Introduction

Universities are autonomous bodies governed and controlled by various regulations and statutory Ordinances as laid down by the State Government from time to time. The existing procedure of educational administration is such that no office order can have a legal standing unless and until it has an appropriate backing of some provisions of the Government Resolutions, Regulations, Rules, Ordinances, Statutes and Act. The Maharashtra Universities Act 94 accepted as a most superior, legal doctrine which governs the Statutes, Ordinances, Regulations.

The Act is basically laid down with the following objects.

Objects of University

The objects of the university shall be to disseminate, create and preserve knowledge and understanding by teaching research, extension and service and by effective demonstration.
and influence of its corporate life on society in general, and
in particular the objects shall be -

(1) to carry out its responsibility of creation,
preservation, and dissemination of knowledge;

(2) to promote discipline and the spirit of intellectual
injury and to dedicate itself as a fearless academic
community to the sustained pursuit of excellence;

(3) to encourage individuality and diversity within a
climate of tolerance and mutual understanding;

(4) to promote freedom, secularism, equality and social
justice as enshrined in the Constitution of India
and to be catalyst in socio-economic transformation
by promoting basic attitudes and values of essence
to national development.

(5) to extend the benefits of knowledge and skills
for development of individuals and society by
associating the university closely with local and
regional problems of development;

(6) to carry out social responsibility as an informed
and objective critic, to identity and cultivate talent,
to train the right kind of leadership in all walks
of life and to help younger generation to develop
right attitudes, interests and values;

(7) to promote equitable distribution of facilities of
higher education;
(8) to provide for efficient and responsive administration, scientific management and develop organisation of teaching and research;

(9) to promote acquisition of knowledge in a rapidly developing and changing society and to continually offer opportunities of upgrading knowledge, training and skills in the context of innovations, research and discovery in all fields of human endeavour by developing higher educational network with the use of modern communication media and technologies appropriate for a learning society;

(10) to promote national integration and preserve cultural heritage;

(11) to develop work culture and promote dignity of labour through applied components in the syllabi;

(12) to build up financial self-sufficiency by undertaking academic and allied programmes and resource generative services in a cost-effective manner;

(13) to promote better interaction and co-ordination among different universities and colleges by all such means generally to improve the governance of the university and facility it provides for higher education;

(14) to generate and promote a sense of self-respect and dignity amongst the weaker sections of the society.
to strive to promote competitive merit and excellence as the sole guiding criterion in all academic and other matters relating to students.

The Statutes are framed with a basic objectives of controlling streamlining of office procedures, educational decisions as well as maintenance of educational and academic standards. The Statutes are superior to Ordinances, Rules and Regulations. The objectives of formulation of various Statutes are as follows -

(1) conferment of honorary degrees and holding convocation;

(2) the establishment and maintenance of the university departments, institutions, conducted colleges, institutions of higher learning, research or specialised studies and hostels;

(3) the powers and duties of the officers of the university;

(4) the powers and duties of the authorities of the university;

(5) the principles governing the seniority and service conditions of the employees of the university;

(6) the provision for disqualifying members of the authorities, bodies or committees of the universities;

(7) abolition of university departments or institutions and conducted colleges;

(8) qualifications, recruitment, workload, code of conduct, terms of office, duties and conditions of
service, including periodic assessment of teachers, officers and other employees of the university and the affiliated colleges (except those colleges or institutions maintained by the State or Central Government or a local authority), the provision of pension, gratuity and provident fund, the manner of termination of their services, as approved by the State Government;

(9) application of funds of the university for furtherance of the objects of the university;

(10) norms of affiliation of colleges or for withdrawing the affiliation of the colleges;

(11) the norms for grant of autonomy to university departments or institutions, affiliated colleges and recognised institutions, subject to the approval of the State Government;

(12) acceptance and management of trusts, bequests, donations, endowments and grants from individuals or organisations;

(13) provision of reservation of adequate number of posts of teachers, officers and other employees of the university, affiliated colleges and recognised institutions, for members of the Scheduled Castes and Scheduled Tribes, and Other Backward Classes in accordance with the policy of the State Government.
(14) number of working days, number of actual days of instruction, holidays other than Sundays, vacation and terms in academic year.

(15) disciplinary action against defaulting teachers, officers and other employees of the university, affiliated colleges and recognised institutions other than the colleges or institutions managed and maintained by the State Government or Central Government or Local Authorities;

(16) the taking over or transferring, in public interest, of the management of a college or institution by the university and the conditions for such taking over or transferring, subject to the approval of the State Government;

(17) any matter which is to be prescribed or which is necessary to give effect to the provisions of this Act.

The Ordinances are usually framed with a view to expedite a particular educational decision or offer minimum relief in case of a particular academic matter. The Ordinances often give clear verdict as to why a particular educational decision has to be implemented and how to pursue various academic matters. Rules provide a basis to academic decisions as well as formulate a basic guidelines for maintenance of educational standards. Various procedural matters, routine activities and issues arising out of different occasional situations can be rightly handled by observing the provisions given in
different rules. University is an academic institution for advancement of educational standards. However, this institution is presently administered through the department of education as well as University. In order to implement various policy decision of the august institution like U.G.C. as well as institutions from Ministry of Human Resource Development, certain rules & regulations are executed. The objectives of these rules & regulations are illustrated as follows:-

(a) To decide regarding matters that are not explicitly covered in the ordinances, acts & statues.

(b) To develop a suitable procedure to implement provisions/guidelines.

(c) To work out suitable decision centres so as to entrust decision making power/s or execute a particular policy.

(d) To protect interest of the university in all such matters where no express provision of a higher order is specifically mentioned in statutes/ordinances etc.

(e) To provide for all matters related to such matters concerning to university administration.

The University administration is not alone by applying merely the set of by-laws or guidelines given in a particular office manual. On the contrary, it is governed by a large number of regulations & rules in addition to statutes, and
ordinances. In order to perform any activity, the office has to comply with following legislative aspects.

- Resolution
- Converting resolution into decision - input
- Policy formulation
- Assigning a table to a particular department / section
- Compliance of certain provision related with decision
- Execution of the decision (compliance of statutory requirements)
- Follow up of the decision (Compliance of guidelines, office rules.
- Publication of notification

The procedure as stated above turns out to be cumbersome and lengthy.

The task thus turns out to be a time consuming one and in many cases requires joint efforts of the officers and the staff to perform the activity.

The present system of work in the university is controlled by a large number of rules and regulations. The decision of any authority that has to be implemented, cannot be put to action, unless and until all the provisions of different regulations and rules are properly followed.

There are a large number of rules and regulations that influence every follow up action. Unless and until these
regulations are duly followed, the follow up action or execution of a decision may turn null and void.

The legal framework of office procedure shown in the diagram is thus controlled by a set of different guiding principles. The Maharashtra Universities Act 1994 is the most dominant and the ultimate of legal authorities. If a particular decision followed under any other secondary legal framework but not approved by the Act, then the decision is set aside.

The procedure of amending a resolution or rule though apparently simple, however, procedure of amending statutory act becomes extremely lengthy. Hence, if the authorities of the University are interested in taking a decision in the larger interest of the University which is presently not as per the provisions of the Act or Statute, it results in following up of a lengthy procedure of amendment. Often the time required to amend either the Statute or Act is so significant that the purpose for which the amendment made is often defeated as regularly beneficiaries cannot avail any advantage of such amendments. The process of amending any of these legal aspects passes through the different bodies and authorities where a consensus has to be arrived. Often, due to divergent view of the authorities, such a consensus is not usually arrived. Thus a process is further complicated.

The legal framework of the university under study is shown in Figure 6.1.
Legal Framework of Office Procedures

Figure 6.1

Government Resolutions are the decisions of the administrative body. To offer guidelines for execution of a particular educational policy, academic matter and certain important decisions taken by the Ministry of Education at the State level. They also guide as to how to observe the norms, rules and such matters from time to time.

Office Orders

Office orders are drawn by apex administrative authority of the University for follow up of the instructions of the
Government Resolution or to implement certain provisions of Regulations and Rules.

The whole procedure of executing any administrative decision is thus a long change of activities informed by various statutory and legal provisions. Unless and until all these provisions are rightly executed and followed, the state of any decision of the University Authority becomes void in the eyes of law. Hence in order to offer a legal basis to every decision and to execute it through office procedure, a long chain of legal provisions has to be rightly followed. Thus offer leads to some what lengthy bureaucratic and administrative procedure. To expedite the procedure and to minimize the time involved in such execution, it becomes essential that the office procedures have to be systematized. Hence, an appropriate strategy of bureaucratic office procedure within the framework of law becomes important.

**Administrative information in flow**

The administrative information often has to pass through a large network of administrative procedures. Levels, the sections and the people who deal with administrative information are numerous. Every information has to pass through certain routine tables in order to verify it, assess its validity as well as to maintain the legality of the procedures. Here a *flow chart 6.1* explaining how administrative information is received and is supplied to different sections, cells and divisions is explained by way of information.
Flow Chart 6.1
From this flow chart, it is clear that the administrative department receive information regarding following matters:-

1) Establishment
2) Meetings of various authorities and bodies
3) Elections of various authorities
4) Admissions
5) Legal matters
6) Public relations
7) Vehicle, telephone, guest house and other maintenance activities.
8) Security
9) Gardening and other establishment department
10) Service Units.
11) B.C.Cell

This list is not exhaustive and illustrative in nature which explains as to how different sections of the University supply information to the General Administration Section of the University. It also explains as to how the information is received as well as is passed to different sections. The information received from General Administration Department is then classified, assessed and analyzed and then processed. The processed information is then supplied to different related sections. Similarly, different sections provide information to General Administration Department or G.A.D. provide the
information on request to other such sections. The process being continuous and regular, there is a continuity in flow as well as out flow of information. This continuity can be maintained, expedited as well as regulated if the information flow is systematized and mechanized by using computer based data process techniques.

**College/Department Information Flow**

The sole objective of the University as an institution of higher learning is to upgrade, develop and enhanced the academic standards. For this purpose, different activities related with academic matters are undertaken by the University. Colleges and Post-Graduate Teaching Departments are the centres of excellence through which Higher Education is offered to the Students. These institutions supply information to the University on various issues related with students, academic research development and extension. The information supplied by the Colleges and P.G. Departments is a continuous in nature. College and P.G. Departments information flow is shown in *Flow Chart 6.2*. The information in flow and out flow has to be continuous because different academic activities are undertaken by the University on various occasions with the help of colleges, similarly colleges and departments also undertake different activities for which they seek information from University. The information supplied by the colleges and Post-Graduate Department of the University can be broadly covered in following
College/Department Information Flow

Flow Chart 6.2

categories :-

1) Academic matters
2) College Administration
3) Students' Council
4) Information related with collegiate section
5) Research and Development
6) Finance (all Financial Matters)
7) Physical Education (Sports and human development activities)
8) Examination (All examinations related activities)

The information on the issue cited above is collected and supplied by the colleges to the different sections of the University as and when it is demanded. Similarly, sections
of the University also supply some information in the form of circulars, notifications, guidelines to the colleges. In order to maintain the interaction as well as to update the statistical information, a systematic data supply has to be there. This purpose of systematization can be rightly achieved if the methods of collection of data as well as processing and recording of information are properly computerized.

**Inventory**

The information of computer can be made in various ways. One of the most useful application is computerized information system can be quoted in the form of development of a personnel inventory system. The inventory system can be formulated with following objectives in mind.

1) To know about the personal details of a particular employee.

2) To understand the profile of a person before his appointment and his present professional status.

3) To find out how a particular individual can match best to a particular position in the organization.

4) To provide a rational basis for promotions, transfers, etc.

5) To locate different critical jobs to different people within the organization.

6) To reduce cause of transfers, promotions as well as new appointments by making full utilization
of available talent and experience of the University Staff.

7) To tap hidden potentials of the Officers and the Staff so that the functioning can be improved.

8) To find out which particular individual presently occupies a particular position.

9) To use such information for offering new assignments/ additional assignments.

10) To decide a suitable training programme to cater specific needs of the employees.

11) To reward to best of the employees for their outstanding contribution.

12) To improve organizational status and enhances its effectivity to give a specific new assignments to an individual who best fit for that particular job.

13) To find out specific colleges of individuals, their trades, hobbies and games so as to know how any individual can be effectively utilize by the organization.

A flow chart studying all these objectives and model of maintenance of such inventory is provided in the flow chart 6.3.

From the above chart, it is clear that a rightly developed personnel inventory can work effectively to improve the over
Personnel Inventory

Personal Data

Qualifications & Working Experience, etc.

Previous Appointments

Yes

Org., Post, DOJ, PS

No

Office Details Post, DOJ, Pay Scale, etc.

Any officiating appointment or promotion

Yes

Post, Scale, DOJ, DOR

No

Departmental Exam passed

Training / Seminars/ Conferences, etc

Specific contribution to your field

Awards / Medals

Organisational improvements

Books written, Research paper published

Yes

Nature Duration

Consultancy Projects

Yes

Service matters re-disciplinary actions

Personal traits e.g. hobbies, games, etc.

Key:

Org. - Organisation

Doj - Date of Joining

DOI - Date of Increment

PS - Pay Scale

Dor - Date of Reversion

Flow Chart 6.3
all understanding of people employed. Their classification, functions, duties that they are presently performing and what new challenges/ duties they can accept.

**Academic Information Reporting**

The Academic matters in the University are most vital and critical areas. A right information reporting system related with academic matter can help the University authorities to take most appropriate decision regarding what are the present academic problems, the solution to be offered as well as the issues to be considered by the appropriate authorities. The academic matters usually are dealt by some certain specific sections of the University like the development section as well as the academic sections. Thus, the department receive information from different sources which include the members of the different authorities, the officers and sections in-charge of the University Departments / sections and in certain cases, from the higher authorities. The information has to be processed so that a right decision can be taken. A *flow chart 6.4* detailing out flow of such academic information.

From the flow chart, it is clear that the Board of Examination, the Academic Council, the Management Council and the Senate are the authorities who often deal with various issues of academic interest for which information received from
Academic Information Reporting

Board of Studies, Faculties, Board of College and University Development as well as from the members of the authorities and office of the University.

The issue discussed covered a variety of items and have a wide spectrum. These bodies discussed these issues for finalisation of the decisions, formulation of procedures and in certain cases to offer suitable guidelines to maintain update or upgrade academic standards. Here again is the procedure of receiving such information, processing of data and formulation of policy guidelines can be computerized.

Key:

BOS - Board of Studies
BOE - Board of Examinations
BCUD - Board of College & University Development
DRC - Doctoral Research Committees

Flow Chart 6.4

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Students’ Information System

The inclusion of entire process of higher education is student. The area thus includes the entire education system revolves. Hence it becomes the prime objective of every institution including University to offer right information to the students about examination, courses conducted, academic matters, research and development facilities as well as all other matters of students’ importance. These students come from different faculties, appear to different examinations as well as to join different institutions/colleges in order to provide right information to every such student user to satisfy his different queries, a sound and in-depth inventory of information is a must. Similarly, every university has a large number of students studying in different courses. The data using such students has to be classified properly and has to be maintained in a systematic manner. This can facilitate the universities to answer every query of the students as well as to know what is the particular status of each such students. The computerized Students’ information system can help to provide a user friendly information net work. It can answer most of the routine queries of each student, can help him in getting a right kind of assistance, guidance as well as to minimize his troubles in pursuing a particular course of examination. The information regarding students can be classified in the following data head given in Figure 6.2
Figure 6.2

Usually user students can be classified in the three basic categories (regular, external and failure). For every such category of students, this information heads are applicable and such inventory for every such category of students can be maintained.
If the University maintains the students information inventory, then a task of providing information as and when it is needed can be done in a very short time. Hence it is felt that the computerized student information system can prove a great boon to the University administrative set up.

The University Organizational Reporting

The most simple and effective way of understanding every organization is to study its organizational chart. The organizational chart indicates echelons of authority, levels of functioning and ranks of reporting. A good organization usually has a very effective reporting system because of effective intra and inter echelon of communication. An effective organization reporting also works without leakages, provides timely information and avoids any communication gap.

The University as an institution of higher learning is a very formal organization with legal as well as regulatory mode of reporting. Organizational structure of the University can be rightly understood if one looks at the organizational chart provided in Flow chart 6.5.

From this chart, it is very clear that there are a large number of higher authorities i.e. Pro-Vice-Chancellor, Vice-Chancellor and Chancellor. The reporting authorities are Deans of faculties, Registrar, Controller of Examinations .... etc.

The authorities are receiving information from different sources as well as from the administrative machinery working
University Organisational Reporting

Key:
- COE - Controller of Examinations
- DSW - Director of Student's Welfare
- DR - Deputy Registrar
- Asst.Lib. - Assistant Librarian
- HOC - Head of Computer Centre
- CAO - Central Assessment Officer
- BCUD - Board of College and University Development
- DE - Deputy Engineer
- Prog. - Programmer
- DEO - Data Entry Operator
- FAO - Finance and Accounts Officer
- ASU - Academic Services Unit
- Dy.Lib. - Deputy Librarian
- UE - University Engineer
- AR - Assistant Registrar
- SA - System Analyst
- Suptd. - Superintendent
- JE - Junior Engineer
- TA - Technical Assistant
- LA - Library Assistant
- L.At. - Library Attendant

Flow Chart 6.5
under their supervision and control. The flow of information in the University set up is direct, vertical, horizontal, upward as well as downward. However, following are the features of reporting system:-

1) Major portion of the information in the formation of resolutions, policy decisions, office procedures, office decisions etc. is received in a downward manner.

2) Information regarding factual data, matters on which decision has to be taken, regular and routine office matter is upward in nature.

3) Information regarding activities which are intra departmental in nature is horizontal in nature.

4) In case of certain policy decision, major organizational activities, there is a downward information flow which is at the same time intra as well as inter departmental in nature.

Salient features of University Management System

The main features of the managerial system of the University are explained hereunder:

1) Committee System

The management of the University is basically done by a Committee form of functional organisation. There is no single individual responsible for a particular decision nor particular individual can take any decision at his individual level. Most of the decisions are the result of consensus reached
by the Committee members who arrive at a particular conclusion after considering merits and demerits of a particular issue under consideration.

The Committee works under the Statutory guidelines laid down by the apex authorities like Senate, Management Council or Academic Council.

The members of the Committee are either elected or nominated or co-opted by concerned authorities and works for a period prescribed under rules.

Under the Committee system, decision making is a lengthy process where, to arrive at a final decision, it may take a significant time for want of consensus or majority support. The Committee may revoke its own decision or decision taken by earlier bodies, if it finds necessary to pursue a particular course of action.

The variety and complex nature of committees can be understood if one looks into the existing structure of Committees.

2) Systematise decision making process

The decision making in the Universities is not done by a single individual. Similarly, there are no fixed administrative decision making centres which are authorised to take a final decision.

These decisions are to be taken by the statutory bodies. In normal course a decision making process is lengthy, time
consuming and a systematic activity where the entire process is performed as shown below:

**Decision making in the University**

1. **Stage 1**
   - Office puts up a proposal

2. **Stage 2**
   - Formalities of Committee to discuss the pros and cons of proposal.

3. **Stage 3**
   - Review of the proposal by the Committee

4. **Stage 4**
   - Acceptance / refusal of the recommendations of the proposal

5. **Stage 5**
   - Refer back to office, if rejected

6. **Stage 6**
   - Submission to final authority if accepted for approval

7. **Stage 7**
   - Sent to the office with approval for execution.

8. **Stage 8**
   - Implementation

9. **Stage 9**
   - Resubmission of the rejected proposal.

**Flow Chart 6.6**

3) **Functioning of Committee system in the University**

The committee form of the system is adopted in the university administration, so that a rational & proper use of
collective wisdom can be rightly done for all decisions, whether administration or academic a group of experts belonging to different streams of academics and officers of the university (in certain cases) form a committee to discuss, various issues, topics & views.

The Box 6.1 explains various types of committees that are formed by the competent authorities.

**Formation of Committees**

<table>
<thead>
<tr>
<th>Committee</th>
<th>Statutory</th>
<th>Non-Statutory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointment</td>
<td>As per Act, Statute, Rules or Regulations</td>
<td>As per decision of Competent authority</td>
</tr>
<tr>
<td>Function</td>
<td>As prescribed under the Law.</td>
<td>As prescribed by appointing authority</td>
</tr>
<tr>
<td>Mode of functioning</td>
<td>To Work according to power conferred given.</td>
<td>To work according to terms of reference</td>
</tr>
<tr>
<td>Nature</td>
<td>Decision making</td>
<td>Advisory</td>
</tr>
<tr>
<td>Tenure</td>
<td>Fixed by Law</td>
<td>Purpose oriented</td>
</tr>
</tbody>
</table>

**Box 6.1**

4) **Inter-departmental linkage of activities**

The University is a complex organisation. The functions of various departments and sections in the university are highly complex and inter linked. No department in the university can function in isolation. This inter dependence result into a slow work performance. No activity can finally be completed, unless all the departments have performed the part related
with their department. This inter-dependance is also sequential in nature. The performance has a definite chronology and order. If an activity has suffered a jolt at one level then all related and sequential task related with that activity automatically get stayed. There is one example in point.

**Introduction of new syllabus**

- Proposal from office
- Proposal from members within prescribed time limit
- Failure to submit in the prescribed date results in fresh submission of proposal by the member
- Accepted proposal submitted to Board of Studies
- Proposal can be accepted or rejected by Board of studies
- Accepted proposal submitted for approval before the Faculty
- Recommendations of Faculty to be submitted before the Academic Council for approval.
- After approval from Academic Council further action regarding implementation by the office
  i) Printing of syllabus
  ii) Circulation amongst colleges / departments concerned section of the university
  iii) Setting of papers
  iv) Preparation of marklist and Tabulation Registers
  v) Declaration of result.
5) Thrust areas of performance

The nature of university activities is such that it has to assign priority to certain key areas of operation. The organisation is extremely user oriented in nature. Unless and until the expectations of its end users are properly fulfilled the purpose of its existence is defeated. The thrust area of performance is again affected by a series of long and well defined procedures which affect the work system. These work systems are formed under the guidelines of existing rules and regulations. Hence it is not possible to by-pass them. Thus, the thrust area of performance has to be satisfied only after compliance of the well-defined and properly laid down procedures. The example given below can very well prove this point.

Procedure from Admissions to declaration of results

- Admission of a student as per rules
- Fulfillment of eligibility criteria as per concerned ordinance
- Submission of enrolment form within due time along with necessary documents.
- Attendance of a student as per norms laid down in ordinance
- Submission of examination form in due date with necessary documents.
- Compliances of deficiencies
- Preparation of roll list
- Preparation of admission cards/allotment of centres
- Conduct of examinations
- Preparation and declaration of result
- Reporting of cases of unfair means
- Decision on unfair means cases
- Appeal by the students
- Compliance of withheld results
- Declaration of withheld results
- Application form for revaluation
- Result of Revaluation
- Admission to next class

6) Statutory guidelines of performance

As stated earlier, the decision making process in the university system is quite well defined. It is governed by various rules and regulations. These rules and regulations are executed in the form of statutory guidelines that influence, define, control and even offer a systematic way to perform the task assigned to a particular section or department. As the guidelines have sources of origin in various legal directions, it often become cumbersome to decide priority of every legal provision. Often, before actual execution of any decision, the sanctity and superiority of every legal provision has to be verified. The guidelines for execution of a decision come from following sources.
a) **Act** - No provision of Act can be violated.

b) **Statutes** - The statutes provide for all activities which are not provided in the Act as per section 51 (sub-section 1 to 16) of the Act.

c) **Ordinances** - Ordinance provides for the purpose of all activities which are not extremely defined or covered either in the Act or in the Statute. However, not beyond the purview of Act and Statute, the Ordinance can perform all the activities prescribed in sub section (i) to (xiv) of section 53 of Maharashtra Universities Act 94.

d) **Rules and Regulations** - Rules and Regulations provide for purposes of all activities which are not expressly defined or covered either in the Act, Statute, Ordinance. Rules and Regulations can perform all activities prescribed in section 55 of the Maharashtra Universities Act.

If one carefully goes to see various concerns of Statutory Authorities provided guidelines for purposes, it is very clear that no officer, section in-charge or head of the department can pursue a course of action without clear direction and sanction of the authorities from these decision making centres. Similarly, he cannot perform any function which is beyond the scope of the authority conferred in the Statutory Authorities. Hence the process of performance of different activities is often lengthy for proper approval from competent authority.
Sources of guidelines for decision making

<table>
<thead>
<tr>
<th>Law</th>
<th>Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Act</td>
<td>State Legislature duly assented by the Governor of the State</td>
</tr>
<tr>
<td>Statute</td>
<td>Chancellor of the University through authorities</td>
</tr>
<tr>
<td>Ordinance</td>
<td>Management Council</td>
</tr>
<tr>
<td>Rules and</td>
<td>Management Council</td>
</tr>
<tr>
<td>Regulations</td>
<td></td>
</tr>
<tr>
<td>Resolution</td>
<td>Authorities of the University</td>
</tr>
<tr>
<td>Office order</td>
<td>Vice-Chancellor / Registrar</td>
</tr>
</tbody>
</table>

Table 6.1

7) Bureaucratic Structure

The University, like any other public corporation, is having a specific, properly set bureaucratic set up. The rules, authorities and power are defined by various codes of conduct, service conditions and even by the Act. The powers of every position of responsibility are defined by the Act. The process of delegation of authority, decision making, communication and even mode of control has a defined basis. This apparently makes the work flow smooth. Here, an example of how a decision is executed by completing the process of authority transfer is quoted. This explains how the chain of command is lengthened and how the time required for an activity increases.
The example of meeting to bureaucratic structures operating in the University can be very well seen if one carefully finalise a small illustration of process of printing of brochure of a particular department. The whole activity is divided into -

- Submission of a proposal by Placement Officer
- Approval and forwarding of the proposal by the head to the higher authorities
- Recommendation from the Registrar
- Final approval from Hon'ble Vice-Chancellor
- Incorporation of provision in proposed budget
- Budget to be processed through Finance Committee to the Management Council
- Approval of budget by the Senate
- Submission of draft brochure
- Review by Head of the Department
- Recommendation for Approval from the Registrar
- Final approval from the Vice-Chancellor
- Sent to store for printing
- Invite tender/quotations
- Finalisation of rates and firm
- Printing order- execution
- Submission of Bills for payment through Audit
- Final payment to the firm
At each stage, there is possibility of refusal and resubmission, thus further delaying the time schedule. In many cases, for want of conduct of meetings or for not discussing a particular item on agenda, the matter is further delayed and thus the process becomes further lengthy and time consuming. The objections, non-approval from the authorities or certain other lapses may further result in reconsideration or resubmission of the entire matter.

In many cases, the time span is so large that the whole purpose of performance of such activity is defeated as the printed brochure is made available after a significant delay and thus the purpose of circulation of such brochure, provision of information and develop suitable image cannot be achieved in the right manner.

The bureaucratic structure in India delays the activities but often create many problems in proper performance of activities which invite many explanations and it demoralises the officer who is supposed to perform a particular activity.

8) Multiplicity of Complex Activities

The activities performed by the university are heterogeneous in nature. They are diversified in form, and have to be performed simultaneously. This multiple and diversified set of activities, after rejoining become a dynamic and elastic organisational structure. However, the existing structure, due
to its bureaucratic nature, fails to cope up with expectations and requirements of users. Similarly, the internal as well as external resistance and lack of interest in timely performance of assigned task results in making the organisational performance poor.

Various departments in the university perform their different tasks as and when they are assigned to them. Some of these activities are simultaneous and some of them are independent in nature.

Application of PERT - CPM Technique can help in simplifying the procedures as well as to solve the problems. At present no such technique is being adopted. Hence often there is a overlapping or duplication of certain activities and at time certain activities remain unnoticed or are not performed at the appropriate time.

**Functional relationship between various departments of the University**

The whole purpose of an University is to promote Higher Education. Keeping this in mind, various institutions, colleges are established. Through such colleges, Education is imparted to the students in different disciplines. Obviously it becomes essential for the University to conduct examination for the courses offered by the Colleges and thus the central work of the University moves around the Examination departments.
As the colleges enroll students, the data of the such admitted students is sent to the University examination section for conduct of examination in that disciplines.

Similarly, the Academic Section formulates syllabus and course structure. The appointments of examiners as well as for deciding time table and examination related activities are to be completed by the examination section itself.

The Examination Section depends on the GAD for manpower essential for smooth conduct of examination activities performing other administrative activities.

Finance section provides advances to meet the financial requirements for conduct of examinations. The Examination Department, after completion of primary preparation of examination related activities, then informs the Stores for printing of answer books. Thus, the independent activity of conduct of examination is completed. The activities related with declaration of results are also performed by the Examination Section. In a nutshell, it can be said that to conduct the University Examination, all the University Departments have to work in unison and integrate their activities. Then alone, this activity is properly conducted.

Here, an example of how conduct of examination is done by examination department. This will help to know what are the procedural aspects and how all these activities are
interlinked to conduct the examinations. Though it is the Examination Department which is primarily responsible, however, all the activities cannot be performed by the examination department alone and on its own most of the activities are performed jointly in collaboration with other departments of the University. *Flow Chart 6.7* explaining this linkage is given below:

**Functional Relationship**

![Flow Chart 6.7](image)

**Flow Chart 6.7**

*A model suggested for development of M.I.S. for University Administration*

The study has pointed out aptly the requirement of Management Information System for the University administration. It is very clear that with continuous growth of size and increase in the complexities, the institution of higher learning like University cannot function effectively unless and until a part of its procedures are mechanised.
It often becomes difficult to control, monitor and regulate the entire organisational activities with the help of manual operations due to uncertainty of human nature. The human element is greatly influenced by the constraints like poor morale, lack of motivation, want of integrity and reduction in the sense of demand. It is not necessary that the organisations are not well equipped and sufficiently provided with required manpower, still their activity is reduced for the simple reason and that is - power motivational standard. Under such circumstances, it becomes necessary that the dependents of management of human elements be reduced wherever be possible. Introduction of Computer based Management System can help the management in this connection. It can improve reliability, accuracy, speedy as well as effectivity of reporting and communication system. It can also enhanced the standards of work and maintenance of proper quality of work structure.

In this study, it is suggested that appropriate model of MIS be developed for University Administration. This model can cater most of the requirements of supply, processing and storage of information besides facilitating the reporting and decision making system.

**Salient features of the Model**

1) Partial computerisation of information system

2) Reduction of human element where mechanical (computer) device can improve effectivity.
3) Introduction of computer based information system for collection and processing of data.

4) Control over certain activity where time is the key element.

5) Reduction in cost of data processing and maintenance of information.

6) To reduce storage space, introducing continuous updated information.

7) Making the system user oriented.

**Mode of introducing computer based Information System:**

The system can be rightly explained by the model shown in *figure 6.3*.

The model suggests 4 Phases of activities to introduce computer based information system in the university.

**Phase 1 : Deciding the nature of the Total System**

The total system of the university means an integrated and complete data base covering all the activities and functions of university.

**Phase 2 : Deciding main Sub-System**

As stated earlier the university administration is a heterogeneous interlinked activities of various department. Hence it will be appropriate to define its departments as a
sub system and finding out elements of such sub system can help in defining a scope of that sub system. The scope of sub system will be defined by using following parameters.

1. Nature of function
2. Nature of information inputs
3. Kind of data process
4. Number of sub activities performance
5. Type of result offered or information supplied
6. Methods of Data process
7. Inter-linkage of all these activities within the departments of sub system
8. Deciding flow of information of each sub activity
9. Linking each activity within the system to find out point of information process
10. Deciding information / data gathering centres
11. Deciding supply centres

Phase 3: Intra-linkages of Sub-System

All departments/sections of the university are now defined as sub system. Hence these sub system will be linked as data supplying and receiving centres. Keeping in mind nature of functioning, there is a possibility of one centre receiving as well as supplying information to nature. Sometimes, there will be reciprocal receipt and supply of information. In such cases, the centres of information dissemination, storage,
supply will be defined to decide at what centre a particular information will be supplied by one department to another and where and how it will be received.

**Model suggested for development of MIS for University Administration**

**Phase I**
- Developing an integrated & complete database

**Phase II**
- Administration
- Academic
- Examinations
- Development
- Collegiate
- Students' Information

**Phase III**
- Deciding the nature of total system
- Deciding Main Subsystem
- Interlinkage of Subsystem
- Information Processing & Standardisation

**Phase IV**
- Developing LAN
- Deciding norms of integration
- Data processing centres
- Information minimizing centres
- Data storage centres
- Feedback & updating systems

**Figure 6.3**

Phase 4: Processing of information for standardization of Information Processing System.

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In order to develop a uniform Management Information System, the information so collected will be processed, updated, and converted into decision packages by using a standardised system. Similarly, an attempt be made to establish a Local Area Network. This LAN system will help rapid & need based interflow of information to all users. This will facilitate supply of processed data to all sections. Similarly a simultaneous data storage. Mining & processing can also be done in the desired manner. It will save time, paper work and processing load. It will also avoid likely confusion due to duplication of data. Overlapping of incomplete information. How, or other communication barriers. It will be a right substitute to traditional system of data supply & processing that will improve efficiency & effectivity of the overall administrative setup.

**Development of Programmes**

For every sub system suitable information processing programme will be developed. This programme will decide phases in which information will be collected and it will then be converted into inputs. The programme will try to simplify analysis process, the information received from different sub system and make efforts into formulated data.

**Development of Softwares**

Keeping in mind the nature of university function, suitable software will be developed. Softwares will try to cater
the specific requirements of each and every sub system so that the process, storages and submission of reports will be user oriented.

**Developing User Friendly Systems**

All the Systems that will be developed by different sub system should be such that it should be able to cater the specific requirement of a particular activity or present working in the sub system or departments. It should help to receive the required data as an when needed as well as to process or update it for decision making.

**Development of Online Information System**

The establishment of LAN and computer based information system at different department will help in establishing a Local Area Network, new sub system for that particular departments. Thus the entire flow of information in that department/section will now be available on a LAN system.

**Linkage of sub-system with the Total Information System**

Once the sub system at each department level is established it can be finally linked to the master computer system or the total information system, either by expanding the LAN or by establishing Wide Area Network (WAN) system. This will help online transfer of data from one centre to another as well as making information available at any point of time to a large number of people, simultaneously.
Information system so developed can help in saving of paper, time and money. Similarly, the data process and transfer will become efficient as well as user friendly. There will be perfect control on collection of the information transfer of data and the accountability of every person for submission of reports, project or data can be finally established.

**Pre-requisite of establishing an Integrated Information System**

Following caution will have to be taken to establish a Wide Area Network in the university.

1. **Independent development of User Friendly Software**

   The university will have to establish a cell to identify the areas where the information system will be established. In order to develop computer based information system, different kinds of softwares will be required as such softwares are not rightly available in the market. Indigenous efforts will be made to develop suitable softwares and programmes. For this purpose, a software development cell within the university network has to be established. This cell will be solely responsible in development of programmes, softwares. The softwares will be user friendly and need based.

2. **Phased activity**

   The installation of M.I.S. has to be done in a phased manner. Initially computerisation should be made at the
secondary level and then all such information system be finally developed to integrate them with the Total Information System and thus integrated system can be established.

3. Continuous training

Staff has to be trained continuously keeping in mind the changes in the system and changed structure of the computerised network.

4. Updating of system

There is a continuous change and upgradation of the computers, languages and softwares. Usually, a computer system becomes obsolete in a small period of 8 to 9 months. The heavy data of absolute machine and improvement/development of data base and programmes will require continuous monitoring as well as upgrading of the system and softwares. The care will have to be taken to see that every modification is made at the right time although the effectivity of M.I.S. is rightly maintained.

Reference