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

HBNI is a unique research University, integrating the academic strengths of ten CIs and two Off-campus Centres, each having its own mission and areas of research specialization. To achieve success in its programs, HBNI has to account for the diversity and at the same time to synergize the strengths of its CIs/OCC. To meet this requirement, the organizational structure of HBNI is indeed truly decentralized. The responsibilities for activities such as selection and admission of students, payment of fellowships, guidance and monitoring of progress of students, redressal of grievances of students, organization of exams and providing hostel accommodation are under the purview of the CI/OCC. The Director of the CI/OCC provides overall guidance to the academic programs at the CI and sets up necessary organizational structures for the conduct of the academic programs with rigor. Discipline specific Standing Academic Committees are set up at each CI which evaluate research proposal, allocate guide, prescribe the course work for the students and also forms the Doctoral Committee. Every CI/OCC has one or more Deans (Academic), depending on the disciplines handled by the CI/OCC, and one Dean (Student Affairs) and a Nodal Officer who handle all the academic Governance and students’ welfare activities. The Central Office provides overall governance for the academic programs and ensures harmony in processes adopted in the CIs/OCC, adherence to guidelines of statutory bodies and uniform, high standards in every process.

The success of the academic integration referred to above has been greatly facilitated by the participatory management approach. The Academic Council of HBNI has Directors of all the CIs/OCC as well as conveners of Boards of Studies as its members. All major decisions on academic programs and processes are made in the Academic Council with participation of all the important functionaries of HBNI. This has ensured that the institutions are able to meet their individual objectives and at the same time, adhere to a common set of academic standards and processes. Similarly, the Standing Committee of Deans (SCD) of HBNI, chaired by Vice Chancellor, has as its members Deans (Academic) and Deans (Student Affairs) of all CIs and OCC. The finer aspects of academic governance are discussed in detail in the meetings of SCD.

The procedure adopted for the revision of Academic Ordinances of HBNI in the year 2023-24 is an example that clearly illustrates the philosophy of participative management. Considering the comprehensive changes required, the revised ordinances and codes of practices were first drafted through several detailed deliberations in the committee constituted for this purpose. This committee has representation from all CI and OCC of HBNI. After due deliberations in the committee, these were then discussed in meetings of the Standing Committee of Deans, where Deans (Academic) from all CIs and OCC participated and shared their views. The Academic Ordinances and Code of Practices were then discussed in the Academic Council, where the Directors of CIs/OCC as well as academic experts from outside HBNI provided a number of important inputs. The revised Academic Ordinances and Code of Practices were finally placed in the Council of Management which also made many important suggestions. The revised Academic Ordinances and Code of Practices issued in May 2024 and July 2024 had the inputs from all the academic functionaries.