

DSE (III.3.6) Leadership and Governance in Higher Education Discipline Specific Elective

1. Credit Distribution of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE (III.3.6)						
Leadership and Governance in Higher Education	4	3	0	1	Undergraduate	NIL

2. Learning Objectives

This course aims to develop a deep understanding of the foundations of leadership, management, and governance in higher education institutions (HEIs). It explores the conceptual and operational pillars of academic leadership and how institutional autonomy & accountability guides strategic planning. Drawing upon case studies and best practices in HEIs both from Indian and global contexts, the course enables learners to analyze how leaders can create inclusive, ethically sound and stimulating ecosystems for teaching, research, and community engagement.

3. Learning Outcomes

- Understand the symbiotic relation between leadership and governance in higher education;
- Analyse different leadership styles and governance models in HEIs;
- Examine models of institutional governance, decision-making processes and transformational practices in academic leadership;
- Analyse the implications of NEP 2020 and global policy frameworks for higher education governance.

4. Syllabus

[45 hours]

Unit I Foundations of Leadership and Governance in HEIs - Relationship between leadership, governance and management; Evolution of governance in universities: from collegiality to managerialism; Distributed and visionary leadership, institutional excellence and social responsibility. **[12 hours]**

Unit II Theories and Models of Leadership in Education - Classical and modern leadership theories (trait, situational, transformational, and distributed models); Leadership styles and institutional culture; Institutional autonomy, accountability, and academic freedom.

[9 hours]

Unit III Governance Structures in HEIs - Institution and regulatory frameworks: Institution conception, vision and mission; Bylaws and policies, Statutory bodies, Affiliation and accreditation, Professional, technical, liberal and vocational institutions; Indian higher-education governance (UGC, AICTE, NCTE, NMC, BCI and professional bodies). **[12 hours]**

Unit IV Strategic Leadership, Excellence and Innovation - Leading institutional change, innovation and performance indicators; Academic and administrative excellence through data driven decisions; Quality assurance and accreditation systems (NAAC, NIRF, QS, THE); Institutional development plans and funding frameworks (RUSA, HEFA); NEP 2020 principles of “light-but-tight” regulation. **[12 hours]**

5. Practical

[30 hour]

- Institutional governance mapping by analysing formal and functional structure of leadership and decision-making of any HEI
- Compare the governance structure and IDP of a professional and liberal HEIs
- Prepare a comparative analysis of different accreditation bodies and its impact on institutions ranking
- Case study of leadership styles of three different HEIs leaders
- An analytical report describing the governance framework of any HEI and suggesting one improvement aligned with NEP 2020 principles of “light-but-tight” regulation
- Prepare a governance audit report using NAAC/UGC Framework
- Prepare a visual organisation structure chart showing decision flows, reporting and accountability.

6. Essential Readings

- Bush, T. (2020). *Theories of Educational Leadership and Management*. Sage.
- Shattock, M. (2021). *University Governance in the Twenty-First Century*. Routledge.
- NEP 2020. *Ministry of Education, Government of India*.
- UGC Guidelines for Transforming Higher Education Institutions into Multidisciplinary. Institutions https://www.ugc.gov.in/pdfnews/5599305_Guidelines-for-Transforming-Higher-Education-Institutions-into-Multidisciplinary-Institutions.pdf

7. Suggestive Readings

- Gurr, D. & Liu, P. (2024). *Educational Leadership Preparation and Development*. Springer.
- Tomlinson, H. (2004). *Educational Leadership: Personal Growth for Professional Development*. Sage Publication.