth of higher education institutions based on the development of their strategies and deployment of such strategies effectively, a systematic review of the available literature is conducted [26-28] and is shown in Table 1 below.

**Table 1:** Scholarly literature on strategy development and deployment in education institutions

| S. No. | Field of Research  | Focus  | Reference   |
|--------|--|--|---|
| 1      | Introduction and objectives                                | A private organizational model of strategy development is presented together within Private University.      | Srinivasa Rao, A. et al. (2015). [1]                            |
| 2      | Strategic Plan for Functional level                        | An innovative education model to realize ideal education system.   | Aithal, P. S., & Aithal, S. (2015). [2]                         |
| 3      | Strategic Plan for Skill Development in Private University | Results strongly support student effort in that effort is the most important determinant of perceived gains. | Srinivasa Rao, A. B., Kumar, P. M., & Aithal, P. S. (2015). [3] |
| 4      | Strategic Plan Research                                    | The goal is to provide supportive, sustainable programs, services, and staffs to meet the need of various    | Reid, S., Muenzen, J., & Rezvanian, R. (2020). [28]             |

|    |   |   |  |
|----|---|---|--|
|    |   | students and to develop Student Competencies.   |  |
| 5  | Strategy Deployment   | Strategy Deployment has Policies, activities and Programs at Institution Level Responsibilities.  | Rezvani, A., Khosravi, P., & Ashkanasy, N. M. (2018). [29] |
| 6  | Effective and Efficient University Functioning Polices        | Propose of the Effective Policy Functioning Model, University role-play experience, develop essential interviewing and counselling skills and self-awareness. | Benneworth, P., & Charles, D. (2005). [30]                 |
| 7  | Managing IPR Infrastructure                                   | Intellectual Property rights are managing a Private University's intellectual Property rights Portfolio.  | Botta, A., Ganiger, J., & Damodaran, A. (2018) [31]        |
| 8  | Managing Physical Infrastructure                              | Basic Physical infrastructure required.   | Kordha, E., Gorica, K., & Ahmetaj, L. (2011) [32]          |
| 9  | Managing Digital Infrastructure                               | Opportunities for disruption and demands & constant innovation the demands.   | Henfridsson, O., & Bygstad, B. (2013) [33]                 |
| 10 |   |   |  |
| 11 | Managing Emotional Infrastructure                             | Attention to physical infrastructure and intellectual infrastructure and emotional infrastructure.  | Khosravi, P., Rezvani, A., & Ashkanasy, N. M. (2020) [34]  |
| 12 | Programme Level Strategy                                      | A comprehensible group of events designed to achieve a specified goal.  | Shuaib, N. H., et al. (2009) [35]                          |
| 13 | Strategy Development and Deployment                           | In Higher Education Institutions.   | Aithal, P. S. (2015). [36]                                 |
| 14 | Strategy development  | In UK higher education: towards resource-based competitive advantages.  | Lynch, R., & Baines, P. (2004). [37]                       |
| 15 | An empirical study of the Strategy Development and Deployment | Effects on Hospital Management and Hospital Performance.  | Moon, J. Y. (2015). [38]                                   |
| 16 | E-management development and deployment strategy              | For future organizations to use information communication and computation technology to improve performance.  | Liu, Y., et al. (2011). [39]                               |
| 17 | Sustainable-development-goal deployment                       | Systematic review in business schools.  | García-Feijoo, M., et al. (2020). [40]                     |

### 5. OBJECTIVES OF THE UNIVERSTY TOWARDS STRATEGIC DEVELOPMENT :

Srinivas University has an excellent strategic development of policies, activities, and programs. The objectives are as follows:

- (1) To establish Centres of Excellence for research and development.
- (2) Providing consultancy to industries and public firms.

- (3) To impart value-based and ethics-based education through national and international collaboration.
- (4) Concentrating on finding new models of education such as virtual classrooms alongside the traditional education system.
- (5) To focus on the importance of multi-disciplinary and trans-disciplinary education.

#### 6. STRATEGIC PLAN FOR THE UNIVERSITY FUNCTIONAL LEVELS :

The University's strategic plan establishes a framework of priorities for its institutes and programmes. It is very much essential and critical for any institute to plan at various levels. Strategic planning approaches used by private-sector is entirely different than public sectors and should be applied with highest caution. The transparency and principles govern the academic and administrative functionalities at the institutes. The development and deployment of objectives, directions, and procedures as well as specific plans for implementation enhance the overall quality of the university. Srinivas University has a transparent and robust governance system that is predominantly driven by the University's Vision and Mission. Our university is envisioned to be a world-class University committed to academic excellence and professional competence for students' overall development. "We, at Srinivas University strive to deliver comprehensive, continually enhanced, global quality professional education through an established quality management system complemented by the synergistic interaction of the stakeholders concerned." The following policies helped to establish quality assurance:

- (1) Teacher's Quality
- (2) Delivery of the Curriculum
- (3) Strengthening of Research Activities
- (4) Skill Development Programmes
- (5) Faculty must undergo at least one Swayam program certificate every year
- (6) Value-added courses along with curriculum, etc.

The perspective plan specifies the strategic formulation and deployment process through the following focus areas. All programmes are strapped to include:

- (i) **Knowledge Enrichment:** Along with providing education, supporting students in advancing quality and sustainability.
- (ii) **Skill Development:** Competencies are developed through mentoring, professional learning, entrepreneurship, incubation, and creative thinking.
- (iii) **Entrepreneurial spirit:** Teaching relates theoretical content to real-world challenges with case studies, inviting subject experts from corporates and academia to teach.
- (iv) **Faculty Development Focus:** The implementation of the human resource plan fosters professional development and career promotion.
- (v) **Research based New Knowledge Creation & Publication:** Project training, promotion, and seed funding for research are all done in a systematic manner.
- (vi) **Collaboration based Networking:** MoU and linkages are performed from the institutes and the industry for academic enrichment.
- (vii) **Extension Services:** Srinivas University initiates through its social commitment. The university has its own NGO called Srinivas Rural Re-construction Agency (SIRRA) which is engaged in community programs such as Awareness Programmes, Health Camps, Blood donation camps, BPL surveys, etc.
- (viii) **Infrastructure facilities:** Infrastructure is built to provide a conducive environment for holistic development.
- (ix) **Environmental concerns:** University incorporates environmental principles into its campus operation policies by gradually switching toward a Greening campus for clean air, water harvesting, green energy, green transport, safe waste management, hygiene and infection control, recycling of resources, and locally sourced food.
- (x) **Resource utilization:** Adequate budgetary provisions are made for university development and growth.
- (xi) **Quality Assurance and Quality Enhancement:** The IQAC develops and monitors quality maintenance and improvement initiatives.

(xii) **Attitude & Discipline:** Students develop values and attitudes within the learning ecosystem through the curriculum their peers and teachers at the institution, in turn, influence the development of students, beliefs, values and behaviors.

**6.1 The strategic development of policies carried out in three levels they are:**

**6.1.1. Strategic Level [Management Level]:**

The Vice-Chancellor and Deans of all colleges affiliated with Srinivas University are responsible for developing policies and procedures as well as forming procedures and regulations for various activities. Thereafter, implementing them to make sure the smooth and systematic functioning of the university.

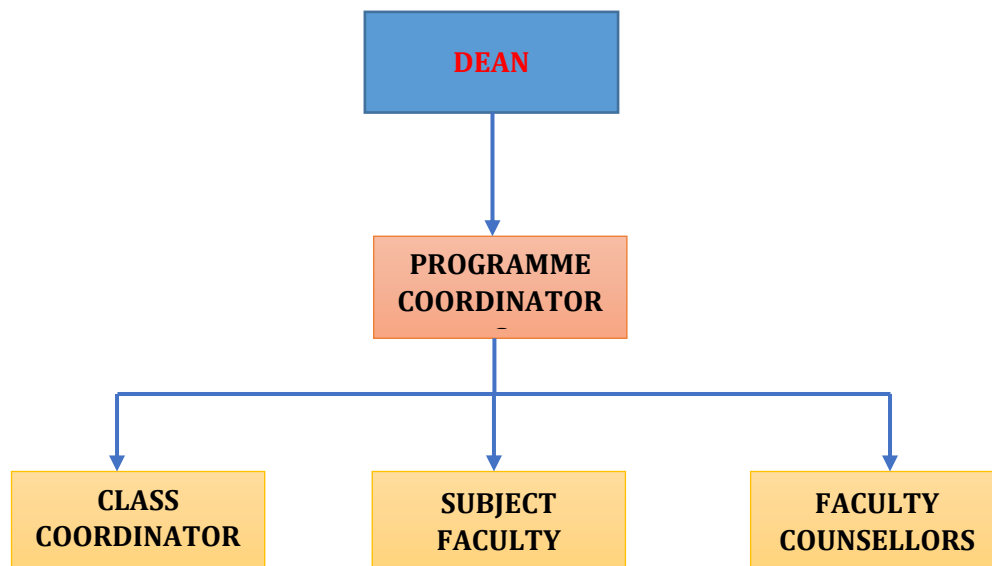
For example, the following long-term plans are envisaged:

- (1) Progress towards World-Class University to attract students & faculty members from all over the World.
- (2) Quest for reaching Education Service Excellency through Stakeholder Satisfaction & Delight.
- (3) Pioneer in Research and Development by contributing Science and Technology innovations to solve human (a) Need-based problems, (b) Want-based problems, and (c) Dreamy-Desire-based problems.

**6.1.2. Functional Level [College/Institutional Level]:**

For the different events that the college's host, all staff members gather to talk, staff members meet together, and exchange their opinions to organize events. They also establish various committees comprised of students and collaborate with others. The staff members of various colleges are actively involved and converse new the latest tendencies in their respective areas. The responsibilities distributed at this level are depicted in the figure-1 below.

Institution-level strategy concentrates on future achievements. It could be with the opportunities and how to respond to that? Will it benefit university if we adopt such policies?, etc. At the institution level, the involvement of entire campus community both the internal and external stakeholders.



**Fig. 1:** Institutional Level Responsibilities

**Responsibilities of the Dean are as follows:**

- (1) Number & name of UG, PG, & Research Courses Offered.
- (2) Regulations of All Courses.
- (3) Number and List of Faculty Members with Qualifications & Experience.
- (4) College-wise Handbook.
- (5) List of Full Time Faculty, Adjunct Faculty, and Part-time Industry Faculty Members.
- (6) Programme Calendar.

- (7) Weekly Faculty Meeting with Agenda, Minutes & Signature of Attendees.
- (8) IPR Cell Members List & Meeting Minutes.
- (9) Projects/Research centre / Faculty List.
- (10) Number of Workshops & Conferences/Seminars per Year.
- (11) Number of Guest Lectures per Programme per Year.
- (12) Number of Ph.D. Guides & Number of Ph.D. Awarded per Year.
- (13) Article Publication in Journals / Conference Proceedings.
- (14) Collaborations for Academic Training.
- (15) Collaboration for Placement.
- (16) Collaboration for Research & Publications.
- (17) MOU with Industry for Courses for BOS & Training.
- (18) List of BOS & BOE for all Courses of the College.
- (19) College student Orientation & Lead/Induction Programme with Certificate.
- (20) List of BOS Members, Hounorary Advisors, and Visiting/Guest Faculty with email & mobile Number.
- (21) Various College Level Committees like (a) Grievance Reddrrasal Committee, (b) Discipline Committee, (c) Cultural Activity Committee, (d) College Magazine /Bulletin Committee, (e) Alumni Association, (f) Sports & Games Committee, (g) Students Council, (h) Students Placement Committee, (i) NAAC Accreditation Committee, (j) Anti-Ragging Committee, (k) Academic Excellence Committee, (l) Research & Publication Committee.
- (22) The college should identify and appoint Faculty Coordinator for each Course.
- (23) Prepare NAAC Annual Report and AQAR Document as per format and Submit to VC by 30<sup>th</sup> August every year.
- (24) Plan next 3 years' activity as per NAAC Documentation Requirement.
- (25) List of working papers on website, List of conference Presented papers, List of Conference Proceedings published papers. List of Journal papers, List of Books Published, etc.

**Responsibilities of the Program Coordinator:**

- (1) Study Material /Book as per the Syllabus of your teaching subject.
- (2) At least two FDP Certificates conducted by SU Faculty Training Centre.
- (3) At least Two SWAYAM Faculty Refresher Program/ARPIT (Free) (Subject & Teaching Methodology/Research Methodology).
- (4) Two Papers Presentation in Institute Conference with Certificate.
- (5) Active Participation in Annual Day, University & Institution Programmes.
- (6) Digital Attendance and Dress Code (Identity Card).
- (7) At least one Atomic Research Centre in your coordinator-ship.
- (8) Prior Intimation for Availing CL or PL & Applying it through DHI/WhatsApp.
- (9) Ph.D. /Ph.D. Registration Proof.
- (10) Good Faculty Ranking based on API Score.
- (11) Involvement in Admission.

**Responsibilities of the Class Coordinator:**

- (1) Subject Lecturer Reports for all Subjects Handled separately in that class.
- (2) WhatsApp Group of the (a) Class including students, teachers, Course co-ordinator, & Dean, (b) Parents, Teachers, Course co-ordinator, & Dean.
- (3) Time Table & Subjects-Faculty distribution list.
- (4) Plan & Execution of Student Activities & Report.
- (5) Internal Exams Plan & Execution.
- (6) Reporting to Parents (Monthly E-mail Report through DHI).
- (7) Student Counselling & Report.
- (8) Strategy for improving Effectiveness & Academic Result.
- (9) Improving Student contribution to Magazine.
- (10) Focus on Discipline, Student Union, NSS, Forums, Clubs, Social Service activities
- (11) Arranging Guest Lectures, Industry visits, Value added Certificates, Skill Development programmes.

- (12) Coordinating students in college activities including Sports & Games, Annual day, Competitions, etc. Students Grievance Handling & Gender Equality Issues.
- (13) Admission Responsibility for the Course along with other stakeholders.
- (14) Monthly Report for College Newsletter with Photos.
- (15) Monitoring & Updating DHI Academic Administration Software.

**Responsibilities of the Subject Faculty:**

- (1) Teaching Plan – Session-wise (Entry test, Topics, Video clips, Summarization).
- (2) Study Material Book (Unit wise) with Low Plagiarism (90%).
- (3) Planning & performing to improve API Ranking.
- (4) Identity Card in the Campus, Institutional E-mail Address, URKUND Antiplagiarism Software Membership, NDL Membership.
- (5) Swayam Membership & At least 2 Active Courses.
- (6) Register as a member to Google Scholar, Research gate, Orcid ID, SSRN, Academia, etc.
- (7) Publish at least 2 Papers in your College Conferences, & 1 scholarly paper in Srinivas Journals.
- (8) Get at least One IPR (Patent/Copyright) in your name per year.
- (9) At least One Atomic Research Centre in Your Coordinatorship.
- (10) Monitoring University & College Website: Vision, Mission, Objectives, Core values, Officials, Colleges, Courses, Faculty List, Atomic Research Centres, Conferences, Journals, Industry & Academic Collaborations, etc.

**Responsibilities of the Faculty Counsellor:**

- (1) Identifying their Student Members.
- (2) Filling Counsellor Form.
- (3) Meeting with Students at least once per Month with Attendance Proof.
- (4) Follow-up of their attendance, Exam, & Result, Makeup Exam, Projects, Problems, Suggestions, etc.
- (5) Preparing a Consolidated Biannual Report of their wards in Table format & submitting it to the Dean with an acknowledgment.

**6.1.3. Operational level [Department Level]:**

All teaching communities will be involved in executing the department's functionality every day. To guarantee the smooth conduction of regular activities of the college, the students assist faculty members in providing daily support services to both students and faculty.

For instance: The University Research and Innovation Council, chaired by the Vice Chancellor, will meet, discuss, and share their perspectives on research policy, along with the Deans of all colleges.

The Vice-Chancellor along with the Research Director and Research Coordinators of each college review frequently for active implementation. Then the individual colleges under Research Coordinators along with the committee members develop their Functional Plan and submit it to the Research director. The Research Coordinators and the committee members in the college develop the operational plan with the activities for the whole academic year.

The IQAC supervises the College Research Council's implementation of its operational plan and obtains the review report twice a year. End of the year a SWOT analysis is done and the strengths and weaknesses are noted. Then a meeting is conducted at the strategic level to discuss these points.

**6.1.4. Faculty Level [Individual Level]:**

Every programme at the institute has a course coordinator who reports to the dean and receives instruction from him. Course-coordinators are assigned to UG and PG programmes separately. Every semester, the faculty has the option of selecting the subject to be taught. The subject faculty member in charge creates the teaching plan. There is a faculty coordinator for each specialization. Planning teaching-learning tools, such as timetable preparation and assignment is done in consultation with individual faculty. One teacher will be in charge of forum activities.

To ensure a systematic, effective, and efficient teaching mechanism, the faculty will prepare a session-by-session teaching plan, study material, timetable, and lesson plan prior to the start of the semester. Faculty members maintain a session-wise Teachers Dairy which contains the date, period of class



taken, a topic covered, and the techniques used in the class. The faculties are encouraged to conduct or participate FDP's/Workshops inside/outside University.

## 7. LONG-TERM & SHORT-TERM PLANS :

The strategic plan for Srinivas University forms a outline of priorities for the university, its institutes, and departments. The plan will be supported by a more elaborated implementation plan that has been approved by the University's Board of Advisors and Board of Management in the following:

### 7.1 Education:

We are committed to providing quality education that equips students to obtain an education with values and required skills by the following procedure:

- (1) Attracting and admitting students from all backgrounds who have exceptional academic potential, will fit into Srinivas integrated student Education model.
- (2) University admits students with exceptional potential at all levels, regardless of background.
- (3) To accomplish this, strengthen and expansion of outreach activities thorough assessment of their effectiveness
- (4) To improve and post-graduated post-graduate admission processes to ensure equal opportunity for all applicants
- (5) Provide financial assistance to the most talented undergraduate and postgraduate taught and research students
- (6) Work hard to attract students who are highly intelligent and dedicated
- (7) Ensure that best practices as an inclusive approach to learning,
- (8) Creation of new and innovative courses and fields of study in order to ensure that our portfolio reflects advances in knowledge and meets the needs of today's students and graduates of tomorrow's.

### Education Priorities:

- (1) Aim for 300 additional graduate scholarships by 2025, in addition to the current 120 free ships and 600 half-fee scholarships
- (2) Aims to increase UG student intake up to 500 seats per year
- (3) To provide at least 1,000 paid internships for students of all levels by 2023
- (4) Construction of 1,000 extra hostel rooms, as well as the establishment of at least one new college through a partnership with private investors.

### 7.2 Research:

We aim to take our research to an international level in sciences, social sciences, and humanities to address the world's most challenging issues. Allow our researchers the freedom to investigate important issues. Planning to invest more in infrastructure to facilitate regional, national, and international collaboration. We would like to maximize the cultural, social, and economic benefits of our research on a global scale and support for early-career researchers by 2023, and increase the size and scope of research funds.

### Research Priorities:

- (1) Future Leaders: Research Community leaders should be involved in shaping the future of the system.
- (2) Diverse Cohort: Diversity of age, sex, gender identity, race, ethnicity, socioeconomic status, language and geography bring new perspectives and more creative solutions for improving the research.
- (3) Open to new solutions: Open to new solutions by adopting conventional approaches and succeeding in the existing system.
- (4) Optimism: Idealism about the scientific enterprise and motivating their efforts.
- (5) Hands-on role: Gaining technical skills from collecting and analysing data with the newest tools.

### 7.3 People:

To expand as a world-class teaching and research institution, we need to attract, recruit, and support talented individuals. Our human resources policies and processes lay the groundwork for

departments and faculties to support their employees and respond to an ever-changing external environment and to obtain long-term success. The diverse workforce help university to develop its national and international outlook, thereby strengthening its teaching and research. Need to create a fair and transparent system for allocating new affordable housing for staff members and to improve the personal and professional development of all staff of the institution.

**People Priorities:**

- (1) Empowering faculty to foster competitiveness, creative thinking and innovation to provide learning environment that helps university to bloom in the competitive world
- (2) Identifying talented professionals to take challenges in order to provide direction to emerging generation
- (3) Making faculty to have a deep understanding of their individual content and connect their content area t authentic global issues and perspectives.
- (4) Transforming faculties into efficient and productive employees to carry out their task
- (5) Recognizing and attracting faculties who renders their responsibilities with utmost satisfaction for themselves, students, parents, and stakeholders.

**7.4. Engagement and Partnership:**

Focus on enhancing knowledge innovation and exchange, culture, and collaborate with partners to build a world-class regional innovation ecosystem, universities must continue to produce innovative graduates, achieve research success, and have a positive impact on society.

We intend to expand the scope of medical and health science innovation and translation, including collaboration with local public health centers. Planning to improve global, social, cultural, and economic benefits obtained from research and scholarships. Planning to have international institutional links across the globe, including SAARC countries. Expansion of the innovation around Mangalore and Udupi regions.

**Partnership Priorities:**

- (1) Partnerships can effect widespread behavioural change and improve population-level health outcomes.
- (2) To accelerate the process of economic and social development in its member states through increased intra-regional cooperation with SAARC countries.
- (3) Focus on building entrepreneurial innovation-oriented and mission-driven ecosystem approaches at the university.
- (4) Building an innovation ecosystem in the surrounding environment and technological systems of innovation for the sustainable growth.
- (5) Recognizing the significance of regional bodies to involve in solving regional issues through research and integration.

**7.5 Resources:**

Resources at Srinivas University benefit from previous generations' careful stewardship of resources; ensuring that the University remains both financially and environmentally sustainable in the future is critical. We recognise that effective control of the University's resources is fundamental to all of our goals. The University will actively manage both its income and expenditure in a flexible and responsive manner, allowing it to respond quickly and effectively to changes in the external funding environment. Planned to deliver a capital investment programme in the campus infrastructure and IT of at least Rs.500 crores by 2023.

**Resource Priorities:**

- (1) Building sophisticated infrastructure and facility management to meet the needs of students, parents, staff, and visitors.
- (2) A careful initiative prioritization, prevent resource overload, and promote flexible completion timing to maximize value delivery.
- (3) To understand how to best utilize shared and limited resources, as well as required skills for particular work versus available skills.
- (4) Adapting practices to effective resource management to balance demand with capacity.
- (5) Investing on online learning and collaboration technologies, data and collaboration tools, AI and Machine Learning, Business process management software, and in the areas of health care.

### 7.6 University Infrastructure:

Srinivas University is well aware about the essential infrastructures required to reach the status of world-class university [41-43]. Accordingly, the five infrastructures it has planned to develop systematically by using its resources are : (1) Physical infrastructure, (2) Digital infrastructure, (3) Innovative teaching-learning infrastructure, (4) Intellectual property infrastructure, (5) Emotional infrastructure (of its stakeholders), and (6) Networking infrastructure (with industries and alumni).

**(1) Physical infrastructure:** The classrooms and demonstration rooms are provided with audio-visual systems, computer/desktop, LCD projectors, adequate number of chairs and tables/working and demonstration tables/ventilation etc., Physical infrastructure includes classrooms, seminar halls, laboratories, board room, store room, workshops, hostels, toilets, cafeteria and sports club spaces.

**(2) Digital infrastructure:** The digital resources have been deployed using the Data Centre & hosted in the central server. Access to all the On-line library collection, such as the NPTEL lectures of all IITs and IISc have been procured

**(3) Innovative teaching-learning infrastructure:** There is an innovation based implementation in teaching-learning in the university to foster creative and novel ideas among students and faculty

**(4) Intellectual property infrastructure:** Intellectual property at the university enables entity in capacity building for innovation by copyrights and patents for their knowledge resource.

**(5) Emotional infrastructure:** The university emphasizes on this intangible element for achieving the growth and prosperity of its stakeholders. Provided a peaceful and comfortable ambiance for its stakeholders.

**(6) Networking infrastructure:** Networking with industries and alumni has a basis of trust and support at the university. Provided an opportunity to build mutually beneficial relationships with other professionals in the industry.

### 8. STRATEGIC PLAN FOR SKILL DEVELOPMENT :

Strategic planning is very much essential and it has become a standard part of planning. Skill development is another important part and it reflects his career; hence it must be taken care of with the utmost care. The training & Placement cell at Srinivas University encourages its students to use the existing facilities and upskill to prepare for the industry standards. The cell provides necessary training to the students to make them better for employability. Employability Skill Enhancement Program (ESEP) is introduced in curriculum in the second year itself to train students to the industry expectations. Students are trained by Industry experts on Domain Specific skills, ethics, and moral values for a successful career. Apart from it, other soft skills like mock interviews, group discussions, personality development activities, etc., will be conducted by external trainers. The placement cell organizes campus recruitment drives from many national and international companies and places students for internships and recruitments.

Srinivas University has established emerging technologies Center of Excellence to introduce Industry 4.0 training as part of their degree programs to enable their students to a future-ready digital workforce. The core focus is to provide relevant emerging technology learning opportunities that upskill students at different stages of their academics. Students are specially trained by Industry experts to match industry expectations and assess them with corporate Global certifications to maintain a competitive edge. To this end, a Srinivas University Emerging Technologies Centre of Excellence between Red Hat Academy, AWS academy Juniper, Palo Alto, Blue Prism University, Celonis, and Microchip Academic Program have been established.

The students can obtain corporate and global certifications in their areas from reputed corporates to verify their skills to employers and qualify them for more advanced positions and increase their earning potential. Apart from the core subject knowledge, practical technical training is of immense importance. This collaboration also provides access to AICTE-approved internships and corporate placement assistance exclusively to Srinivas University students. These will uniquely provide an edge to Srinivas University students in the larger competitive world.

The college encourages the faculty members to pursue further studies, particularly research leading to Ph.D. so that their quality in teaching and guidance is improved. Every institute organizes national and international conferences, workshops, and seminars every year, which helps faculty members to update their knowledge on the latest technologies. Students are also exposed to visiting the industry on regular basis to update the latest developments in the corporate world.

The students of the college are taken for industrial visits regularly.

- Industrial experts are invited for Guest Lectures for the students.
- Research projects are encouraged to be taken in consultation with the managers.
- Industrial Managers become co-guides in research projects.
- Additional industry exposure such as summer placement that provides for student exposure in the industry beyond the curriculum during their summer holidays.
- The students are encouraged to present their Industry placement report in class presentations which are judged by the faculty.

### 8.1 Implemented Skilling Strategies:

**(1) Employability Skilling through University Curriculum:** Students are nurtured with the Job readiness skills like communication, leadership, teamwork, adaptability and reliability, etc to enable students to grow in their career.

**(2) Entrepreneur Skilling through University Curriculum:** The entrepreneurial skills like problem-solving, flexibility and adaptability, self-awareness and resilience skill are provided through entrepreneurship curriculum of the university.

**(3) Survival Skilling through University Co-& Extra Curriculum:** Extra-curricular activities helps students to showcase their talent at the time of interviews. Sports, volunteering in many activities and part-time work helps students to excel in their interviews.

**(4) Sustainability Skilling through University Co-& Extra Curriculum:** Extra-curricular and co-curricular activities helps for sustainable development. Most of these activities take place in schools and colleges can be sometime part of the extended college days.

**(5) Competitive Skilling through University Co-& Extra Curriculum:** Competitive skilling nurtures well-rounded individual. Communication and networking are often developed outside the classroom. Modern teaching provides such kinds of skills in campus to groom students in preparing for the industry standards.

**(6) Monopoly Skilling through University Co-& Extra Curriculum:** Students are made skilled in many fields by including Employability Skills Enhancement Programs (ESEP), and Entrepreneur Ability Enhancement Program (EAEP) in every semester. This is a unique practice that differentiates our Srinivas graduates in comparison with other university graduates for availing employment and starting a new business is concerned.

**(7) Earn While Learn Skilling through University Co-& Extra Curriculum:** Working along with studies allow students to earn money and trying out for different companies. They also gain insight into various roles and great opportunity to make friends outside of their course.

**(8) Fine Art & Design Skills as Extra Curriculum:** Yoga, fine arts like national traditional dance, music, and local traditional fine arts are offered by the university for interested students. Various design skills through different types of drawing training on mud, sand, ice carving, vegetable carving, interior design, waste material-based design for decoration, etc. are added advantages for the students due to the newly adopted NEP 2020 based curriculum which focuses on STEAM-based education system [41-42].

### 8.2 Planned Skilling Strategies:

**(1) Local Business Skills through Company Internship:**

The university curriculum is innovated in such a way that students of UG and PG programmes are required to work in various companies in the region for their individual and team work based projects and internship to learn local business skills for future jobs.

**(2) National level Business Skills through Industry Apprenticeship:**

The university curriculum is further innovated in such a way that students of UG and PG programmes are required to do an optional one to two semesters apprenticeship in any company of their super speciality area, located anywhere in the country with or without a stipend.

**(3) Global Business Skills through Global Apprenticeship:**

The university curriculum is also innovated in such a way that students of UG and PG programmes have the option to carry out one to two semesters of apprenticeship in any company of their super speciality area, located anywhere in the world with or without a stipend. The university has signed many MoU with foreign agencies for providing such opportunities for interested students.

**(4) Enhanced Technical Skills through Industry Certifications:**

The university curriculum is also innovated in such a way that students of UG and PG programmes have the option to carry out many international skill based certifications provided by international agencies (like IBM, Microsoft, Infosys, Auto-desk, etc.) in their super specialty area. Some of such certifications are integrated with the university curriculum to provide such job-oriented skills to interested students by signing MoUs with such Edu-Tech service providers.

**9. STRATEGIC DEPLOYMENT :**

**9.1 Effective and efficient University functioning as visible from Policies:**

All the institutional bodies are set up and are functioning as per the guidelines mandated by UGC. Their composition includes eminent external members, as specified in the guidelines, and also with a proven record of pre-eminence in the leadership of national institutions, industry stewardship, international experience, and academic accomplishments are depicted in the figure-2 below.

Following are the institutional bodies/committees at Srinivas University:

- (1) Board Of Governors / Board of Management
- (2) Academic Council, Board of Studies
- (3) Finance Committee
- (4) Research & Innovation Council,
- (5) Anti-Ragging, Anti-Sexual Harassment.
- (6) Ethical Clearance, Grievance Redressal Committee, Advisory Board
- (7) Fee Regulation Committee and Faculty Development
- (8) Wellness and Sports Committee, Training & Placement Group

The functioning of these bodies is also ensured through the setting of the following:

- ✓ Prior agenda
- ✓ Provision of necessary background documentation
- ✓ Maintaining records of attendance
- ✓ The process of preparation,
- ✓ Review and approval of minutes
- ✓ Follow up and report on the implementation of the results, and
- ✓ Recommendations of the respective bodies.

The necessary coordination, role diversity, and process flow considerations in the functioning of the bodies are ensured by the unifying leadership of the Vice-Chancellor and the Deans of the University. The statutory bodies of the University and IQAC had played a critical role in the transformation process in the last five years.

The effectiveness of the functioning of the bodies in Srinivas University is reflected by a high degree of participation in all meetings by both internal and external members. The tremendous impetus generated in the linkage of programs to globally recognized professional bodies, the growth in students and programs, entrepreneurial accomplishments, and exceptional achievements in fields like research

focused on priority areas are the results of policies emerging from the effective functioning of the institutional bodies.

The effective and cogent role has been responsible for the University to articulate and implement a comprehensive set of policies to realize the vision and mission with a strategic outlook. These policies include Academic collaborations, Research policy, Consultancy policy, IPR policy, Scholarship policy, Privacy policy, Digital Library, and so on.

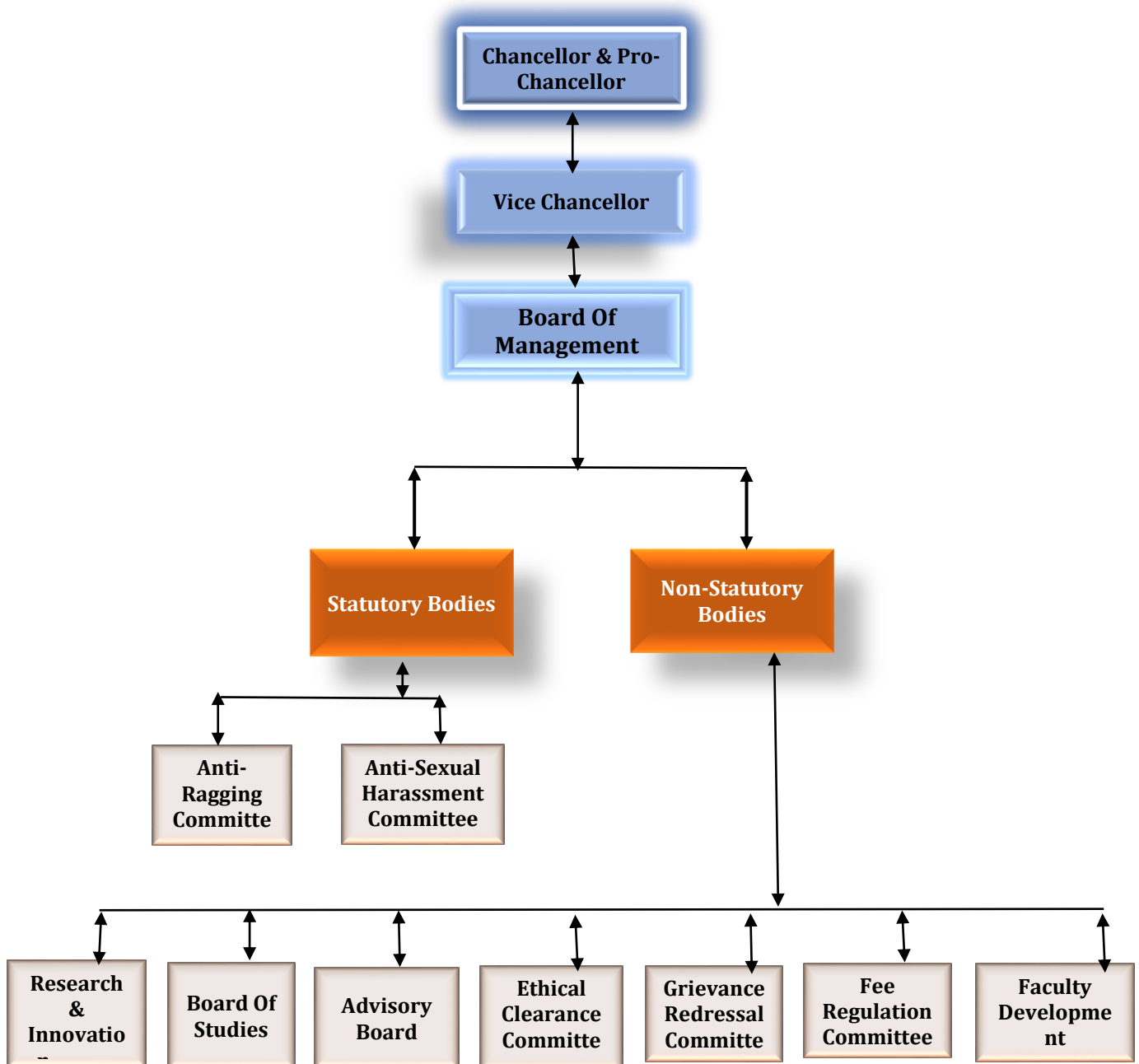


Fig. 2: The institutional bodies at the University

**9.2 University functioning as visible from administrative setup:**

Implementation of policies at the operational level is further directed by the policies of the University. Personnel policies are developed in accordance with UGC guidelines and cover employee welfare, employee engagement activities such as sports, outbound activities, mentoring, faculty meetings, and recruitments are carried out by the University's Human Resources Development department. Welfare policies have been updated to include a social outreach programme called Unnat Bharat Abhiyan. Apart from the department's various committees/forums such as the student grievance redressed, the

anti-ragging cell, the internal complaints committees such as the sexual harassment, redressed cell, and the equal opportunity, etc. All committees include members from various disciplines and departments foster a responsive and inclusive environment and provide unitary policy guidance. Efficiency in the colleges is also promoted through the creation of specialized service roles like Admission officers, placements, corporate communications, international relations, and quality initiatives, who besides involving the faculty members also reduce demands for administrative functions. Thus, the overall functioning of institutional bodies is ensured through the driving objectives, structure, policy, resource and cultural dimensions.

#### **Administrative Initiatives:**

Many reforms have been introduced in the administrative domain in State-of-the-art information systems, remote teaching-learning, online resources, flip classrooms, and blended learning facilities had all been introduced. Remarkable improvements were made to sports facilities.

The existing online feedback system was strengthened and the E-Governance in admission, administration, and Finance stands testimony to the ICT-enabled initiatives of the University. Online gateways for all student-related domains like fee payment and many more have been strengthened to a great extent.

Examination reforms are undertaken as per the guidelines and linking assessments to outcomes. Full continuous assessment was implemented for practical and laboratory courses. During the pandemic, the University migrated to the online mode with ICT-enabled learning and assessment, with due emphasis on quality.

- (1) Short-term Strategic Plan.
- (2) Automation of Administrative Processes.
- (3) Introduce Technology in the classroom ICT tech online platform.
- (4) Innovation in evaluation system – fast results, make-up examination once in a semester.
- (5) Effort for green campus initiatives, solar, etc.

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### **9.3 Functioning of the University is visible from the appointment perspective:**

**9.3.1. Recruitment:** Recruitment shall be made for various posts by direct recruitment, by transfer, by promotion, by selection from the lower category, and by inviting from an external organization on Lien/ Adhoc appointment. The University may engage on a contract basis for a specific period for any qualified person to any of the posts in the University. The Chancellor shall be the sole appointing authority in respect of the recruitment of any employee to the University. Age limit and the required experience for different positions are given in the statutes subject to amendment by the Board of Governors from time to time.

Every candidate appointed as a Member of the Staff of the University must furnish:

- (1) Joining Report in the prescribed format.
- (2) Evidence of Date of Birth/Proof of Age.
- (3) Photocopies of the testimonials.

(4) Relieving letters from the past organization.

**9.3.2. Probation:** After the direct appointment, every employee shall be on probation for a period of two years. On completion of the probationary period, the university conducts an assessment of the work, and his/ her probation satisfactorily he/she will be made permanent. After evaluating the performance, the report will be sent to the chancellor. Chancellor shall confirm or refuse to confirm the appointment of a candidate.

**9.3.3. Promotions:** The promotion eligibility of a candidate shall be determined by their educational and professional qualifications, Performance in the existing grade, Seniority of the employee, and Vacancy in the next higher grade. All promotions shall be made by the Chancellor.

**9.3.4. Increment:** After completing 12 months of service, an employee will be eligible for the annual increment based on his/her performance.

**9.3.5. Transfer:** All employees are liable to be transferred/deputed from one faculty/school or department to another within the Srinivas University group of institutions.

**9.3.6. Notice for Leaving Employment:** An approved probationer must give three months of notice or pay an equivalent amount before resigning from the post and the probationary employees can provide only one month of notice to leave the institution.

**9.3.7. Retirement:** An employee of the University shall retire from work on the last day of the month in which he/she completes his/her 58<sup>th</sup> year of age.

**9.3.8. Terminal Benefits:** Employees are eligible for Provident Fund benefits as per the provisions of the "Employees Provident Fund and Miscellaneous Provisions Act, 1952" for gratuity benefits as per the provisions of "The payment of Gratuity Act 1972".

#### **9.4 Effective and efficient University functioning as visible from service rules and procedures:**

All institutional bodies have been established and are operating as specified in the guidelines, as shown in the figure-2 above. The following statutes shall be known as "Service Statutes" of the Establishment under Srinivas University, Mangalore. The Board of Governors on the advice of the Chancellor having provisions to relax these statutes in exceptional cases.

**9.4.1. Definitions:** The context of the statutes is as follows:

(i) 'Act' means the Srinivas University Act of 2013 as amended from time to time.

(ii) 'Board of Governors' means the Board of Governors of Srinivas University.

(iii) 'Board of Management' means the Board of Governors of Srinivas University.

(iv) 'Academic Council' means the Academic Council of Srinivas University.

(v) 'Visitor' means His Excellency, the Governor of Karnataka.

(vi) 'Pro-Visitor' means the Higher Education Minister, Government of Karnataka.

(vii) 'Chancellor' means the Chancellor of Srinivas University.

(viii) 'Pro- Chancellor' means the Pro-Chancellor of Srinivas University.

(ix) 'Vice-Chancellor' means the Vice-Chancellor of Srinivas University.

(x) 'Appointing Authority in respect of the posts in the University means the Chancellor.

(xi) 'Employee' means an employee of Srinivas University.

(xii) 'School' means the University faculty of Teaching and Research.

**9.4.2. Classification of Staff:** Employee shall be classified as:

(a) Permanent: Who completes probationary period satisfactorily.

(b) Probationer: Appointed and not confirmed for the post.

(c) Temporary: Working only for a specific period.

(d) Trainee: Appointed to provide training with stipend basis

(e) Contract Employee: Appointed to work on a contract for a specific duration

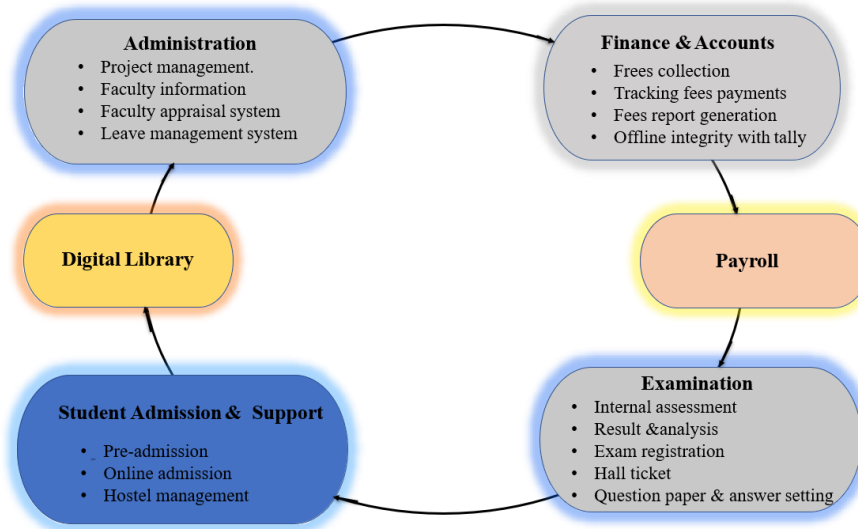
(f) Casual Employee: Employed on day-to-day basis for some specific work.

(g) Substitute: Working in the absent of a permanent employee only for a short period.

## **10. E-GOVERNANCE DEPLOYMENT :**



University implements e-governance in its areas of operations including Administration, Finance and Accounts, Student Admission and Support, and Examination as depicted in the following figure-3.



**Fig. 3:** e-governance of the University

Srinivas University implements e-governance covering the following areas:

- (1) **Administration:** Administration operations like Staff Profile Management (with a digital repository of employee/student records)
- (2) **Finance and Accounts:** Financial Management like Fee Collection, Fees payment tracking, and Fees receipt generation. Tally Software is utilized to conduct internal analysis and verification of the university's financial data.
- (3) **Student Admission and Support:** Admission processes like Pre-admission, and Online admission. The academic operations like Timetable, Attendance (incl. Biometric integration), Calendar of Events, Lesson Plan, Internal Assessment, Exam Results & Analysis, Project, Co-curricular activities such as workshops, seminars, conferences, projects, industrial interaction (Signing MOU, Lab setups, student visits), publications, patents, awards, feedback, placement, Student Information System, Counselling/ Mentoring are handled by the DHI software for automating all these activities. Grievance Redressal is also automated through this software.
- (4) **Examination:** The integrated examination module comprehensively covers every step of conducting an exam in a private University. Processing the student eligibility list-based criterion configured by the institute, allowing students to register for exams, issuing of hall tickets, setting and scrutinization of multiple question papers, automatically generate seating arrangements and invigilator allocation, capturing student attendance, answer script packeting, evaluation and moderation, tabulation and automatically calculating results based on the rules of the University/institute, our system will reduce administrative work to large extent making conduction of examinations easy and efficient.
- (5) **Automated Payroll Accounting:** An automated payroll system reduced the chance of errors by collecting staff data and quickly performs all types of payments such as salary calculations, tax with holdings, benefits contributions, leave management, etc.
- (6) **Library Software:** Srinivas University Digital Library, a user-friendly software is developed to assist students in gaining online access to the library' books and materials. The software helps in digitally organizing library items like books, journals, catalogue, etc. Students, research scholars, faculties have registered themselves to make use of the availabilities provided.

Conceptual research in developing world class universities identified the various essential infrastructure required are physical infrastructure, digital infrastructure, innovative teaching-learning infrastructure, intellectual property infrastructure, emotional infrastructure, and networking infrastructure [43-45]. These infrastructure developed in Srinivas University are discussed below:

### 10.1 Managing Physical Infrastructure:

The University campus has specific buildings for academic and administrative activities and is spread over 47.7 acres of land area for 10 constituent faculties. The constituent colleges have their own infrastructure for the labs, classrooms, office space, library and seminar halls, etc. The modern types of equipment's are installed in all the laboratories. Basic facilities like drinking water, electricity, and ICT tools are provided in the workspace. The University supports students to take part in indoor and outdoor sports activities. The facilities of the University are depicted in the following figure no.4.

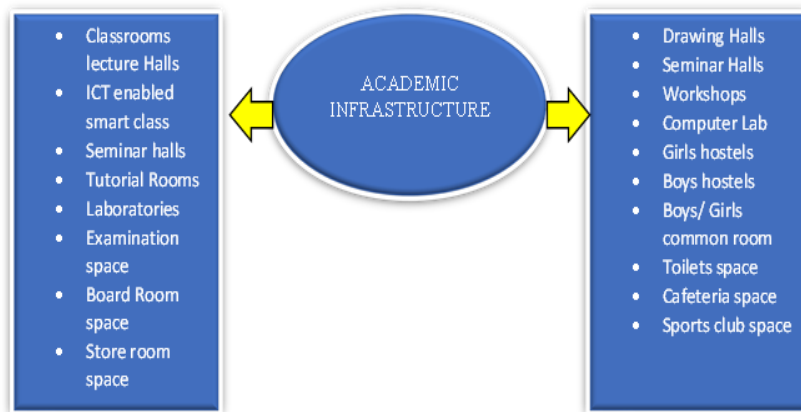


Fig. 4: Facilities of the University and its ambiance

The University has a safe and comfortable campus with residential accommodation for students and staff, access to comprehensive facilities, health care, canteen, variety of mess and eatery options, on campus banking facility and ATM facility, well-lit and marked facility, green cover, adequate back-up power, generation capacity, effluent treatment plants and a transport fleet.

- (1) **Canteens:** There are three canteens operate on the premises of the campus. Apart from it, there is a coffee shop in the college complex.
- (2) **Hostels:** Boys and girls hostels provided with single, double, and triple occupancy. Staff also gets accommodation facility for the reasonable cost.
- (3) **Dean Chamber:** one chamber per institution.
- (4) **Music Room:** Music facilities for staff and students.
- (5) **Clinic: Physiotherapy, Medical, Dental, Medical facilities:** Students and staff can utilize these facilities for free of cost.
- (6) **Ladies Rest Room:** Ladies Rest Room is a gift to women employees and girl students. It has rest facilities.
- (7) **Model Guest Room:** Used for hospitality management and for the guests.  
**Placement:** Various activities and personality development skills are inculcated in the students and 100% placement assistance is provided to the students. Placement stage is usually internship or output stage for students. The following services are offered as essential services in integrated student service delivery model:
  - Counselling & Support for internship or Apprenticeship,
  - Counselling & Support for Higher education/ Employment / Self-Business.
  - Member of alumni association & lifelong support.
- (8) **Restaurant:** An award- training restaurant where our students gain hands-on industry experience.
- (9) **Staff Cabin:** Each administrative staff has separate cabins with computers with internet facility.

- (10) **Cafeteria store:** Two canteens and a snack parlour are providing quality snacks and nourishments.
- (11) **Photocopy center:** Institute provides black and white printing and photocopying facility to all for academic purposes at affordable cost and within reasonable limits.
- (12) **Safety:** Security guards restrict access to the campus for 24 x 7. Electronic surveillance with CCTV cameras installed inside and outdoor locations. A Fire Safety Officer is appointed.
- (13) **Power supply:** Uses local electricity board for power supply and in-campus solar power units also installed.
- (14) **Transport fleet:** Operates free transportation for staff and students between city and the campuses
- (15) **Roads, signage, and parking:** The roads within the campus are paved and well lit.
- (16) **Drinking water:** Well water is available, Corporation pipeline. Additional Tanker facility during summer. All the floors have aqua guard and a cooler facility.
- (17) **Parking:** Designated parking is allotted to students and staff.
- (18) **Toilets**
- (19) **Topography & Greenery**
- (20) **Ramp**
- (21) **Elevators**
- (22) **Guest House**

### 10.2 Managing Digital Infrastructure:

The academic library at the University meets the requirement of information for the staff and students. Relevant books both printed and online resources are available. Internet facilities provided for surfing online resources. The library is kept open from 9.00 am to 8.30 pm and Wi-Fi is available in all the departmental libraries. The activities of the library are managed by the Library Software, which has the following features:

- Information can be retrieved with a good speed
- Works as an anti-theft
- Systematic order of books
- Generate reports
- The database is maintained by all users
- Provides multilingual and multi-user support
- has a web-based OPAC system
- Easy to maintain a database of library items
- user-friendly software
- Back-up support
- Increase productivity

The library also includes other facilities like reprographic facilities and barcoding and book search facilities. It is housed in a spacious building spanning 32.17X9.05 Sq Mts sq ft and has a seating capacity of 175 users at a time. The library has 63,754 volumes of books comprising 20,847 titles. The library has access to more than 72,346 e-Journals on various branches of Engineering, Science, Technology, Management, and Architecture in addition to 42 National and International Printed Journals. The library resources have been partially Bar Coded and automated using the Integrated Srinivas University Library Package which helps in transactions, reservation of books, etc. for the users. It has various online library collections like NPTEL, IITs and IISc. Library has regular subscription for e-journals, e-books, e-ShodhSindhu, Shodhganga, and Databases.

### 10.3 Managing Teaching – Learning Infrastructure:

The University IT activities are supported by user-friendly DHI software for the staff and students. University has two Data Centre, which monitor the Campus Wide Networking (CWN) facility of the institution, one is at the Mukka campus and the other performing at the city campus Pandeshwar campus having an internet connection (OFC) at a speed of 1000 MBPS 1:1 At present CWN is having 15 access switches spread over 4 floors of the city campus. In addition to the existing switches, there are 16 switches that are operated by Jio fiber for the use of the Jio mobile data users. The centralized

library functions all days of the week and is equipped with computers with an internet facility. The IT infrastructure of the library includes the full-fledged Digital studio with front-end cameras both still and video cameras, Audio mixers for audio recording, Cubase audio recording software, and other back-end editing software. All the classrooms have Audio-Visual facilities with Wi-Fi connectivity.

#### **Virtual Learning Environment:**

Effective digital communication leads to paperless administration and is further aided by devices such as information kiosk. It caters to various needs of the university stakeholders. The infrastructure enables ubiquitous and seamless access to educational resources by the students through unique user login anytime and on any computing device. It is envisaged that the infrastructure will be updated from time to time to provide resources in a phased manner. Some of the capabilities are:

#### **High-performance computing servers, services through DHI app and Teachmint online teaching app:**

- Course Management
- Time Table Schedule
- Teaching Plan
- Digital content
- Student's Attendance
- Sessional Marks
- Feedback
- An exclusive centralized Helpdesk is introduced to provide all the technical support, to students, faculty, and administrative staff, on all the service touch points.

#### **Computer Facilities**

The campus-wide stratified LAN interconnects and provides privileged access to the internet on all computers of the University exclusively for the students to use in classrooms, computer labs, FabLabs, Language labs, etc. These systems are powered mostly by Linux and/or Microsoft Windows software.

#### **10.4 Managing IPR Infrastructure:**

There is an increase in the importance of intellectual property rights (IPRs) and in particular academic IPRs. There is a strong need for the proper management skills in managing IPRs. This helps institutions for the promotion of long-term, permanent and sustainable growth. Contribution to IPR, either through copyright or patent filing, is required in order to be awarded a degree. Universities that develop a strategy to implement an integrated student development framework in collaboration with the industry can achieve excellence. Srinivas University motivates researchers to come up with new ideas and to understand the following:

- The researchers need to understand the potential of research.
- The research context also influences the IPRs possibilities.
- The creation of the IP environment and the effective and profitable transfer of technology requires an institutional framework.
- The university provides assistance for the researchers to understand how it fits into the IPRs environment and system.

#### **10.5 Managing Emotional Infrastructure:**

Emotional infrastructure is all about employees and their egos and emotions. It is about their emotional attachment to their institutions. It minimizes attrition as people are attached to institutions emotionally. It helps institutions survive any eventualities as employees are emotionally attached to them. The university emphasizes on this intangible element for achieving growth and prosperity. The following support is provided by the university to retain and keep manpower happy in the campus.

- In-house FDPs and training programmes conducted to upgrade and upskill the knowledge of faculty to meet the changing needs
- Recognizing and facilitating staff for outstanding performance
- Provides increments and promotion, change of roles, etc. for the talented faculties
- Academic flexibility and professional freedom given to its faculty members
- Encourages faculty to pursue courses in distance mode/online
- Faculty can select the subjects of their interest for teaching new subjects/courses

- Encourages to participate in external certificate programs to meet the latest trends in the industry
- Support faculty for research degrees such as M.Phil and Ph.D.

#### 10.6 Managing Alumni and Industry Networks:

Srinivas University Alumni Association organizes alumni meets every year in the month of February. Alumni working in various parts of the world in different capacities assist the students of the institution in getting placed after their graduation. Alumni contribute materially as well to the growth and development of the institution. Materially they donate a personal collection of books to the library, offers scholarship to weak and needy students in the name of their parents, etc. They influence the admission and placement of prospective students and graduates respectively. Some of the alumni makes themselves available for experience sharing and guest lectures to the students.

The institution organizes various sessions from the industry experts on the campus, so that the students understand the corporate culture before they attend placement drives. Students are also encouraged to participate in various technical events organized by the industry. The university has tie-up with various industries, the company officials conduct a workshop in the campus on the latest technologies used by the corporates. The students who participate in these workshops, will be given an opportunity to do internships at the corporate.

#### 11. THEORY OF ACCOUNTABILITY AND STRATEGY DEPLOYMENT :

Accountability is established at universities in order to implement a specific accounting and reporting system. This is essential for the existence of this accountability and responsibility and to assess the University's performance. [46-52]. Srinivas University strives to maintain potential stakeholder associations by employing a devoted Grievances Redressal Cell to foster an approachable and accountable attitude among all stakeholders. The mechanisms to analyse the grievances are as follows:

- Complaints can be expressed orally or in writing to members of the Grievances Redressal Cell as and when they encounter such situations. The members categorise the grievances received based on the nature of the grievance.
- All the members of the cell meet formally to review these cases. They collect relevant information then, analyse and solicit feedback from other members, and finally provide positive feedback to stakeholders. If the stakeholders do not accept the feedback, the grievance will be escalated to the Head of the University for a final decision.
- Every case is noted and recorded in a file. The student satisfaction survey is an important factor for all university policies. The University has a system in place to analyse student feedback on institutional performance.

#### 13. CONCLUSION :

Strategic planning formalizes the university's vision, mission, values, and objectives. This helps stakeholders to follow the same and focus on the same direction for further improvements. Srinivas University has a distinct organizational structure and has established effective processes for its major functionalities [53-54]. It also has a cooperative feedback system, which includes its stakeholders. It has well-defined Quality procedures and is positioned in the organization systems. There are action plans and schedules for future improvements. The University has an effective Grievance Redressal Cell to monitor all the institutions. The student satisfaction survey is an essential component of all University policies.

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