

# Review of: "Developing a Winning Culture in Autonomous Indian Engineering Institutions"

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**Potential competing interests:** No potential competing interests to declare.

Upon careful review, I regret to inform you that I am unable to recommend this paper for publication in its current state. While the topic discussed is undeniably intriguing, there are several significant issues that must be addressed before it can be deemed suitable for publication. The author's assertions regarding toxic cultures and management styles in engineering colleges lack substantial argument, as no evidence or references have been provided to support these claims. The absence of proper citations raises doubts among readers and undermines the credibility of the arguments presented. Therefore, it is imperative that the author include more citations to strengthen the case of toxic cultures in engineering colleges. Additionally, the limited number of references cited in the paper, focusing primarily on case studies from foreign institutions, does not sufficiently support the claims made about engineering colleges. The reliance on outdated sources, such as the "Faculty Job Satisfaction Survey" from 2013, further weakens the paper's argument, especially considering the study's narrow scope. The article suffers from sweeping statements without sufficient elucidation, systematic analysis, or data to support.

The latter part provides a compilation of cultural models extracted from a single study without incorporating any personal opinions from the authors.

The research methodology needs clarification regarding the sample selection method and whether a quantitative or mixed method was utilized. The author initially states that a survey was used, but also mentions "face-to-face discussion." The findings are presented in simple points, without specifying how many out of 1253 agreed with each point. This suggests that a consensus was reached on all points, which raises serious doubts regarding the study.

Engineering institutions such as NITs, government colleges, and polytechnics are often considered equivalent; however, their level of autonomy is a crucial factor that can address many of the concerns raised by the author. Examples of factors that vary according to the status of these colleges are funding, appointment of directors, faculty roles and responsibilities, and faculty retention. Using them interchangeably simplifies the problems.

The author then suggests ways to improve the toxic culture but fails to provide evidence of the successful implementation of these numerous suggestions. Hence, the ideas appear to be a list of dos and don'ts of the authors' ideas to solve the problem.

Instead of listing over 30 suggestions and more than five models from secondary sources, the author could have highlighted a few key recommendations and explained their impact in bringing about change.

I would also suggest that the author read the NIRF ranking and the parameters on which academic institutions are evaluated and ranked in India.

The article is an effort to familiarize readers with the problems prevalent in India's engineering colleges, which have long been ignored in scholarly literature and by policymakers. However, in doing so, it stumbles on many aspects, such as factual and logical arguments. Most importantly, there is a lack of a good theoretical framework and a credible standard list of references. If the above-mentioned issues are resolved, the article can be considered for publication as it addresses an important issue.