



**SREENIDHI**  
EDUCATIONAL GROUP

SREENIDHI  
INSTITUTE OF  
SCIENCE AND  
TECHNOLOGY



# “Effective Management of an Engineering College through humble Leadership adopted by Principal”

Presented by

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**ARIIA**

ATAL RANKING OF INSTITUTIONS  
ON INNOVATION ACHIEVEMENTS

## Introduction:

“The future will reward humility and punish arrogance. Humble Leadership gives Power and Strength in managing an Institution”.

*--Ed and Peter Schein*

- Leadership can be defined as “wanting to do something NEW and BETTER, and getting others to get along”.

- In the conventional work places the subordinates are reminded through admin circulars, procedures and daily instructions.
- The organizations and leader must break these norms and actually build more personal relationships with the subordinates.
- Once we personalize the relationships, meaningful and truly open communication can happen which ensure better results.
- The focus should be on relationships that develop between the Leader and subordinates who perceive that their leader wants to do something New and Better. Hence, the subordinates cooperate in the efforts of the leader.

# I. Need for Humble Leadership:

1. The complexity of tasks is increasing exponentially over a period of time.
  - a. The leader has to be humble as it is impossible to have enough knowledge of all the tasks being carried out by the subordinates. He should explain the problem if any in the organisation and leave the matter to the subordinates to come to a solution.
  - b. Interdependence between Leader and subordinate is necessary and this is becoming more and more important over a period of a time.

## **2. The current managerial culture is myopic, has blind spots and is often self-defeating.**

- a. Communication failures between the Leader and subordinate should not take place and avoid the organization becoming a failure.
- b. The subordinates should not be seen to carry a role like a ROBOT and they must be considered as human beings who will have their own problems, aspirations and needs.

3. There are generational changes in social and work values over a period of time.

a. Changes in organizations such as social responsibilities are becoming common.

b. The new entering work force value meaningful and purposeful association in the organizational success over traditional incentives and bonuses.

## II. Levels of relationship between Leader and Followers:

### Level Minus 1:

- Negative relationships exist in the leader and subordinate relationship.
- Total impersonal domination and coercion.
- Personalization is absent i.e. knowing the needs and aspirations of subordinates
- Organizational leadership is impossible due to the lack of motivation to do what the leader may want them to do.

## Level-1:

- Transactional, Bureaucratic, and “Professional” Relationships exist.
- Transactional role and rule-based supervision, service, and most forms of “professional” helping relationships.
- Social or professional distance is more.
- Distinguished by the impersonal and dispassionate relationship between the leader and subordinates.



## Level – 2:

- Relationships that acknowledge the subordinate as a person who has his own problems and needs:
- Personal, cooperative, trusting relationships as in friendships and in effective teams.
- Personalizing efforts are made. The concept of personalization is about building relationships to get the job done and to avoid manipulation or lying when a difficult challenge is faced by the organization. Then, they can collectively solve the problem.
- Moving from being seen as a “role” to being seen as a person and develop a personal relationship with subordinates.
- Leader cannot fake a Level-2 relationship. In a couple instances the attitude of leader can be perceived by the subordinates.

### Level -3:

- Intimacy and Emotional Attachment, Friendship and love exist between the leader and subordinates.
- Emotionally intimacy with total mutual commitment exist.
- Personalization levels will increase when the leader and subordinate work together to solve certain problems faced by the organization.
- With successive cycles of such a cooperation in solving the problems together will result in more and more personal relationship that lead to a level of intimacy.

## Important aspects of relationship for the success of an organization:

- Leadership works best (if it succeeds at all) when there is mutual trust
- Mutual trust is established between leader and subordinate getting to know each other on a more personal level
- Humble leadership creates openness and trust by personalizing relationships in the working group

## A good relationship between Leader and Subordinates result in the following :

- Feeling comfort in the work place
- Predictable behaviour or response from the Leader or from the subordinate
- Mutual Trust will help to work as a team
- Consistency of relationship between Leader and subordinate
- Symmetrical (balanced behaviour) is expected
- A feeling of working towards a similar goal exists

## Humble Leadership leads to level -2 culture:

- However, Humble Leadership is not equivalent to being soft or nice in order to ensure the organization does not falter and becomes a failure.
- Humble Leadership can be passed down through the organization to become a Level 2 culture among the leader and subordinates which leads to success of the organization.
- This is equally important in running an Engineering College successfully which can be emulated by other sister institutions.

## An example of Humble Leadership:

- An admiral was in command of a nuclear powered US Navy Aircraft carrier
- An accident happened that posed serious threat to the lives of marines and the aircraft carrier
- Instead of reporting the incident to higher ups or declaring the crisis to the subordinates, he had one to one conversation with all the marines and discussed about the accident.
- He got the truth as to the reason for the accident and they have taken necessary steps to save the marines and the aircraft carrier and thus avoided the disaster.

## How to build up Humble Leadership:

- Organize brainstorming sessions of would be leaders
- Organize training programs to develop Humble Leadership skills in the Leaders
- Enough examples are to be given and role play sessions are to be conducted to have practical experience as to how the Humble Leadership helps them personally and also for the good of the organization.

- I wish to give my own example as a result of level-2 culture maintained in Sreenidhi.
- These days many students organizations affiliated to different political parties would like to establish a wing of their own in the colleges.
- A few years back the activists of SFI, Student Federation of India affiliated to CPM have entered the college premises and wanted to go into various class rooms and talk to students.
- This we objected to and we told them that you may give an address outside the college premises but you cannot enter the class rooms



- Then the activists tried to enter the class rooms and myself with my faculty have rushed and stopped them from entering the class rooms.
- We told them that if you wish to enter in to the class-rooms you have to walk over our dead bodies.
- Our faculty stood united and did not permit the activists to disturb the class-rooms.
- But for the Level-2 culture in our college the faculty would not have cooperated in stopping this menace.
- From then onwards no student organization tried to enter our premises and disturb the classes.

### III. My experiences as Founder Principal of Sreenidhi Institute of Science and Technology which became an instant success:

#### 1. Establishment of Sreenidhi

- Sree Educational Society sponsored this institute and established it in 1997.
- The society has successful professionals as its members.
- Society gave, under the leadership of Dr.K.T.Mahi, full freedom to the Principal in all academic and administrative aspects.

## **2. Faculty is the Heart of the Institution:**

- The very best proven Professors were invited to be the Heads of the Departments who were pillars of progress of Sreenidhi.
- They guided their subordinates effectively and thus faculty became competent and dedicated.
- An excellent teaching methodology was thought of and established in Sreenidhi.
- With this, the results of the very first year students were the very best in JNTUH University.
- By word of mouth the institute became very much sought after and thus its instant success followed.

### **3. Effective Teaching Methodology**

- a) Based on the research of educational psychologists and brain specialists of medical profession, on the “learning Process” by the students, the conclusions arrived at are:
- o 90% of information going to brain is through eyes – visual perceptions are very strong
  - o 8% of information going to brain is through ears.
  - o 2% of information going to brain is through other senses touch, smell and taste.

**b) In order to make use of the above conclusions the management was requested to provide necessary facilities for audio visual teaching in every classroom**

- o Overhead projectors were fitted in every classroom
- o The classrooms were provided with the screens.
- o The windows were fitted with blue curtains to make the projections visible to the students.
- o A common transparency bank was prepared by the faculty concerned, so that same material is taught in every classroom to avoid comparisons about the subject taught in different sections.

### c) The methodology followed:

- The teacher projects the transparency – student sees (visual perceptions are used).
- The teacher then explains the transparency – the student listens and understands the subject. Here the teacher plays audio part.
- The teacher then goes round the class and ensure that all students take the notes.
- Writing is most powerful method of registering the information learnt in the permanent memory of the brain.

- It is well known that “once writing equals 100 times reading”.
- The explanation for this phenomenon can be explained through physio electrical phenomenon taught in medical sciences.
- Thus, the students were extremely happy because of this teaching methodology used by Sreenidhi.
- There are no hoardings anywhere in Hyderabad city exhibited by the college and no advertisements are released for admissions.
- As stated above Sreenidhi has become an instant success through word of mouth

## **IV. Curriculum Revision:**

- As an affiliated college there is no freedom for having its own curriculum.
- However, the college was taking leadership in curriculum revision and was organizing seminars in association with other affiliated colleges and the University representatives and the revisions were arrived at for each Branches of Engg & Tech.
- The results were submitted to the Boards of Studies concerned of the University so that the views of affiliated engineering colleges could be seen by the University and whatever that appealed to them were introduced in the syllabus



## **V. Curriculum revision in Autonomous status:**

- Autonomy was granted by UGC and JNTU in 2010, the very first institution under JNTU to be granted Autonomy.
- College has been conducting survey of skills in demand on quarterly basis by study of various advertisements in national level news papers and job portals.
- All skills in demand for each of the UG program were noted and the number of advertisements for each skill are tabulated.

- The skills in Demand were compared with the syllabi of the concerned branch and if any skill is not covered, it is introduced in the syllabus of the relevant subject.
- New subjects were added wherever necessary.
- In order to improve communication skills of students College has introduced credit courses in written and oral communication skills and soft skills.
- Credit courses were also introduced in the subjects of logical reasoning and Quantitative Analysis.
- This improved employability of students

## **VI.Introduction of Mini specializations using slots of Professional Electives and Open Electives.**

- AICTE in its model curriculum have provided five slots for professional electives and three slots for open electives.
- Sreenidhi used professional electives slots to offer mini specializations in each branch of engineering and technology.

- **NASSCOM has identified some new technology specializations such as:**
  - o AI&ML, Data Science, Big Data and Analytics
  - o Cyber Security, IoT, Cloud Computing, Block chain
  - o Robotics, Automation, 3-D Printing etc.
  - o We started offering these new technologies as Mini specializations by making use of 5 professional electives slots
  - o In recent past AICTE has released the syllabi for various Mini specializations, which can be used by all engineering colleges.

- **Use of three open elective slots:**

- Through interactions with employers, we understood that about 40-50% of engineering graduates recruited by them are given projects in the areas of Banking, Insurance, Finance and risk management.
- Hence an open elective series is introduced in the areas of Banking, Insurance, Finance and risk management.
- With this, the students have the basic knowledge of the above areas and they are able to do well in their profession when compared to students of other colleges.

- o An elective series on entrepreneurship was devised in association with Wadhvani foundation, Silicon Valley, USA.
- o In order to provide more exposure to students of subjects in social science area, an open elective series having the subjects of History, Geography, Indian Constitution, Climate change etc is introduced, this service is helping for Civil Services Examination.
- o Another elective series on Innovation & Design thinking was introduced in collaboration with a Design Thinking Organisation of USA.

## **VII Student Development Activities**

### **1. Development of soft skills in students**

- Main complaint from industry is that the fresh graduates are not industry ready.
- Such a complaint was not there during the period from 1960 to 2000 AD from the industry as long as the public sector was in leadership role.
- The public sector undertakings are used to recruit fresh graduates and they were organising induction training program for a period from 1 to 3 years to the fresh recruits.

- Then the trained engineers were given suitable responsibilities in the industry.
- From the onset of 21st century, the private sector is in the leadership role and they wish to avoid the cost of induction training program of fresh graduates.
- They are throwing this responsibility of training the graduates to be industry ready on the institutions and want the institutions to produce industry ready graduates.
- There is no alternative for the institution except to take necessary measures to make the fresh graduates industry ready to the extent possible.



- The main complaint against fresh graduates is about the lack of soft skills which are needed, in other words the written and oral communication skills, leadership skills and positive attitude.
- These are to be imbibed in the students by the institutions.
- In order to achieve the above requirements Sreenidhi has given freedom to students to be members of various clubs and technical associations.
- The students as members of various clubs / associations they fixed their own targets and carried out the same in the expected time.
- Groups of students are formed and they decide the role which has to be played by each of the member of the group. With this the skills for working in a group and to lead a group are picked up by the students.

## **Best Student Awards and Poor Student Scholarships :**

- It is customary to give Gold medals and cash awards to students who have excelled in the results in a particular branch and year or on the basis of excelling in a particular subject.
- The college also gives awards for students who have excelled in extra curricular activities as well .
- Economically poor students are also given scholarships for helping them to pursue their studies.

## 2. Exposure of students to Industry:

- Besides, the leadership skills the industry wants the students to be exposed to the industry so that they can be easily integrated into the industry when they are recruited. Some measures taken by the college in this regard are given hereunder:
- As per AICTE norms the students are made to undergo industrial training at the end of II year for a period of one month and also at the end of III year.
- The training reports are examined and a viva is conducted and given a credit at the end of II year and III year.

- In order to provide a long period of industrial exposure entire theory and practical courses are completed by the end of VII semester and entire final semester is dedicated for carrying out project in the industry.
- By the time the students complete VII semester they get the placements and the companies which gave appointment letters are requested to make use of the entire final semester for orientation training and also a project in the industry of their recruits.
- This is helping our college students to join in the service immediately after they receive the provisional certificates.
- With this the college is able to train the students to be industry ready by the time they graduate to the extent possible.

## VIII. Faculty and Staff Development

- College has been conducting every year atleast 8 to 10 faculty and staff development programs in the new technology areas and also in effective teaching methodology.
- They are also sent to the industry for practical training and to attend faculty development programs conducted in other institutions.
- The effective teaching methodology program is compulsory for all teachers who are joining the institutions whether at Professor level or at Asst. Professor level.

- The faculty is told that the student is our customer and the customer has to be delighted by our teaching.
- They are further told that what the students understand is more important than what we teach.
- They are also told that there is no purpose served by teaching if the learning is not ensured to the students.
- The faculty is given seed money for conducting research to the extent of Rs.2,00,000/- per project which is helping the teachers to get funding from various agencies later on and also in publication of papers.

## **IX. Feedback of Teaching Effectiveness of Teachers and the effectiveness of Non-Teaching Staff.**

- A seminar was conducted by Sreenidhi in association with our Teachers as to what should be the parameters and weightage to be given for each parameter based on which the feedback is taken from students.
- Feedback is taken at the end of 4 weeks of instruction and necessary action is taken with regard to the views of the students and the faculty is advised accordingly.

- Feedback is once again taken at the end of 9 weeks and opinion of the students is informed to teachers so that some mid course correction can be taken by the teacher concerned.
- Final feedback is taken at the end of instruction and this is taken into consideration for Best Teacher Awards and Best Non Teaching Awards
- Besides the feedback from students, the results that are achieved by the students in the end semester exams, the contributions the faculty made for the department, for R&D, for Consultancy and services rendered to the college as a whole by the teacher are also considered.



- A cash award of Rs.10,000 was given to all the Teachers who have scored more than 85% of marks. Many teachers of each department may get these awards.
- Those who have score between 75 to 84% are given a cash award of Rs.5000/-
- Those Teachers who has scored between 60 to 74% are given commendation certificates.
- Others are taken into confidence and are counselled to improve in teaching.
- Similarly awards are given to Non-Teaching Staff also.
- This scheme was appreciated by “Indian Society for Training and Development” and a National level prize was given to the college.

## **X Some major achievements**

- College was accredited by NBA at the age of 5 ½ years which is perhaps a record.
- World Bank Assistance was received under TEQIP in all the 3 phases by Sreenidhi, which is the only self-financing institution to be in all the 3 phases in both of our States.
- All courses which are eligible for accreditation have received accreditation from NBA .
- The college was given A+ grade by NAAC recently.
- College is recognized as Scientific and Industrial Research Organization (SIRO) by Ministry of Scientific and Industrial Research in 2012 and is being renewed every 3 years.

## XI. Concluding Remarks

- The development of Sreenidhi is mainly due to the freedom given by our management under the **leadership of Dr.K.T.Mahi**.
- Best Teacher Awards, Best Non-Teaching Staff Awards, Best Research Publication Awards have kept the tempo of faculty on high platform.
- The credit for the recognition of Sreenidhi by World Bank, various funding organizations and continued patronage of parents and industry goes to our dedicate faculty and staff.

**Thank you all**