

## Editorial

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In this issue we feature four timely papers in the areas of andragogy, research-based curricula, examination systems in higher education and application of total quality management in higher educational institutions. The issue also carries a book review.

In the paper titled *Impact of Diverse Universities on Higher Education Institutions*, H. S. Badri deals with the merits and demerits of the different types of universities that exist in India such as central, state and the governance models, deemed-to-be and private universities and the governance models they follow. The paper argues that the rise of the private and the deemed-to-be universities is lowering the monopoly enjoyed by the state universities. The paper also compares the performance of state-owned universities and private universities.

S. Ramkumar and S. R. Savithri write about Total Quality Management (TQM) in the field of educational institutions in allied health sciences in their article titled *Total Quality Management and Research Productivity - A Case Report*. The paper focuses on research productivity by applying TQM methods and implementation of ISO 9001:2008 with their respective internal Quality Assurance Cell. The findings of the study bring the importance of people involvement, people development, participative goal-setting and local collaboration in research.

The article titled *Research Based Curriculum to Improve the Teaching Learning Experience of Undergraduate Students* by P. Srinivasa Pai and Niranjan N. Chiplunkar is about the transformation that the technical education has undergone in the past years. They elaborate on how quality of education can be improved by combining research and teaching. The authors have attempted to create a broad framework for research-based curriculum.

Akash Marathakam, Vimal Mathew, Zuhara Mariyam and M. K. Unnikrishnan, have contributed the article, *Examinations: The Central Governance Concern in Indian Universities*. The authors of this paper argue that the social factors like media, litigation and corruption have made sure that most universities bear the brunt of assigning considerable manpower in making sure that examinations and evaluation systems are so called “transparent and fair”. This article also reflects on how the society considers exam as the pedestal on which to stand and gloat over one’s “performance” and questions the idea of success and points out the the loopholes in governance models (for examinations) that the various types of universities follow.

The present issue also carries a review of the book “*Big Data in Practice*” authored by Bernard Marr. The review is written by Shilpa Praveen. The reviewer explains how the book brings out instances of well-known multinational corporations and relatively smaller business firms employing big data analysts to offer business solutions.

The editorial board of NMR would like to thank everyone who contributed articles, the reviewer and the production team. The support of all the wellwishers has made this issue of the journal possible. We hope the articles published in this issue would be of considerable interest to all readers. We believe that every article here challenges the status quo and urges those involved in making decisions to look at issues critically and bring about positive change for the constituents they serve.

Thank you

**K. Sankaran**

Editor-in-chief