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RAMAKRISHNA SARADA MISSION  
VIVEKANANDA VIDYABHAVAN  
33, SRI MAA SARADA SARANI  
DUM DUM, KOLKATA-700055

## Decentralization and Participative Management

### 1. Policy Statement

Organizational structure affects the performance of the institutions. The college recognizes the need of a clearly defined quality management structure, functions, policies and procedures. It aims at effective leadership through sharing and delegation in the areas of accountability, authority, and decision-making to achieve faster processes, uniformity and finally, excellence. RKSMVV has adopted a **Policy of Participative Management based on a Balance between Centralization and Decentralization** in effective administrative-academic management.

### 2. Scope and Applicability

Participative Management involves active participation of employees or stakeholders in the decision-making process. The college aims at a balanced management structure based on authority, delegation and participation, involving all its stakeholders (Management, Faculty, Staff, Students and Guardians and Alumni).

There are key areas in an educational institution like RKSMVV which require centralization for effective planning and leadership. The Managing Committee, comprising of nominated members from Sri Sarada Math and its various centres, and the Principal, IQAC Coordinator and Teachers' Council Secretary of RKSMVV, exercises its authority in the following matters:

- i) Finance
- ii) Human Resource Management including recruitment, training and orientation, pay and benefits and general motivational strategies
- iii) Policies and Programmes

*P. Vedarupapurna*  
Principal  
Ramakrishna Sarada Mission  
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- iv) Effective Curriculum Management
- v) IQAC Formation

Decentralization is practiced through:

- i) Sharing at multiple levels. The management shares its vision with the stakeholders who are active participants in all activities. It also provides active support for various departmental and committee activities. The stakeholders, again, through their reviews and feedback share the success or lack of it, providing a scope of improvement at the management level.
- ii) De-concentration. This involves effective planning of academic and administrative activities and transference of tasks to smaller bodies within the institution with limited decision-making authority. Members of this bodies are nominated (as in IQAC), selected, or volunteer for specified periods or terms.
- iii) Delegation. This involves delegation of duties and tasks to the departments, committees, subcommittees, cells and other groups. Performances are self-reviewed, or reviewed by the Principal, IQAC and Managing Committee.

The institution believes that a balance between Centralized and Decentralized governance not only helps the fulfillment of its vision, but also encourages capacity building, and ensures responsible leaders capable of independent decisions and implementations.

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### DECENTRALIZATION AND PARTICIPATIVE MANAGEMENT

To maintain greater accountability, participation, responsiveness, the institution has adopted a decentralised and participative style of functioning. Representation of teachers in administrative committees and their participation in the General Body helps to gain necessary inputs regarding substantial growth of the institution and helps to execute into action the decisions/recommendations discussed in the meetings. Thus, to ensure decentralisation, effective administration and participation, the TCS and the IQAC coordinator take part in the General Body meeting held periodically.

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