

Strategic Human Resource Management and its impact on Higher Educational Institutions

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Abstract: Globally, the higher education system has been going through drastic transformations: educational institutions are being forced to assume a business like demeanour. So it has become essential to calibrate the business advancements of an institution with the retention of its cultural integrity. Strategic Human Resource Management can be called that tool which aligns human resource management with the strategy of a business organization. The main resource of any school or university is its academic staff; the resource that makes it distinctive and thus gives it its greatest competitive advantage. Unlike machinery, the staff of an organization demands supervision that is unique to each. Ergo, there needs to be a body of administration that caters to the needs of the individuals while strategically harmonizing their strengths to the benefit of the organization as a whole. Thus with SHRM and subsequently stronger emphasis on the quality, productivity and accountability, more and more institutions are being able to embrace modernization without compromising the welfare of its individuals.

Key words: *Strategic Human Resource Management, Role of human capitals, role in higher education, impact on higher education, management in higher education.*

Introduction:

Call it manpower, labor or simply: people, the workforce of an organization has been the key factor of investigation whenever one has tried to look into the cause of its positive development or otherwise. The growth of an organization is ensured by the growth of the individuals that make up that organization. This is where Human Resource Management steps in. Human Resource Management can be explained as the interrelationship between elements that comprises an organizational system, including external and internal environment ([Jackson, Jiang & Schuler 2017](#)). There have been numerous articles put forward, based on extensive surveys, that explores the perceptions of the workforce towards existing facilities: how those could be furthered and what is the organizational implication. Regarding Strategic Human Resource Management, the general pragmatism is divided into either it being a good scheme or that it is too idealistic. While taking on the subject of strategic human resource management and how it impacts the higher education system, one has to keep in mind that the consumers of this industry are only satisfied by the highest quality, while the quality of the product remains abstract. Whether an educational institution is adequate is measured by one's own notions. What satisfies one particular audience won't be satisfying to the general mass. Thus an institution is to recognize the crowd it's attempting to attract. Furthermore, the main challenge that higher educational institutions face is to keep up this performance while being confronted by changes in knowledge, academic approach and newer technology. Particularly, the last decade has seen a drastic change in the norms of the higher education system. More weight has been put into accountability and quality of education. This implies that the faculty will evidently make themselves obsolete if they don't keep up with the pace of development. Therefore higher educational institutions need to strive for their human resource management to effectively drive the employees so that they survive in this changing educational environment ([Chaudhury and Bhaskar, 2016](#)). The strategy of Human Resource Management, both administrative and operational, adopted in the higher educational institutions should emphasize on the employees as valuable assets and thus make effective use of them so as to gain competitive advantage. This is largely owing to the identity crisis that has spread globally due to the increase in number of students, budget cuts, more involvement of the government and the public getting more judgemental on being exposed to a vast amount of information from unreliable sources. Human Resource Management, done strategically, not only ensures the recognition of an employee's full potential at a micro level but also makes sure that the organization provides the necessary means for their advancement and thus alleviates the reputation of the whole institution at a macro level.

Role of human capital in education:

Human capital is defined as the set of skills, experience and the cumulative acquired knowledge of a person. It is the economic value of the attributes of the person in a particular industry. Unlike other resources, the quality of human capital can be increased with proper management and enough investment in training and education. What makes the management of human capital crucial is that it has the tendency to depreciate if they are not fine-tuned regularly and made to keep up with the newest technologies and innovations.

Investment in human capital multiplies as a boost in overall production. Unlike machines, humans can share their intelligence with one another that results in a collective growth and that's what sets them apart from machines and dare we say, makes them even more valuable. Humans make the endeavors unique and thus one company ends up having more competitive advantage than the other. Human capital is the knowledge, the ability to solve problems and the extent of creativity with which the work could be done and that can only improve with the improvement of the individuals that bring it on the table. Thus the vital factor in the production

of any company is its people and it is all the more of a success factor in the educational system and cannot be traded in for a substitute. The keys to the organization striving and the measure of that extent are intellectualism and innovation and both come from human capital (Anatan, 2006).

Human capital is enriched through improving skills and gathering of experiences that includes self learning and investment, by the individual and also by the company that is attempting to put their skill to use.. The more investment is made in the department of human capital, the more will be the production of adept people. This falls under the school of thought which thinks of humans as just as much of a capital asset as that of land or technology. Today this is one of the most indispensable concepts in the world and thus there is no doubt that terms have been coined and methods have been implemented regarding the advancement and improvement of this particular asset. In any company, someone with a high personal skills including the ones that can't be just machine produced is precious to their company and the company should be able to harness it and make sure of their commitment which will ensure the achieving of its goals. This is in accordance with the factor that humans as a resource are diversified and can be tailored to fit the shoes meant for them.

On the macro level, countries that want to perceive economic growth should put weightage on the increase in the competence of its working class. On the micro level, companies whose employees are more competent will surpass their competitors with ease. Employees who have higher competence are to be treated with appropriate significance by the company. Their ranks can be elevated and they can be put in positions of power. This will help them build a community with the other workers working under them and train those workers to follow in their footsteps ultimately resulting in the increase of the competence level of the herd and benefit the company as a whole.

The industry of imparting education has always had at its core the backing of human resources. The backbone of any education system is fundamentally the art of teaching and how the techniques of learning are being imparted to the students. It is rightly called an art. Method of education cannot be rigid. It requires a certain amount of flexibility that can be dialed as per requirement. This manual steering of the process is not possible without a person at the helm and even then the degree of proficiency will vary with each individual. Student management also forms an integral part. A teacher has the responsibility of enhancing the life of not only individual students but the community as a whole. Development of the education sector thus is directly proportional to the economic growth of the country since it ensures the increase in skill and productivity of the workforce under the organization (Schultz, 1961). So education needs to be planned with the intent that the values each person possesses can be nurtured and improved for the upgrading of the nation. It has to be a conscious effort of both groups of people, the ones teaching and the ones that are being taught (Efendi, 2020). Betterment of the higher education system also means the pupils get an opportunity of presenting themselves as a decent candidate in the job market and thus they can make their contribution towards the nation.

A life in academia is considered successful if there are enough resources available for commencement of the necessary activities. While stamping an educational institution as adequate we do consider the degree of advancement of the available facilities and the infrastructure but another important criteria is the management of the human resources, how strategically it is being done. Faculty forms the backbone of any discipline of study conducted in any higher educational institution. It is by the collective knowledge of this faculty and their method of imparting education that a student is shaped. It is what makes students from one school different from the others and it is what has given rise to the concept of tiers of educational institutions. Although apparently the same knowledge is imparted at different institutions, they do not receive the same weightage and the difference is made by the difference in level of competence of the human capital that each higher educational institution flaunts as its own. Self expression has been on the rise along with other changes in the norm of the education system. Alongside is the bombardment of new technology. As such, to be better, it has become a requirement to be different.

Historically, education has always been the fruit of human labor. Especially in the context of the Indian education system we have seen education being treated as a form of service to the community with the educators held to the highest respect. It even used to be a non profitable organization and has been there before the term technology has been coined. So, even before any of the other resources that form the edifice of a higher educational system, the matter of education had rested solely on the shoulders of human capital in the field. Now with the rapid advancement and change in methods in the education system, one could have thought that replacement of human capital in the field of education could have been possible but it has ended up being even more of an intangible asset.

Human Resource Management:

Although the term Human Resources may seem relatively new, it has been around since almost the 1980's. It is strategic management of human resources, not as a separate wing of the organization, but intricately weaved into the day-to-day activities of the organization. Each issue that arises within a company needs to be dealt with separately, in a way unique to that particular field, laden with the knowledge from past experiences. To this context HRM (Human Resource Management) ensures that each issue is resolved dynamically. It also concerns itself with the work environment, that is, whether the employees are exposed to positive motivation instead of soulless negative criticism that only lessens productivity in the long term. HRM also makes sure that the disputes within an organization are dealt with within the walls of the organization itself, by its own members.

Human Resources (HR) is an important aspect of any industry today. The importance of Human Resources lies in the management of the personnels so that their full potential is acknowledged and they are treated accordingly. Success of an organization or a sector

is the direct outcome of not only the competence of an individual but the relationship of said individuals with each other and how they fare when their resources need to be pooled together. The core of the concept of human beings being assets includes the arena of humanity. A humane approach is what sets them apart. A working relationship between the people greatly benefits the stakeholder of the company. Given these importances it is necessary they go through proper management to ensure a much superior performance of the organization as a whole compared to when the human resources available to it were not properly handled.

Superintending people does not only entail day-to-day administration or just recruiting and managing the employees. With the increase in competition, change in market perspective and the condition of the working class, human resource management now has the duty of strategically overseeing the employees. They not only recruit but they are also to retain the right people by creating an environment that is ethically and culturally fit.

Strategic Human Resource Management in Education:

Brand of a university plays as significant a role for educational institutions as its emblem, if not more so. This has pushed the universities to adopt a strategy more akin to business than a traditional educational institution. They are aiming at getting the most out of the human resources they have at hand to maintain their position in the market and to further that reputation. A company strives to keep their customers while drawing in more based on their brand and educational institutions are no exception. This brand or in case of universities better termed as their reputation is held up by the rigorous effort and discipline of their human force. More than any other product, education is the one that is based wholly off on human touch and thus educational institutions undeniably can claim their need for proper strategic human resource management. Thus an institution cannot afford to have a faculty whose qualification does not align with its needs. SHRM is to judge the capabilities of such prospective candidates based on their skills with students, grasp on their subject matter, how much they can utilize their communication capabilities to impart the best kind of education and how much information technology they can accommodate in their teaching procedure.

The job of human resource management in education is twofold. While in a company, HRM only has to spearhead the campaign to make the lives of the employees easier so the productivity of the company in term increases, in the case of higher educational institutions however, not only the employees that constitute the faculty are to be considered but also the students. In an educational institution, the human resource management team may be said to have the following functions:

- The hiring of educators and admission of students;
- training of the educators so as they match the criteria of the curriculum and management of the students so as they keep up with it;
- maintain the relation within the student body, the faculty and between the teachers and the students;
- uphold the motto and the vision of the institution;
- manage the benefit of the teachers and the resources that made available;
- create and maintain a safe, productive, cultural, and creative environment;
- take disciplinary actions to honor the rights of the students and the teachers.

Need for Strategic Human Resource Management in Higher Educational Institutions:

Present day pressure is all-pervasive when it comes to performance. This means that while considering the management of underlings, one should think beyond principals or equity and focus more on how management of human resources results in a competitive advantage for the company. This can be achieved only strategically. This includes the enhancing of the level of motivation an employee receives, building their capability for organizational improvement, and guaranteeing value-added execution ([Mercer, Barker, Bird, 2010](#)).

If we are to look into why the people in the higher education sector should be under the influence of strategic human resource management then we wouldn't understand much of it unless we consider what they bring to the table. The teachers do not only have their experience and knowledge to offer. A service in an educational field is more than just being textbook competent. The salient feature of the service is the possession of a combination of beneficial qualities which, put together, can cater to the unique needs of every receiver. Brand equity depends on client satisfaction and holding up the interest of a student is no easy feat. How the quality of education handed out by a university will be evaluated is based on numerous factors. This included the location, history and the qualification of the employees of the institution under consideration. All these factors come into play when one considers how the general public will perceive the institution. Only a positive image attracts the highest quality of students. What a prospective student looks at at first glance is the reputation of the university. It is rightly so since the reputation of a university is a window into what kind of education a graduate will receive from there. Whether the course there has a certain amount of flamboyance balanced out with the right amount of discipline.

More than anything, high schools and industries have to stand out. It is not always the universities who are asking the question as to why they should take someone in. The students ponder equally over which higher educational institution they should be choosing. Standing out depends on the outlook of the faculty, the students and the alumni alike. They hold up the brand image and as such are an integral part of what is considered when one judges an educational institution. While talking about university brand image, community engagement benefits the university to make better their brand perceptions. (Shi, 2020). If one is to look into the competition between different higher educational institutions, the stakes are the brightest and the best students. Not only thus human resource management is needed to better the reputation of the institution as a whole, HRM has to make sure that the faculties are getting enough motivation and resources to impart education best fitting the brand of the institution. In addition, now the students

tend to check in with the study environment and work culture of the institution they are considering and the facilities they will be provided, sometimes even before checking in the quality of the materials for the course.

Now more than ever, students are more aware of spending, be it their time or money. They refuse to get into places just for the sake of getting enrolled in just some course or the other. This career orientation has resulted in a steady decline in colleges that cannot provide the required environment for higher education. The general solution to this is a better curriculum and boosting the students' morale to go through with it. But again, this is indeed the general solution. If all institutions adopt the general practice they will be indistinguishable. To overcome this and assert competitive dominance, colleges have understood the need of HRM in their running. Only by managing the source of the imparted education and the methodologies surrounding it can one school stand out to be better than the other ones and thus attract more and better quality of the student population. It is very important that a school maintains a good reputation without even faltering for a bit in the face of prospective students and their guardians.

Universities are in a constant power struggle with other universities of the same tier to gain more respect from their target audience due to the rise in competition with new institutions springing up with better faculty and facilities. The rise and fall of their reputation depends solely on the human capital they produce and thus can be stated as a chance factor. Since there exists no specific set of formulas that maps the pathway to betterment, management of individuals and thus their impact on the growth of the organization is crucial. The most challenging part of a solid reputation is its maintenance and as such HRM stands to be one of the most important pillars of administration in any higher educational institution.

In a country like India, overpopulation forms the edifice of most problems. This requires even more management of the workforce. Several factors can be cited in this regard.

- There is a higher level of competition owing to the sheer number of prospective candidates. This means that instead of working on the core values people are more focused on the acquisition of a fairly secure position. This can sometimes mean hiring teachers with less competence but better academic record and reference.
- The education system, in the recent changes, has gone through transformations that have been for the most part hard to keep up with. Although there have been advancements in technology and most places have successfully adapted it, it has required training the educators accordingly. The educators come mostly from a background of a very different method of imparting education so they had to learn anew the ways of the present day. This transformation has also resulted in a mixture of the primitive and the advanced ways and it has not been mostly beneficial. While the educators and the students are facing these challenges it has been more important for someone to manage them while maintaining an atmosphere of productivity and enough space to keep the unique creativity of each individual alive. It is important for the environment of the school to allow for personal development along with the pressure to keep up with the development of the rest of the world.
- Subpar resources and lack of budget eats away at the motivation of the teaching staff to do their job not just for the sake of responsibility. While they are being told to impart knowledge that keeps up with the latest developments, the developments do not physically reach them. Each teacher can thus face distinctive troubles and human resource is needed here to take up the job of not making them feel inadequate or incompetent, instead putting their existing knowledge and skill to the good of the institutions and its students.
- The quality of the students coming in an institution equally affects its environment as the quality of the teachers. So one of the main requirements of HRM in schools is the maintenance of its standards through the maintenance of the quality of the input of student bodies. Nowadays in the higher educational institutions, that is, the universities, interviews are being conducted, separately from the evaluation of grades for preservation of reputation.
- Discriminatory behaviour is still present even today. The parameters of discrimination may range from the subject one teaches to their outlook or accents. Discrimination being validated does not make the perceptions of students fit for a corporate world. This is one of the most important jobs of the team of HRM: to maintain harmony and standard of conduct in any workplace.
- Excessive workload and the pressure to keep up may strain the interpersonal relationships of the teachers and the students alike. This is not good for the individuals nor is it commendable for the institution as a whole. Poor interpersonal relations can result in unnecessary wastage of resources and HRM needs to interfere in such scenarios.
- Education is a department where for some there may be little to no opportunities of climbing the ladder of hierarchy. In such circumstances it is important to look after the well being of the teachers so that there are no repressed negative feelings, to make sure that their voices are heard and that they feel like they get the dignity they deserve for being in the position that they are in.
- To keep up with a good performance or to enhance the performance in the necessary areas, one needs to be evaluated and given feedback with regard to shortcoming and possible areas of improvement. It is important that this be done in a way of increasing the professional performance as a whole and not criticism. Even if it is criticism, there needs to be constructiveness.
- Harassment in the workplace, of any form, especially sexual harassment, can lead to a bad reputation and degradation of the institution as a whole. HRM is needed in these cases the most since the abused always needs to know they are being backed. Especially in an educational institution where there are people of all diversities, there needs to be a body that is ready to not only listen to the people but take swift action wherever necessary.

In India, the existence of educational institutions dates back to the unfolding of civilization. At first education used to be governed by whoever was in power and thus was beneficial to a selected few. With the advent of modernity a certain scientific approach was

coming into view. In the ancient periods pride was associated deeply with being educated. In spite of this pride having a religious origin, education was said to take a man down the intellectual and progressive road (Scharfe, 2002). Now the idea of education has evolved to it being a rite of passage before one is released into the world. India has gone from fighting to keep the oriental system of education alive to embracing the foreign ways and their modern technological advances. And these changes happened one after the other, rapidly, in a very short frame of time. Due to this the Indian system of education is still going through modification regarding the methodologies and the curriculum. In this time it is more important for an organization to uphold their cultural integrity and strategically align the needs of the employees to the goals of the institution.

Impact of Strategic Human Resource Management on Higher Educational Institutions:

To measure the impact (or lack thereof) of strategic HRM on higher educational institutions, we look for the answer to the question: How effectively could SHRM in schools and colleges harness the abilities of educators to produce individuals having greater competitive advantage? Therefore, the quality of education imparted or the competence of the teachers on board are not the only factors that determine the impact HRM plays in the management of the involved human force. One has to also consider the accomplishments and the quality of the graduates. To the outside world a student mostly by not the degree he possesses but the institution whose stamp the degree bears. Keeping that in mind, strategic human resource management can alter the status of a higher education institution under study to a great extent.

Globalization has led to education systems being in need of skill, flexibility and adaptability. These can only be ensured through the steering of the people involved in this direction, injecting them with the values required or honing the ones already present. For this, the team leading the operation has to chalk out the exact needs of the employees, the employers, the organization as a whole and in case of higher educational institutions, the pupils. What makes higher educational institutions need strategy more than any other comparable institution is that they are in direct control of how society the next day will be molded.

In order to measure the extent of success businesses must consider much more than just their reputation and public image. When the motto of a certain brand resonates within its consumers, that is when brand loyalty is established. Loyalty towards one's educational institution is no different. It is important for a student of a certain institution to indulge themselves in the school spirit and thus develop a certain sense of loyalty. This ensures the furthering of the institution as a whole. It can be often seen that students may be wanting to be a part of a certain school for the reputation of its lifestyle or its alumni. This can be clearly achieved just through some strategic human resource management. Through creating a better environment for the teachers, one necessarily creates a better environment for the pursuing of education and thus ensure the satisfaction and improvement of students. It is a known concept that customers of a certain brand who find the product satisfactory and have thus stuck with it long enough, are less likely to switch to a rival brand even if the brand has a more alluring level of quality or convenience. Loyalty of students in turn attracts more students. This also necessarily means that a school with a sure flow of student body for each year will have to spend a lot less in marketing. Less advertising also means there is less threat from the rivals.

The concept of a good 'brand image' or reputation slightly differs when it comes to universities as compared to corporate structures. The quality of product in relation to what a company is offering to the market is based on different parameters when it comes to the output of higher educational institutions. Universities release citizens into the world and as such it is about who they are as humans. One may think that in the field of education the highest honor is a great academic record but that is not applicable in the modern world of today. There is a need for an individual who is flexible and knows how to beat against the current. Academic rank thus happens to be too straightforward of a justification for the worth of a student. Strategic human resource development makes students aware of what they should expect while applying the skills that they are honing; how they can use this to target their audience. A positive image of work culture and study environment in the university achieved through effective human resource management acts as the filter through which a judge can come to a conclusion as to what the said university can offer to the corporate world.

Graduates look out for professional prospects while joining a university. In that regard, beside being adept in the set curriculum, a student has to be shaped into a citizen of the world fit to a leader and be led alike. This requires making the students aware of a competitive environment and how to conduct themselves when faced with certain challenges in the workplace. Having a good workplace environment in their place of study can open up their prospects in this regard which is made possible when an institution invests in their human resources. In any institution, and even in the educational one, an involved individual needs to be aware of the times when they are supposed to step in and when they are supposed to take charge. More important than this is the awareness of the individual about the right moment to step away from the spotlight or to take one for the team whatever the cause and the consequences may be. It falls upon the HRM team to exemplify this.

Companies look for future employees from the pool of students who are about to graduate. When one looks for a person who would be beneficial to their enterprise, they don't only look for academic rank. The competence of an employee depends on a myriad of other factors: their ability to communicate and work alongside another employee being the prime one among them. They will also be looking for individuals that know when and how to take charge and when to bow down. They will be looking for people who will maintain their free will and unique creativity and still be a cog in a huge machine and contribute to the smooth running of the company they are a part of. The ability to solve problems won't be limited to pen and paper. Once one goes out into the world to this effect, HRM in the institution one is coming out from plays a part. We have all heard the saying about school being one's second home. Now, how one is treated in their second home and how they see others being treated will play a huge role in how their perceptions are shaped. Thus each school brings up students whose personalities and the way they conduct themselves are

unique to that school only. The uniqueness comes from the human touch of strategic human resource management. Thus having raised birds of almost the same feathers each school creates a community of students from where the companies will take their pick. They will pick students from a university whose motto and core values line up with the kind of worker bees they are in the market for.

A lot of times, interpersonal relations in a workplace needs mending. Strategically managing the human resources will create an environment where the teachers can utilize their full potential without the unnecessary peer pressure. They need to be given a sense of control, but not so much that the integrity of the institution is compromised. HRM can see to these needs and accordingly make the teachers compatible to work with each other creating a productive environment. Students that come from an institution where the right amount of respect is mitigated out, it affects the way they conduct themselves in their respective workplaces and this can create a cycle of healthy workplace environment.

Presence of HRM teams in schools and universities have resulted in students and teachers coming out in the open to discuss the various problems they face, each problem unique to themselves. Once the role of HRM has been established and it has been made clear that they are solely devoted to the betterment of the quality of life at the institution, there has been significant improvement in the responsiveness of individuals. A student with skills considered attractive in the corporate world will consider using their resources in the field of education only when as a student they are exposed to a framework of discipline in school that is beneficial for the educators.

There is a prevalent uneven ration between the students and the teachers in the education system of any country. In India this problem is manifold due to the heavy influx of students each year in an institution. There is no parallel influx of teachers since job satisfaction for the post has always been on the down low. Thus having a HRM team on campus helps with the recruitment of new teachers for the required vacancies strategically so the workload can be divided so that each individual is vested upon the duties that they are best suited for. This also requires retention of individuals who are irreplaceable in their areas thus strategically working towards the best interest of the institution. The absence of substitute teachers is a common practice and teachers are expected to take on extra duties as part of their job. While extra work being done by existing employees may seem like a good thing for the organization, it is not so in the long term. For sustaining an enterprise one has to plan their courses accordingly and this is exactly what having a sound HRM team on campus helps a higher educational institution with. It deals with the plights of the people within while all the time advancing the institution towards financial and social growth, keeping intact its cultural values.

Sometimes it so happens that some subjects lack resources more than the others due to the preconceived notion of the general mass about some subject being more important than the others. HRM here manages the resources so that they are distributed according to the needs of the students and the faculty and not according to how much weightage the society puts on the subject. But their main task lies in how the people related to each department are being treated. HRM strives to root out the economic inequalities between the different departments. In India, cultural diversity also needs to be handled sensitively. Although many states have made a variety of efforts to bridge the inequalities present within these educational institutions, it is truly the presence of human resource management that has bridged the gap between the individuals. No discrimination gives the people a sense of belonging together. This is of immense benefit to the company as this means that all resources are being pooled together for its successful advancement. For an employee to work towards the goal of an organization instead of their individual milestones requires them to feel one with the dictum of their organization. For this they need to be acknowledged and rewarded whenever it is right to do so. The environment of an university is complex and this appraisal of the work of an academic staff is correspondingly complex. Presence of SHRM evaluates an employee focusing on their attributes that is deemed important through the objective of the organization. The strategic priorities of the management is to determine the key performance areas of their employees (Carl and Kapp). With the necessary significance given to academic performance SHRM saves the process from being overlooked through negotiation via effective communication. Since SHRM is driven by the outlook of the institution and not biased by that of any individual, it ensures realistic expectations, transparency of judgement, and most importantly even-ness.

Conclusion:

With passing time it keeps becoming evident that HRM practices have a direct effect on the performance of an organization and it contributes to the competitive advantage of a company. The role of HR is thought to be confined only to administrative functions but when it comes to higher educational institutions, the nature of organizational culture rests on the shoulders of the HRM team. With more significance given to education, the influx of people in this particular industry keeps on increasing and the details of the process keeps on being changed constantly to put up with the newest requirements. With this comes the concern for employee health and benefits and work environment. People need to be recruited and the necessary ones preserved thus holding up the image of an institution making the domain of education a career option worth considering. After going through what SHRM is and what it means for an organization: its necessity and its impact when implemented, it suffice to say that however the quality of the faculty of an institution stands out, it cannot build up to a notable reputation unless there is active management of the said faculty.

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