

Decentralization and participative management is ingrained in the administrative functioning of the institution. Participative management is an open form of management where the employees are actively involved in the conceptualization as well as implementation of various academic and administrative responsibilities. Hence, this form of management represents collective decision making which involves the Director, Heads of the Departments, Coordinators, Laboratory incharges and section incharges. The faculty and staff are treated as facilitators who deal directly with the students and meet their needs.

Decentralization in functioning is emphasized by the administrative structure consisting of Boards of the Governors at the helm of the hierarchy, followed by the Governing Council at the college level. In most of the instances a bottom-up approach of administration is followed wherein the inputs come from the lower levels of hierarchy through departmental level faculty and staff meetings held periodically to discuss matters related to academics, administration and infrastructure augmentation. The inputs from the Departmental meetings is placed by the respective heads in the HODs meetings which are also held periodically. The decisions taken in HODs meeting are put up in the Governing Council which recommends them for approval of the BOG.

Case Study – Mentoring System

The on-line mentoring system developed by the CSE faculty of the institution is a good example of decentralization and participative management. The traditional student counselling and mentoring system was in force till 2016-2017. This was a comprehensive system under which a series of forms were used by the counsellors for course counselling, career counselling and general counselling. Even though the system was effective without loose ends, it involved a good amount of paper work and file movement.

In this system, the faculty/counsellors felt stressed due to the documentation work, which in some instances was more taxing than the actual counselling itself. Apart from this, access to case history and data retrieval for individual student was time consuming and burdensome. Moreover, the institution began preferring a paperless system in order to avoid unnecessary usage of paper in order to conserve resources. By the end of 2017, faculty members began advocating introduction of online counselling system in order to improve effectiveness and reduce paper work. The inputs of the faculty were placed in the HODs meeting by the Heads

of the Departments. After taking into consideration all the aspects, a collective decision was taken to develop a mentoring portal in order to make the process online and transparent.

The on-line mentoring portal was launched in 2017. The database consists of student details like name, contact number, e-mail address, parents contact number, mentor-student mapping etc. The attendance data and CIE data is downloaded to the portal periodically. The mentors are alerted about the shortage of attendance and low scores in CIE through SMS. Using the portal the mentors inform the parents and fix up a meeting if required. Details of all the activities and updates on parent-mentor meeting are logged in the portal and can be retrieved as and when required.