

# Total Quality Management in Higher Education Institutions in the Wake of the National Education Policy 2020

Puja Roy<sup>1</sup> and Prof. Kaberi saha<sup>2</sup>

<sup>1</sup>Research Scholar, <sup>2</sup>Professor, Department of Education,  
Gauhati University, Guwahati-7801014  
Email: [roypuja152@gmail.com](mailto:roypuja152@gmail.com)

## Abstract

*It is crucial to raise the standard of higher education for the socio-economic upliftment of that nation. Therefore, raising the quality of higher education is a pressing concern for everyone in the current environment. As a result, the idea of Total Quality Management (Meher & Baral, 2019; Patel, 2013) is now well known for improving the quality of higher education institutions, and Indian government is placing a great emphasis on this issue. So, the government of India by introducing the National Education Policy 2020 (Ministry of Education, 2020) has tried to bring changes in every aspect of higher education in India and if the policy can be implemented properly then it will make our education system able to compete with the education of other countries. This paper will show the challenges of TQM in higher educational institutions, the impact of NEP 2020 on Total Quality Management process and will show how to implement the TQM policy for the development of higher education institutions.*

## Keywords:

*Total Quality Management, Higher Education, Quality Enhancement, NEP 2020.*

## Article History:

**Received** on 23 May, 2025  
**Accepted** on 25 July, 2025

## Introduction

Various shortcomings of higher education in India can be seen. Higher education is very important for the progress of human society. The Indian higher education should be related with the human capital development of the country. It is possible to establish the leadership of a country only when the higher education of that country is very advanced and through the higher education of that country not only, we can establish the leadership but also

can give birth to different skilled workforce. The standard of higher education in India must be improved so that a dedicated, professionally sound and committed society can be created which will determine the future of our nation. Total Quality Management (Meher & Baral, 2019; Patel, 2013) is a very common concept that every higher educational institution should have, because this concept helps the institution to understand how to plan, how to organize and how to meet the need of various stakeholders such as teachers, students and society as a whole. Without complete quality management, we cannot expect higher educational institution to improve, because of this management process, we discuss all the problems that have arisen in an institution, how to solve them and as a result the various institutional issues can be solved. But sometimes it is seen that various higher educational institutions do not give proper importance on total quality management process for various reasons and as a result those institutions started to face various difficulties and the quality of standard of those institutions start deteriorating. Our government should invest sufficiently on higher education to improve the standard of living of the people and along with investing in higher education; the government of India should look at whether it is trying to improve the standard of higher education.

### **Total Quality Management in Higher Education**

The concept of Total Quality Management (Meher & Baral, 2019; Patel, 2013) is used in the corporate world as well as in the educational field to improve the quality of higher education. Total quality management is an effort to achieve excellence. This process helps an organization to think how to innovate newness within conventional methods. It is not only a philosophy but this process sets certain guideline and standards which if followed properly, the development of the organization is sure.

### **Method**

The paper is purely conceptual in nature and is based on secondary data. Here there is an attempt to find out the impact of National Education Policy 2020 (Ministry of Education, 2020) on managing the total quality in higher education institutions.

### **Discussion**

Higher education is the culmination of our entire education system. Therefore, improving the quality of higher education institutions is an extreme responsibility of the current education system. Below are discussed about the challenges of TQM, the impact of

NEP 2020 on Total Quality Management (Meher & Baral, 2019; Patel, 2013) and some suggestions to implement the TQM in higher education institutions-

### **Challenges of Total Quality Management in Higher Educational Institutions**

Total Quality Management (Meher & Baral, 2019; Patel, 2013) is very essential concept for every higher educational institution to maintain high quality standard. But in many organizations, it is seen that for some special reasons total quality management is not possible. The main challenges are mentioned below:

- **Poor Planning:** Proper planning is very important for running any institution smoothly. Every organization prepares some objectives to succeed and planning helps in creating the roadmap to achieve those objectives and directs all activities towards achieving those objectives smoothly. But in some organisation, it is seen that work is being done but proper planning is not done before that and as a result they face various problems such as unnecessary expenditure of time and money, working without direction, selection of any person for teaching profession without following proper guideline in the institution etc. and if the work continues without any plan, then it will impossible for the organization to improve.
- **Lack of Training (Pushpa, 2016):** Training is very important for human resource development. The main purpose of training is to develop a particular skill in a person. Therefore, for the improvement of any organization it is very necessary to provide high quality training to the employees and as a result those employees will be able know the organization's policies, rules, manners, and procedures. But sometimes it is seen that in various institutions, even if they provide all the facilities for quality training, their employees show lack of interest in training program and gradually they start to avoid those programmes and that is why the employees are not able to update themselves and as a result the quality of the institutions starts to be deteriorating.
- **Rigorous Institutional Environment:** Some institution finds that their administrative system is too rigid in nature and as a result, the employees of those institutions cannot express their thoughts well and even they are less clear about their duties and responsibilities and since they can't express their thoughts and feelings well, confusion is created between employees and department and as result they can't do their duties with proper attention.

- **Rapid Changes of Leaders and Departments:** Every organization needs leaders to run smoothly. A leader is a person who helps to show how to plan for the improvement of every institution, how to implement that planning and how to evaluate its result. Along with the leadership of an organization there should be a good relationship between the different departments of the same organization and their employees so that they can all work together to improve the organization. If the leaders of an organization changes frequently and its rules and regulations also change with it, then there will be instability and chaos in the environment of that organization and due to frequent changes of rules, there is a possibility of creating confusion among the employees of that organization, because of which the organization begins to deteriorate.
- **Poor Coordination between Employees and Department:** Good coordination and communication between people is essential in any field. Employees of every organization have to establish good coordination and communication with their departments otherwise there may be misunderstanding between them. If every employee of the department can develop a good relation among themselves and share the tasks and responsibilities equally, then the improvement of the department is sure.
- **Lack of Properly Qualified Teacher:** For the improvement and to maintain total quality of any institution, it is very necessary for the employees of the organization to receive training (Pushpa, 2016). Because the trained professional will know very well how to run an organization smoothly and what new methods and techniques can be used to improve the organization. But if an organization lacks trained workers, then those organizations will continue with the same old attitude and in future, they will not be able to compete with any other organization from which they cannot improve.
- **Scarcity of Team Spirit:** Team work is very important concept for every institution in this competitive world. If an institution has high team spirit, then this institution may be able to innovate something quickly, may find mistakes and solutions very easily and will attain more benefits from them. But in some organizations, it is seen that there is no unity among their employees and due to lack of it they are not be able to work together in one place which has a harmful effect on the organization.
- **Lack of Research Facilities (Inairat & Al-Kassem, 2014):** So far not every institution of higher education in India has been able to provide a favourable environment for research. There are many major problems in higher education institutions due to which the research environment is not being able to improve. The

problems may be the lack of infrastructural facilities. Lack of trained professionals, cost of higher education etc. If these problems cannot be eliminated, then it will not be possible to improve the quality of an organization and also these problems will create difficulties in research.

### **National Education Policy 2020 and Total Quality Management in Higher Educational Institutions:**

National Education Policy 2020 (Ministry of Education, 2020) will bring a great revolutionary change in the field of higher education. To maintain the quality of higher education, National Education Policy 2020 has recommended the following suggestions:

- **Institutional environment should be extensive, engaging and encouraging:** For a better learning environment there should be an effective curriculum, better teaching methods, trained teachers, better evaluation system, proper student support etc. The curriculum should meet the needs of the students and advanced teaching methods should be used to impart the knowledge of that course to the students. The assessment process for testing the students should be scientific and the students should be tested continuously for their improvement along with that, the institution should provide various facilities to the students to improve the quality standard such as updated library, laboratory, playground, technology based classroom, dining areas etc. and if these facilities are properly provided to the students then the students will get the chance to actively engage in different activities of the institutions.
- **Admission process should be pliable and inclusive:** Since India is a developing country and most of the people here are socio-economically backward, every higher education institution should aim that the students of India from different socio-economic backgrounds can receive higher education in a very good way at very low cost. So every higher education institution should follow “Zero Rejection Policy” That means every higher education institution must promise that they will not deprive any kind of student from higher education and will provide equal facilities to every student.
- **Comprehensive education should be provided rather than rote learning:** NEP 2020 mentioned that emphasis should be given on holistic arts education for all round development of the students. Therefore, there is a need to provide high quality arts education with curriculum flexibility in various universities and colleges and instead

of rote learning emphasis should be placed on research, communication, debate, discussion type activities which can develop interdisciplinary and critical thinking among the children.

- **Excellent support centre should be established in every institution:** Sometimes it is seen that some students come from underprivileged groups of the society in the institution who cannot adapt themselves in the situation and for that reason every institution should open high quality support centre through which the students may be able to get financial assistance and academic support and those centres should have guides and counsellors to help the students physically, mentally and socially.
- **Every institution should provide financial support to students:** According to NEP 2020 every institution should provide scholarship to students. Because many students in educational institutions come from underprivileged communities who cannot adapt themselves properly in that situation. So, the institution should give scholarship to SC, ST, OBC and SEDGs students to remove financial problems of students and then the students can lead themselves forward without any tension.
- **Sufficient infrastructure should be there in the institution:** Every institution should be equipped with adequate infrastructural facilities. Because it is very necessary to provide updated infrastructural facilities in any institution to improve the quality standards and to satisfy the teachers and their students. Infrastructural facilities like technology-based classroom, labs, library blackboard, clean drinking water, proper toilet facility etc. should be provided.
- **Student teacher ratio should be properly maintained:** The responsibility of the teachers should not be excessive and the ratio of teacher and student should be properly maintained and then a very good relationship will develop between the teacher and the students of the institution and then the teachers will be able to think independently and may be able to do their work effectively and when everyone will work independently and effectively, then the quality of each organization will improve automatically.
- **Proper guidance and counselling programme should be there:** Inferiority complex and confusion are often seen among the socio-economically disadvantaged students and as a result they fall behind in many situations and cannot muster the courage to move forward for that, if the students can be provided with mentors, then the students will be able to open up their problems and may be able to find solutions to various problems by their own.

- **Discrimination and harassment should be strictly prohibited:** Mental or physical harassment and discrimination are the worst form of violence. These two terms are not new, since ancient times there has been constant mental or physical harassment and discrimination are there against certain classes of children and as a result, socio-economically disadvantaged children are being deprived of higher education. Therefore, every institution of higher education should strictly ensure that no discrimination and harassment are there among the students.
- **Technological tools should be encouraged for better student participation:** A faster a country's technological development is the faster its educational progress will be. If technology is not given proper importance in the field of education, then the education system of India may not be able to compete with other developed countries. Therefore, it is very necessary for the government of India to give importance to the development of technology as far as possible so that it becomes possible to bring education to the doorstep of every people through the technology.

#### **Some Suggestions for Implementation of TQM in the Institutions of Higher Education:**

TQM is a management process and it is a set of standards which gives direction to institutions to improve systematically. This is a quality improvement process of the institution according to the needs of the stakeholders. To maintain the total quality of the institution the following principles should be followed: -

- **The institutional setting must be improved:**
  - The curriculum and pedagogy of every institution should be designed by expert faculty members to develop creativity, critical thinking, and innovativeness among the students.
  - There should be the system of continuous and comprehensive evaluation rather than high- stakes examination.
  - A career counselling centre should be there in every institution especially for socio-economically disadvantaged children for physical, mental, and emotional development.
- **Education that is comprehensive and multidisciplinary should be encouraged:**
  - The institutional curriculum should be designed in such a way through which students all round development can be make possible. The curriculum should encourage the

children to take part in teamwork (Hansson, 2022), debate, discussion, problem solving activities etc.

- Students should be given credit-based courses and project works on environmental education, value-based education and community engagement program. Through this education students will be able to know about the protection of environment, about different ethical conducts and will get the chance to participate in different community service programmes.
- In every institution multiple entry and exit system should be started in Graduate and master's level through which the students may get the opportunity to study various subjects from different disciplines according to their choice.
- **Biasness and persecution ought to be outlawed through certain measures:**
  - Some students are not aware about the government ACT against discrimination and harassment (Ministry of Education, 2020). So, in that case the institutions can organize speech programs by inviting different eminent persons in the institutions.
  - To make aware about the unusual conduct in the institution the teacher can encourage their students to participate in group discussion, teamwork (Hansson, 2022), role playing etc. so that students may be able to understand importance of unity.
- **Examination system should be reformed:** The examination pattern of Indian educational institutions is totally based on the development of cognitive level of the students less importance is given on affective and psychomotor development. Here from very early age students are taught that academic marks are very important to get admission and job in future and that is why students are doing rote learning to get good marks. So, to reform the examination system at first, we should remove the fear and exam pressure of the students therefore, as far as possible, institutions should conduct continuous exams so that the children's fear of tests will be remove and such tests should be conducted which will focus on strength rather than weakness of the students.
- **The institution should have one period dedicated to skill-improving activities:** Skill enhancement activities are very essential for all round development of the students. In this competitive world only the academic marks are not sufficient for the upliftment of the students because this only can enhance the cognitive aspect of the child but only cognitive development may not help the children to face the challenges of life so, as far as possible institutions should provide training (Pushpa, 2016) on

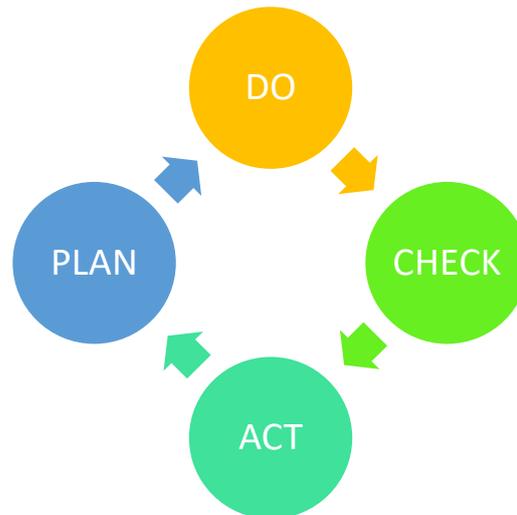
different skill activities like training on cloth making, carpentry, designing, wall painting, candle making etc.

- **Every institution needs to adopt new principles:** - Every institution should adopt new thinking, innovation, and philosophy from beginning. If they continue to run the institution with the help of old ways of thinking and philosophy, it may be impossible for the institution to improve, because present era is the time of competition, and in this time if any institution can move forward with various new ideas then may be that organization will be able to compete with other organizations and therefore various plans should be made keeping in mind the needs of the present time which can meet the needs of the society.
- **Training (Pushpa, 2016) should be given to every professional of the institution:** - To improve an institution, it is very important that every person in that institution receives training. The management of every institution must provide better resources so that better training system can be arranged for the teachers. Unless the teachers and other professionals of an institution are educated through training, the students and the entire society cannot get benefit from it. So, to maintain good quality of the institution it is very essential to provide innovative training to the teachers as far as possible because when the teachers are educated through training then the students will get proper benefit from it at the same time.
- **Every institution should practice SWOT analysis (Murad & Kumar Rajesh, 2010):** - SWOT analysis means Strengths, Weaknesses, Opportunities and Threats. This analysis process is very popular and important in the management system. Through such analysis, we will be able to know about the weaknesses of a department or an institution and after knowing this the institution may be able to take various measures to remove those problems which will be helpful to maintain the quality of higher education.
- **Every institution should motivate and recognize their faculty members properly:** - motivation (Patel, 2013) is a force which energize every people to achieve their goals. This is very important responsibility of the institution to motivate their teachers which will increase their self-confidence and morale. Every institution should provide financial or non-financial rewards to their faculty members to develop their quality so that teachers can be responsible and committed to the institution in addition to their teaching.

- **Elimination of anxiety and create love and trust in the institution:** - An environment of love and trust must be created by removing the atmosphere of anxiety and fear from every institution. Fear or anxiety is one of the main reasons that make it impossible for any organization to improve its quality standards. In some organization there is a lack of love and respect among their employees and as a result there is no exchange of feelings between them and there is a misunderstanding between them. Therefore, in order to improve the quality of any organization, first of all they need to establish a good relationship between their employees and the administrative system.
- **Responsibilities should be divided equally among the employees:** - Decentralization of responsibility is very essential for quality management. When the responsibilities are divided among the employees of an organization smoothly, then every employee of that organization can be able to understand their duties and responsibilities well. Therefore, in order to improve the quality of any institution, first of all they should properly explain their responsibilities and duties to each employee well and should provide enough training (Pushpa, 2016) to fulfill those responsibilities.
- **Advance research should be done in the institution:** So far not every institution of higher education in India has been able to provide a favorable environment for research. There are many major problems in higher education institutions due to which the research environment is not being able to improve. The problems may be lack of infrastructural facilities. Lack of trained professionals, cost of higher education etc. If these problems cannot be eliminated, then it will not be possible to improve the quality of an organization and these problems will create difficulties in research.
- **Elimination of error at the first attempt:** To improve the quality of any organization, the errors that are likely to occur in those organizations must be eliminated at the first attempt, so it is very important to plan well before doing any work. If the planning is perfect then there is no possibility of mistakes but if the planning is not done properly then there are mistakes as well as time and cost will be much more.

#### **Procedure of Implementation of TQM in Higher Educational Institutions:**

Total Quality Management (Meher & Baral, 2019; Patel, 2013) is essential to improve the quality of an organization and that organization must follow some process to maintain the quality. For that in this case the institution can follow the PDCA cycle (Murad & Kumar Rajesh, 2010) that Edward Deming first discovered to maintain the quality of an organization. PDCA stands for Plan-Do-Check-Act. This method is a cyclical method that was invented by Edward Deming in the 1950s for planning activities and evaluating their results.



#### **Edward Deming's PDCA cycle (Murad & Kumar Rajesh, 2010)**

- **Plan:** Planning is the first step of any activity. Before undertaking any task, first we need to create mind mapping of how that task can be carried out smoothly. If a task is not properly planned, the task may not be completed smoothly or there is a possibility of waste of human resources. Similarly, if any organization activities are properly planned before starting the work then there is a possibility of proper utilization of human resources. Therefore, the authorities of every organization should observe where the organization has difficulties and based on that they should create various objectives and goals, methodologies and tools, on which every member of the institution can work properly for the improvement.
- **Do:** Many times it is observed that even though various high quality plans are made for the improvement of the organization but later it is not possible to implement those plans and as a result those plans fail and the development of the organization becomes impossible. Therefore, if any plan is made, it is necessary to implement those plans smoothly into the organization so that the organization can improve by eliminating various problems. At this stage the authority and all the employees of the institution

should find out how to fulfill the objectives by applying various methods, tools, and techniques to maintain the quality of the institution.

- **Check:** To make any activity successful, it is very essential to evaluate its result. This is the third stage of Deming's cycle where the plans made for the improvement of an organization and work to be done are evaluated and such evaluation is very necessary for the improvement of any organization because by such evaluation it can be known whether all the employees are working properly to meet the objectives.
- **Act:** This is the fourth stage of Deming's cycle. When an organization's performance are evaluated, then if there are any faults in that performance, it should be tried to work on those faults because if those faults are not worked on, then those faults can hinder the improvement of the organization in the future.

## Conclusion

Higher education is the pillar of development of every country and to strengthen the higher education, quality educational institutions are very necessary. This study shows that Total Quality Management (Meher & Baral, 2019; Patel, 2013) has a special impact on the goals, vision and objectives of the institution. Total quality management helps every institution to grow and develop while maintaining its values. This process helps every institution in planning, organizing, staffing, directing, coordinating, reporting and budgeting. It is very impossible to implement total quality management overnight in any institution, so higher education institutions should focus on the various problems in their institutions as far as possible and should try to solve those problems according to their ability. At present the New Education Policy 2020 has also given more importance on the total quality management of the institutions and accordingly if the institutions can implement the suggestions of the policy, then they may be able to improve their institution efficiently.

## References:

- Devi, P. (2021). *Challenges concerning higher education and educational implementation of Total Quality Management. International Journal of Management, 12(2), 177–183.* <https://doi.org/10.34218/IJM.12.2.2021.018>
- In'airat, M. H., & Al-Kassem, A. H. (2014). Total Quality Management in higher education: A review. *International Journal of Human Resource Studies, 4(3), 294–307.* <https://doi.org/10.5296/ijhrs.v4i3.6368>

- Meher, V., & Baral, R. (2019). *Total Quality Management (TQM) in higher education: A conceptual study*. *International Journal of Innovative Knowledge Concepts*, 7(7), 137–141.  
[http://www.researchgate.net/publication/334745849\\_Total\\_Quality\\_Management\\_TQM\\_in\\_Higher\\_Education\\_A\\_Conceptual\\_Study](http://www.researchgate.net/publication/334745849_Total_Quality_Management_TQM_in_Higher_Education_A_Conceptual_Study)
- Murad, A., & Kumar Rajesh, S. (2010). Implementation of Total Quality Management in higher education. *Asian Journal of Business Management*, 2(1), 9–16.  
<https://maxwellsci.com>
- Ministry of Education. (2020). *National Education Policy 2020*.  
[https://www.education.gov.in/sites/upload\\_files/mhrd/files/NEP\\_final\\_English\\_0.pdf](https://www.education.gov.in/sites/upload_files/mhrd/files/NEP_final_English_0.pdf)
- Patel, S. G. (2013). TQM in higher education institutions (HEIs). *International Journal for Research in Education*, 2(2), 79–83. [www.rajimr.com](http://www.rajimr.com)
- Pushpa, L. (2016). Implementation of Total Quality Management in higher education institutions. *International Journal of Scientific Engineering and Research (IJSER)*, 4(5), 39–42. [www.ijser.in](http://www.ijser.in)
- Prasad, R. V. S. (2017). Total Quality Management in higher education. In *Statistical approaches on multidisciplinary research* (pp. 114–121). Surragh Publishers.
- IOS World. (n.d.). *Home*. <https://www.iosworld.org>
- Sharma, A. (2018, March 22). *Complete list of 62 universities that got full autonomy status by UGC*. Aglasem. <https://news.aglasem.com>
- Emakhu, J. (2020, April 4). *Principles of Total Quality Management*. ResearchGate.  
[https://www.researchgate.net/figure/1-Principles-of-Total-Quality-Management-TQM-Source-Smith-100\\_fig1\\_340520327](https://www.researchgate.net/figure/1-Principles-of-Total-Quality-Management-TQM-Source-Smith-100_fig1_340520327)
- Education, C. C. (2021, April 22). *10 immediate changes needed in Indian education system* [Video]. YouTube. [https://youtu.be/\\_0iEp4nNsy4](https://youtu.be/_0iEp4nNsy4)
- Hansson, H. (2022, May 27). *The importance of teamwork in your organization*. Docket.  
<https://www.dockethq.com>