



MADRAS SCHOOL OF SOCIAL WORK

(An Autonomous Institution Affiliated to the University of Madras)

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Principal

Criteria VI - Governance, Leadership and Management

6.1.2. The effective leadership is reflected in various institutional practices such as decentralization and participative management

Upload a case study showing practicing decentralization and participative management in the institution in not more than 500 words

The institution practices decentralization and participative management.

- The “**principal of subsidiarity**” helps in decentralization and participative management of the institution. This instills a sense of ownership and promotes team work among the staff in carrying out their roles and responsibilities.
- The administration of the college is **decentralized by delegation of powers** to various authorities both in administration and academic aspects. Everyone is involved in the collective decision making by meeting at regular interval that helps in planning and implementing of all activities in the college.
- The college operates based on the values of excellence, diversity, student-centred, transparency, accountability, community engagement and collaboration. Staff and management collaborate in developing plans for the institution aligning with the vision.

Case study – Introduction of New Programmes

Leveraging on its Autonomy status, MSSW introduced the Post Graduate Programme in Social Entrepreneurship in 2017. MSSW is one of the few places in India to offer a full-fledged master’s course in Social Entrepreneurship.

Implementation

- The idea emerged from the faculty based on the observation that Social Entrepreneurship has created wide interest among the young students who are interested in developing entrepreneurial skills and working towards alternative socio-economic models of development. This was further taken up and discussed in the Governing Body and Academic Council
- Once the Governing Body and Academic Council agreed and gave their approval for starting a new program, Principal constituted a team of Faculty to frame the syllabus
- The faculty team took up extensive research and in consultation with experts from the field designed the new syllabus. The team then presented the syllabus in the Board of Studies
- Based on inputs and suggestions from the subject experts, faculty members and practitioners the syllabus was finalized and approved. The syllabus was presented to the Academic Council for approval after due deliberation on different academic requirements of the new programme. The curriculum introduces the students to subjects relating to management, finance, accounting, social perspectives, economics, and gender and equips them with a theoretical understanding of funding strategies, leadership, and innovation along with

product and project management. The classroom learning is complemented by in-depth field practice through field work, summer internship, workshops, conferences, research component and social entrepreneurship project.

- The Governing Body approved the programme, recommending it on the basis of the industry relevance and the overall alignment of the course with the vision and mission of MSSW
- The college sought approval from the University for starting the new programme. Once the approval was given, the management supported by way of ensuring that the necessary infrastructure was in place and faculty were appointed.

Thus, the Post Graduate Program in Social Entrepreneurship has been successfully running since 2017. The students are trained to become social entrepreneurs who can start and manage their own ventures, hierarchical managers in social-entrepreneurial organizations, social marketing professionals in government and research-based organizations and executives in civil society as well as business organizations.

[479 words]