

Best Practice-II:

Title: Collaborative and Participative Management

Introduction

Collaborative and Participative Management at ESWAR College of Engineering involves faculty in institutional activities like examinations, purchases, and infrastructural development. This fosters a sense of belongingness, enhances coordinated efforts, and builds strong team spirit, ensuring comprehensive and inclusive management for the college's success.

Objectives

- **Enhance Faculty Engagement:** Foster a sense of belongingness among faculty by involving them in planning, organizing, and implementing activities related to institutional requirements.
- **Promote Collaborative Management:** Encourage a participative management approach where faculty actively contribute to the conduct of examinations, purchases, civil and infrastructural development, and other institutional activities.
- **Improve Institutional Efficiency:** Achieve better coordination and integration of institutional activities by involving faculty in various administrative roles and committees.

The Context

For the success of any organization, it is imperative that all employees feel a sense of belongingness and take responsibility for the effective functioning of the organization. Typically, employees are given a set of responsibilities and expected to execute them to some degree of conformance. However, they generally do not have much say in integrating these responsibilities into the organization's development. Organizations that motivate their staff to take responsibility for the overall functioning can deliver quality output through coordinated efforts, not just individual excellence.

The Practice

At ESWAR College of Engineering, faculty are integrated into various administrative committees, each led by a senior member. This approach ensures that faculty contribute to the institution's success and address diverse needs, including examinations, finance, training, and infrastructure, fostering a sense of collective responsibility. Faculty are grouped into various committees, each headed by a senior faculty member who serves as convenor/Member Secretary. Major committees include:

- Examination Committee
- Finance Committee
- Training and Placement Cell
- Alumni Committee
- Library Committee
- R&D Cell
- Maintenance Committee

- Disciplinary Committee

Members of these committees are drawn from each department, with the principal serving ex-officio as chairman of all committees. These committees meet regularly to plan, coordinate, and implement developmental activities. The challenge is to bring all faculty onto a common platform to appreciate the institution's vision and enhance its performance.

Evidence of Success

Decisions related to a given domain are discussed in detail, and resolutions are arrived at by the committee for final approval by the central administrative team. For instance, major financial investments like purchasing laboratory equipment are handled entirely by the Finance Committee, which calls for budget proposals from departments and finalizes the allocations.

Problems Encountered and Resources Required

- **Challenge of Engagement:** Bringing all faculty members, from newly recruited to senior-most, to equally appreciate and effectively contribute to tasks.
- **Orientation Investment:** Significant time spent on orienting faculty to understand and appreciate institutional challenges.
- **Capacity Building:** The orientation process, despite being time-consuming, aids in building the system's capacity by educating faculty on administrative challenges.
- **Development of Junior Faculty:** Junior faculty members gain insight into the administrative challenges faced by the institution.
- **Fostering Belongingness and Team-Spirit:** The approach cultivates a strong sense of belongingness and team spirit among all faculty members.