CHAPTER 5

FINDINGS
RECOMMENDATION
AND CONCLUSION
CHAPTER 5

FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter shows the findings derived from the analysis carried out in chapter - 4. It provides conclusion of the study. Recommendations have been made on the basis of these findings.

5.1 FINDINGS

Students

- On the basis of the mean perception score of total sample the respondents were in somewhat agreement with the various aspects evaluating the effectiveness and perception of AICTE in managing private MBA institutions that means they were neither highly satisfied nor highly dissatisfied with the functioning of AICTE and its perception.

- The level of satisfaction of total student population was slightly below average (somewhat satisfied) level in case of AICTE dealing with women education issues such as granting concession in admission fee and providing reservations in admission.

- The level of satisfaction of the students above 22 years of age was slightly below average (somewhat satisfied) level in case of AICTE dealing with:
  a. Job placements; cultural, social activities and personality development of students.
  b. Boosting industry-institute partnership for better jobs and employability of MBA students.

- Differences were observed between the perceptions of male and female students. Male Students were in somewhat agreement while female students were approaching towards agreement with the statements:
  a. Managing fee structure of MBA institutions.
  b. Checking charging of capitation fee and/or overcharging of fee in admission by AICTE
c. Fairness in working of AICTE.

d. AICTE management institutions as a regulator.

- Differences were observed in perception of students of two states i.e. Haryana and Delhi with respect to Women Education and Perception of stake holders about AICTE. Students of Delhi were approaching towards somewhat agreement while Students of Haryana were in somewhat agreement with the statement that AICTE supports women candidates by granting concession in admission fee and providing reservations in admissions.

- Students of Delhi were approaching towards agreement while Students of Haryana were in somewhat agreement with the following statements:

  a. Working of AICTE towards institutions/their promoters and other stake holders is transparent.

  b. The perception of stakeholders (promoters of MBA education, students, parents, affiliating university, concerned state government, faculty etc.) about AICTE is satisfactory.

- Students for urban and metro city had better perception about AICTE than the students of rural area. Students of rural residential status were approaching towards somewhat agreement while Students of urban and metro residential status were in somewhat agreement with the following statements:

  a. Working of AICTE towards institutions/their promoters and other stake holders is transparent.

  b. The perception of stakeholders (promoters of MBA education, students, parents, affiliating university, concerned state government, faculty etc.) about AICTE is satisfactory.

- Majority of students (70.9%) were in agreement However 29.1% did not agree with the statement that Information about MBA institutions regarding their current approval status, date of first approval, no. of courses and total seats approved by AICTE etc. is readily available on the AICTE web portal. Therefore, it can be said that the AICTE is consistently maintaining and updating information on its website regarding above issues.
Majority of students (57.6%) were in agreement however 42.4% did not agree with the statement that AICTE publishes student related information/advertisements/announcements/public notices from time to time in newspapers/other effective medium etc. Therefore, it can be said that the AICTE regularly publishes above information so majority of students who regularly read newspapers etc. come across the above information.

Majority of students (60.6%) were of the opinion that the proposed National Council for Higher Education & Research (NCHER) to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better. However 39.4% of the students did not agree with the above statement. Therefore, it can be said that the proposed NCHER to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better.

The most important parameter to evaluate effectiveness and perception of AICTE in managing MBA institutions is: Norms & standards for student: faculty ratio and other infrastructural parameters fixed by AICTE. The lowest ranked parameter in terms of importance to evaluate effectiveness and perception of AICTE in managing MBA institutions is: Commercialization of management education (overcharging of Fee, out of merit admissions, capitation fee etc.)

Parents

On the basis of the mean perception score of total sample the parents were in somewhat agreement with the various aspects evaluating the effectiveness and perception of AICTE in managing private MBA institutions that means they were neither highly satisfied nor highly dissatisfied with AICTE functioning and perception.

The level of satisfaction of Parents above 45 years; parents with under graduate qualification; parents with income above Rs. 25,000/- was slightly below average (somewhat satisfied) in case of AICTE dealing with issues such as:

a. Checking charging of capitation fee/overcharging of fee by institutions at time of admission.

b. Reservation for women candidates in admissions
Parents whose income was up to Rs. 25,000/- were approaching towards agreement while Parents whose income was above Rs. 25,000/- were in somewhat agreement with the statements reflecting perception about AICTE:

a. AICTE grants concession to women candidates in admission fee in MBA courses.

b. Working of AICTE towards the institutions/their promoters and other stake holders is transparent.

c. The perception of stake holders (promoters of MBA education, students, parents, Affiliation University, concerned state Govt, faculty etc) about AICTE is satisfactory.

Parents with graduation qualification had better feeling about perception of AICTE than the under graduate and post graduate parents. The under graduate parents were having neither good nor bad (average level) perception about AICTE. Their opinion on perception about AICTE was somewhere between the under graduate and post graduate parents. The post graduate parents were having below average level perception about AICTE. The perception covered the statements:

a. AICTE grants concession to women candidates in admission fee in MBA courses.

b. Working of AICTE towards the institutions/their promoters and other stake holders is transparent.

c. The perception of stake holders (promoters of MBA education, students, parents, Affiliation University, concerned state Govt, faculty etc) about AICTE is satisfactory.

The level of satisfaction of Parents with post graduate qualification was slightly below average in case of AICTE dealing with issues such as:

a. Fairness and transparency in admission process.

b. Job placements for students.

c. Effective management of MBA institutions by AICTE.

Parents with occupation of social service had significantly better opinion about AICTE than the parents with occupation of professional, business,
service. The parents with business and service were having same perception (slightly below average) about AICTE, however both these groups had worse perception than parents with Social service and professional occupation. The professional parents had better perception than the above two groups but not better than the social service parents. Professionals were having average opinion. This opinion was found on following statements:

a. Admission related information under various categories of students is available on AICTE website.

b. Complaints/ suggestions are addressed by AICTE.

➢ The parents with occupation of social service had had better perception about AICTE than the parents with occupation of service, business and professional. The parents with business had better perception than parents with Professional and service occupation. Parents with profession occupation had better perception than parents with service occupation. This opinion was found on following statements:

a. AICTE is successful in making admission process Fair and transparent.

b. AICTE is successful in ensuring Job placements for students.

➢ The level of satisfaction of Parents with service occupation was slightly below average (somewhat satisfied) level in case of AICTE dealing with issues such as:

- Checking charging of capitation fee/overcharging of fee by institutions at time of admission.
- Reservation for women candidates in admissions

➢ Majority of parents (54.5%) were in agreement However 45.5% did not agree with the statement that AICTE publishes student related information/ advertisements/ announcements/ public notices from time to time in news papers/ other effective medium etc. Therefore, it can be said that the AICTE regularly publishes above information so majority of parents who regularly read news papers etc. come across the above information.

➢ Majority of parents (58.9%) were in agreement However 41.1% did not agree with the statement that Information about MBA institutions regarding their
current approval status, date of first approval, no. of courses and total seats approved by AICTE etc. is readily available on the AICTE web portal. Therefore, it can be said that the AICTE is consistently maintaining and updating information on its website regarding above issues.

➢ Majority of parents (54.5%) were of the opinion that the proposed National commission for Higher Education & Research (NCHER) to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better. However 45.5% of the parents did not agree with the above statement.

➢ The most important parameter to evaluate effectiveness and perception of AICTE in managing MBA institutions are:

1. Norms & standards for infrastructural parameters fixed by AICTE.
2. Transparency in working

➢ The lowest ranked parameter in terms of importance to evaluate effectiveness and perception of AICTE in managing MBA institutions is E-governance Faculty

**Faculty**

On the basis of the mean perception score of total sample the respondent faculty members were neither highly satisfied nor highly dissatisfied with the various aspects evaluating the effectiveness of AICTE in managing private MBA institutions except with the following issues where they were not satisfied with AICTE functioning:

a) Perception about AICTE

b) Effective management of institutions by AICTE as regulator

➢ The level of satisfaction of total faculty population was slightly below average (somewhat satisfied) level in case of AICTE dealing with issues such as:

a) Implementation of faculty norms on pay scales, service conditions, eligibility, carried at advancement etc. by AICTE.

b) Working of AICTE to solve problem of shortage of faculty

c) Spreading awareness among faculty members about provision of financial grants, providing financial assistance, for research and academic purpose through various schemes by AICTE
d) Fairness and Transparency in working of AICTE

e) Checking running of unapproved institutions and unapproved courses.

➤ Male faculty members were in somewhat agreement while female faculty members were in disagreement with the statements:

a. The perception of stakeholders (promoters of MBA education, students, parents, affiliating, concerned state Govt., faculty etc.) about AICTE is satisfactory.

b. AICTE as a regulatory body of technical education in India is effectively managing the private MBA institutions.

➤ The faculty members of Delhi state were in somewhat agreement While faculty of Haryana was between somewhat agreement and disagreement with the statements:

a) AICTE has been successful in implementing its norms on pay scales for faculty in Private MBA institutions.

b) AICTE has been successful in implementing its norms on service conditions, eligibility etc. For faculty in Private MBA institutions.

c) AICTE is satisfactorily working to solve the problem of shortage of faculty in MBA institutions.

d) AICTE spreads awareness among MBA faculty about provision of financial grants for them for research & academic purpose through schemes like visiting professorship, NAFETIC, career awards to young faculty etc.

e) AICTE grants sufficient financial assistance to MBA faculty for research & academic purpose for various schemes like visiting professorship, NAFETIC etc.

f) AICTE processes applications of faculty for financial assistance under schemes like emeritus fellowship, visiting professorship etc. Without delay and without much time gap.

g) AICTE takes care of the career of the already working faculty in MBA institutes which may not fulfill the latest qualifications/eligibility conditions fixed by AICTE by adjusting/accommodating them at appropriate Level.
h) Working of AICTE towards its stakeholders including faculty is fair.

i) AICTE's Working towards its stakeholders including faculty is transparent.

j) AICTE has been successful in checking the running of unapproved institutions and unapproved courses in management.

➢ Faculty of Delhi was in disagreement while faculty of Haryana (mean 2.93) was approaching towards in somewhat agreement with the following statements:

a) The perception of stakeholders (promoters of MBA education, students, parents, affiliating, concerned state Govt., faculty etc.) about AICTE is satisfactory.

b) AICTE as a regulatory body of technical education in India is effectively managing the private MBA institutions.

➢ The urban faculty members were approaching towards somewhat agreement while metro city faculty members were in strongly disagreement with the statements:

a. The perception of stakeholders (promoters of MBA education, students, parents, affiliating, concerned state Govt., faculty etc.) about AICTE is satisfactory.

b. AICTE as a regulatory body of technical education in India is effectively managing the private MBA institutions.

➢ The urban faculty members inclined towards agreement while metro city faculty members were in somewhat agreement with the statements:

a. It is useful to upload biometric information of MBA faculty by institutions as prescribed by AICTE.

b. AICTE has been successful in making the admission process fair and transparent in management institutions.

➢ Majority of faculty members (68.3%) were in disagreement however 31.7% agreed with the statement that AICTE is effectively penalizing the institutions violating its norms. Therefore it can be said that AICTE is not effectively penalizing the institutions violating its norms.
 Majority of faculty members (55.0%) were of the opinion that the proposed National Council for Higher Education & Research (NCHER) to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better. However 45.0% of the faculty did not agree with the above statement.

 The most important parameter to evaluate effectiveness and perception of AICTE in managing MBA institutions are:

1. Norms and standard for faculty: student ratio and other infrastructure parameters fixed by AICTE.

2. Qualification, pay scale and service conditions of faculty fixed by AICTE.

The lowest ranked parameter in terms of importance to evaluate effectiveness and perception of AICTE in managing MBA institutions is E-governance.

 Faculty working in new institutions (established in 2007-08 and after) was in somewhat agreement. While faculty working in old institutions (established before 2007-08) were approaching towards in somewhat agreement with the following statements:

a) AICTE has been successful in implementing its norms on pay scales for faculty in Private MBA institutions.

b) AICTE has been successful in implementing its norms on service conditions, eligibility etc. For faculty in Private MBA institutions.

c) AICTE is satisfactorily working to solve the problem of shortage of faculty in MBA institutions.

d) AICTE spreads awareness among MBA faculty about provision of financial grants for them for research & academic purpose through schemes like visiting professorship, NAFETIC, career awards to young faculty etc.

e) AICTE grants sufficient financial assistance to MBA faculty for research & academic purpose for various schemes like visiting professorship, NAFETIC etc.

f) AICTE processes applications of faculty for financial assistance under schemes like emeritus fellowship, visiting professorship etc. Without delay and without much time gap.
g) AICTE takes care of the career of the already working faculty in MBA institutes which may not fulfill the latest qualifications/eligibility conditions fixed by AICTE by adjusting/accommodating them at appropriate Level.

h) Working of AICTE towards its stakeholders including faculty is fair.

i) AICTE’s Working towards its stakeholders including faculty is transparent.

j) AICTE has been successful in checking the running of unapproved institutions and unapproved courses in management.

➢ Faculty working in new institutions (established in 2007-08 and after) was in disagreement While faculty working in old institutions (established before 2007-08) were approaching towards in somewhat agreement with the following statements:

   a. The perception of stakeholders (promoters of MBA education, students, parents, affiliating, concerned state Govt., faculty etc.) about AICTE is satisfactory.

   b. AICTE as a regulatory body of technical education in India is effectively managing the private MBA institutions.

Promoters

➢ The promoters of MBA institutions were in agreement with the following statements:

   a) The norms and standards fixed by AICTE for MBA institutions for land are satisfactory.

   b) The norms and standards fixed by AICTE for MBA institutions for building are satisfactory.

   c) The norms and standards fixed by AICTE for MBA institutions for faculty student ratio are satisfactory.

   d) The norms and standards fixed by AICTE for MBA institutions for library facility are satisfactory

   e) The norms and standards fixed by AICTE for MBA institutions for computer/ networking are satisfactory.
f) The norms and standards fixed by AICTE for MBA institutions for student strength are satisfactory.

g) AICTE processes applications of existing MBA institutions like increase in Intake, additional courses, Supernumerary seats under PIO/ NRI category, Tuition fee waiver scheme etc. smoothly and without delay.

h) AICTE’s policy of integrated institutions for optimal utilization of resources resulted in making management education more economical.

i) AICTE has been successful in managing the fee structure of MBA institutions.

j) AICTE has been successful in making the admission process fair and transparent in MBA institutions.

k) AICTE has been successful in checking the running of unapproved institutions and unapproved courses in management.

➢ The promoters of MBA institutions were in somewhat agreement with the following statements:

a) AICTE policy of integrated campus for new institutions, institutions seeking integration of existing institutions is satisfactory.

b) AICTE processes applications like change in name of institute or society/trust, closure of institution/ course etc in smooth manner and without delay.

c) The present system of AICTE requiring institutions to upload required documents in a scanned form is satisfactory.

d) AICTE’s regional office is helpful and facilitator to the institutions.

e) AICTE has been successful in curbing the menace of ragging in management institutions.

f) AICTE is successful in checking the commercialization of education by controlling charging of capitation fee and/ or overcharging of fee by institutions from students seeking admission in MBA courses.

g) AICTE clearly and timely conveys the reasons for rejection of any application for establishment of new institution, increase of seats in existing MBA institutions etc.
h) The working of AICTE towards the institutions/ their promoters and other stake holders is fair.

i) The status of pending application/ proposals submitted in AICTE for establishment of new MBA institution or for other purposes by existing institutions is promptly informed by AICTE.

j) The working of AICTE towards the institutions/ their promoters and other stake holders is transparent.

k) The perception of AICTE towards its stake holders (promoters of MBA education, students, parents, affilating university, concerned state Govt, faculty etc) is satisfactory.

l) AICTE, as a regulatory body of technical education in India is effectively managing the private MBA institutions.

m) The norms of AICTE for course structure on collaboration and partnership between Indian and foreign University in terms of summer training, visit programmes, one semester abroad, one full year abroad etc. are well defined.

➢ The promoters were in disagreement with the following statements:

a) AICTE has been successful in boosting industry- institute partnerships for better jobs and employability of MBA students.

b) AICTE grants sufficient financial assistance for various academic and research related activities to MBA institutions.

➢ Majority of promoters (69.23%) were in agreement However 30.76% of promoters did not agree with the statement that there is no problem in accessing the AICTE Web Portal. Therefore, it can be said that the AICTE is satisfactorily maintaining its web portal.

➢ Majority of promoters (53.84%) were in agreement However 46.16% promoters did not agree with the statement that AICTE timely and regularly updates information related to MBA institutions on its Web Portal. Therefore, it can be said that the AICTE is consistently maintaining and updating information on its web portal regarding above issues.

➢ Majority of promoters (76.92%) were in agreement However 15.38% promoters did not agree with the statement that AICTE regularly and timely
publishes advertisements/ announcements/ notices to invite applications for establishment of new MBA institutions and change of seats for existing institutions in newspapers, other effective medium etc. Therefore, it can be said that AICTE regularly and timely publishes advertisements/ announcements/ notices in newspapers etc. regarding above issues.

- Majority of promoters (69.23%) were in agreement however 30.761% promoters did not agree with the statement that AICTE’s policy towards distance education for management courses is satisfactory. Therefore, it can be said that AICTE’s policy towards distance education for management courses is satisfactory.

- Majority of promoters (53.84%) were in agreement however 46.84% promoters did not agree with the statement that AICTE is effectively penalizing the institutions violating its norms. Therefore, it can be said that AICTE is effectively penalizing the institutions violating its norms although considerable percentage of promoters did not feel that AICTE is effectively penalizing the violators.

- Majority of promoters (84.62%) were of the opinion that the proposed National Council for Higher Education & Research (NCHER) to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better. However 15.38% promoters of the parents did not agree with the above statement.

- The most important parameter to evaluate effectiveness and perception of AICTE in managing MBA institutions are:
  a) Norms & standards for land, building, faculty, and other infrastructural parameters for MBA institutions fixed by AICTE and
  b) Spreading awareness, guidance, Public notices/ advertisements

- The lowest ranked parameter in terms of importance to evaluate effectiveness and perception of AICTE in managing MBA institutions is Commercialization of management education (overcharging of Fee, out of merit admissions, capitation fee etc.)
State Government

The State Government representative was in agreement with the following statements:

a) The norms and standards fixed by AICTE for MBA institutions for the land requirement are satisfactory.

b) The norms and standards fixed by AICTE for MBA institutions for the faculty student ratio requirement are satisfactory.

c) AICTE’s policy towards distance education for management courses is satisfactory.

d) AICTE effectively penalize the institutions violating its norms.

e) AICTE regularly and timely publishes advertisements/ announcements/ notices to invite applications for establishment of new MBA institutions and change of seats for existing institutions in newspapers, other effective medium.

f) The proposed National Council for Higher Education & Research (NCHER) to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better.

The State Government representative was in somewhat agreement with the following statements:

a) The norms and standards fixed by AICTE for MBA institutions for the Building requirement are satisfactory.

b) The norms and standards fixed by AICTE for MBA institutions for the library facility requirement are satisfactory.

c) The norms and standards fixed by AICTE for MBA institutions for the computer/ lab facility/ internet facility requirement are satisfactory.

d) The norms and standards fixed by AICTE for MBA institutions for the student strength requirement are satisfactory.

e) AICTE has been successful in curbing the menace of ragging in management institutions.

f) AICTE has been successful in managing the fee structure of MBA institutions.
g) AICTE is satisfactorily working towards development of model curriculum and recognition of innovative courses and emerging areas in the field of MBA education.

h) AICTE Policy of integrated campus for new and existing MBA institutions is satisfactory.

i) AICTE regional offices are facilitators to the State Governments in dealing with Pvt. MBA institutions.

j) AICTE has been successful in making the admission process fair and transparent in MBA institutions.

k) AICTE has been successful in checking the running of unapproved institutions and unapproved courses in management.

l) AICTE is successful in checking the commercialization of education by controlling charging of capitation fee and/or overcharging of fee by institutions from students seeking admission in management courses.

m) Working of AICTE towards the Pvt. Institutions/ their promoters and other stake holders is fair.

n) Working of AICTE towards the Pvt. Institutions/ their promoters and other stake holders is transparent.

o) AICTE, as a regulatory body of technical education in India is effectively managing the private MBA institutions.

p) The perception about AICTE in the eyes of its stake holders (promoters of MBA education, students, parents, affiliating university, concerned state Govt, faculty etc) is satisfactory.

The State Government representative was in disagreement with the following statements:

a) AICTE does not interfere with the autonomy of State Governments which may have different opinion than AICTE on matters of approval to MBA institutes.

b) AICTE conducts coordinated common/joint inspection to private MBA institutions with the State Governments.
c) AICTE involve and consult state Govt in granting approval to new MBA institutes, increase in seats/courses etc. of existing institutions.

d) The current policy of AICTE seeking only comments instead of mandatory NOC from the CONCERNED State Government prior to approval of new institute and increase in seats/courses etc for existing MBA institutions is useful.

e) AICTE co-operate with the state Govt in dealing with New and existing Pvt. MBA institutions.

f) The norms of AICTE for course structure on collaboration and partnership between Indian and foreign University in terms of summer training, visit programmes, one semester abroad, one full year abroad etc. are well defined.

g) AICTE has been successful in boosting industry- institute partnerships for better jobs and employability of management students.

➢ The most important parameter in terms of importance to evaluate effectiveness and perception of AICTE in managing MBA institutions are:

   a) Norms & standards for land, building, faculty, and other infrastructural parameters for MBA institutions fixed by AICTE and

   b) Coordination of AICTE with the State Govts. in joint/common inspection for approvals of management institutions.

➢ The lowest ranked parameter in terms of importance to evaluate effectiveness and perception of AICTE in managing MBA institutions is Spreading awareness, guidance, Public notices/ advertisements

➢ State Government is in agreement with the statement that:

   a) AICTE is effectively penalizing the institutions violating its norms.

   b) The proposed National Council for Higher Education & Research (NCHER) to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better.

   c) AICTE’s policy towards distance education for management courses is satisfactory.
d) AICTE regularly and timely publishes advertisements/ announcements/ notices to invite applications for establishment of new MBA institutions and change of seats for existing institutions in newspapers etc.

**Affiliating University**

The University representative was in agreement with the following statements:

a) The norms and standards fixed by AICTE for MBA institutions for the faculty student ratio requirement are satisfactory.

b) AICTE Policy of integrated campus for new and existing MBA institutions is satisfactory.

c) AICTE’s policy towards distance education for management courses is satisfactory.

d) AICTE regularly and timely publishes advertisements/ announcements/ notices to invite applications for establishment of new MBA institutions and change of seats for existing institutions in newspapers, other effective medium etc.

e) The proposed National Council for Higher Education & Research (NCHER) to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better.

The University representative was in somewhat agreement with the following statements:

a) The norms and standards fixed by AICTE for MBA institutions for the land requirement are satisfactory.

b) The norms and standards fixed by AICTE for MBA institutions for the building requirement are satisfactory.

c) The norms and standards fixed by AICTE for MBA institutions for the library facility requirement are satisfactory.

d) The norms and standards fixed by AICTE for MBA institutions for the computer/lab facility/internet facility requirement are satisfactory.

e) The norms and standards fixed by AICTE for MBA institutions for the student strength requirement are satisfactory.
f) AICTE is successful in checking the commercialization of education by controlling charging of capitation fee and/or overcharging of fee by institutions from students seeking admission in MBA courses.

g) The norms of AICTE for course structure on collaboration and partnership between Indian and foreign University in terms of summer training, visit programmes, one semester abroad, one full year abroad etc. are well defined.

h) AICTE involve and consult affiliating university in granting approval to new MBA institutes, increase in seats/courses etc. of existing institutions.

i) AICTE co-operate with the affiliating university in dealing with New and existing Pvt. MBA institutions.

j) AICTE is satisfactorily working towards development of model curriculum and recognition of innovative courses and emerging areas in the field of MBA education.

k) AICTE regional offices are facilitators to the affiliating university in dealing with Pvt. MBA institutions.

l) AICTE has been successful in curbing ragging in MBA institutions.

m) AICTE has been successful in managing the fee structure of MBA institutions.

n) AICTE has been successful in making the admission process fair and transparent in MBA institutions.

o) AICTE has been successful in checking the running of unapproved institutions and unapproved courses in management.

p) Working of AICTE towards the Pvt. Institutions/their promoters and other stakeholders is fair.

q) Working of AICTE towards the Pvt. Institutions/their promoters and other stakeholders is transparent.

r) The perception about AICTE in the eyes of its stakeholders (promoters of MBA education, students, parents, affiliating university, concerned state Govt, faculty etc) is satisfactory.

s) AICTE, as a regulatory body of technical education in India is effectively managing the private MBA institutions.
The University representative was in disagreement with the following statements:

a) AICTE does not interfere with the autonomy of affiliating university which may have different opinion than AICTE on matters of approval to MBA institutes.

b) AICTE conducts coordinated common/joint inspection to private MBA institutions with the affiliating university.

c) Current policy of AICTE seeking only comments instead of mandatory NOC from the CONCERNED affiliating university prior to approval of new institute and increase in seats/ courses etc. for existing MBA institutions is useful.

d) AICTE has been successful in boosting industry- institute partnerships for better jobs and employability of management students.

e) AICTE is effectively penalizing the institutions violating its norms.

➢ The most important parameter in terms of importance to evaluate effectiveness and perception of AICTE in managing MBA institutions is are:

i. Norms & standards for land, building, faculty, and other infrastructural parameters for MBA institutions fixed by AICTE and

ii. Consultation with affiliating university on matters of approval of MBA institutions etc.

➢ The lowest ranked parameter in terms of importance to evaluate effectiveness and perception of AICTE in managing MBA institutions is Spreading awareness, guidance, Public notices/ advertisements

AICTE

The AICTE representative was in agreement with the following statements:

a) AICTE spreads awareness and provides guidance and counseling for admission in MBA courses.

b) The norms and standards fixed by AICTE for MBA institutions for the land, building, faculty student ratio, library facility, computer/ lab facility/ internet facility requirements are satisfactory.

c) AICTE has been successful in curbing ragging in MBA institutions.

d) AICTE is effectively penalizing the institutions violating its norms.
e) AICTE regularly and timely publishes advertisements/ announcements/ notices to invite applications for establishment of new MBA institutions and change of seats for existing institutions in newspapers.

The AICTE representative was in somewhat agreement with the following statements:

a) The norms and standards fixed by AICTE for MBA institutions with respect to student strength are satisfactory.

b) AICTE is successful in checking the commercialization of education by controlling charging of capitation fee and/ or overcharging of fee by institutions from students seeking admission in MBA courses.

c) AICTE does not interfere with the autonomy of affiliating university which may have different opinion than AICTE on matters of approval to MBA institutes.

d) AICTE conducts coordinated common/joint inspection to private MBA institutions with the affiliating university.

e) The norms of AICTE for course structure on collaboration and partnership between Indian and foreign University in terms of summer training, visit programmes, one semester abroad, one full year abroad etc. are well defined.

f) AICTE involve and consult affiliating university in granting approval to new MBA institutes, increase in seats/ courses etc. of existing institutions.

g) AICTE co-operate with the affiliating university in dealing with New and existing Pvt. MBA institutions.

h) Current policy of AICTE seeking only comments instead of mandatory NOC from the CONCERNED affiliating university prior to approval of new institute and increase in seats/ courses etc. for existing MBA institutions is useful.

i) AICTE is satisfactorily working towards development of model curriculum and recognition of innovative courses and emerging areas in the field of MBA education.

j) AICTE Policy of integrated campus for new and existing MBA institutions is satisfactory.

k) AICTE regional offices are facilitators to the affiliating university in dealing with Pvt. MBA institutions.
Findings, Conclusion and Recommendations

l) AICTE has been successful in making the admission process fair and transparent in MBA institutions.

m) AICTE has been successful in checking the running of unapproved institutions and unapproved courses in management.

n) Working of AICTE towards the Pvt. Institutions/ their promoters and other stakeholders is fair.

o) Working of AICTE towards the Pvt. Institutions/ their promoters and other stakeholders is transparent.

p) The perception of AICTE towards its stakeholders (promoters of MBA education, students, parents, affiliating university, concerned state Govt, faculty etc) is satisfactory.

q) AICTE, as a regulatory body of technical education in India is effectively managing the private MBA institutions.

r) AICTE does not interfere with the autonomy of State Governments which may have different opinion than AICTE on matters of approval to MBA institutes.

s) AICTE conducts coordinated common/joint inspection to private MBA institutions with the State Governments.

t) AICTE involve and consult state Govt in granting approval to new MBA institutes, increase in seats/ courses etc. of existing institutions.

u) The current policy of AICTE seeking only comments instead of mandatory NOC from the CONCERNED State Government prior to approval of new institute and increase in seats/ courses etc for existing MBA institutions is useful.

v) AICTE co-operate with the state Govt in dealing with New and existing Pvt. MBA institutions.

w) AICTE processes applications of existing MBA institutions like increase in Intake, additional courses, Supernumerary seats under PIO/NRI category, Tuition fee waiver scheme etc. smoothly and without delay.

x) The present system of AICTE requiring institutions to upload required documents in a scanned form is satisfactory.
y) The working of AICTE towards the institutions/ their promoters and other stake holders is fair.

z) AICTE has been successful in implementing its norms on pay scales, service conditions, for faculty in Private MBA institutions.

aa) AICTE grants reservation, concessions to differently-abled (physically handicap) persons in fee in MBA courses.

bb) AICTE grants concession to women candidates in fee and reservation in admission in MBA courses.

The AICTE representative was in disagreement with the following statements:

a) AICTE has been successful in managing the fee structure of MBA institutions.

b) 16. AICTE has been successful in boosting industry- institute partnerships for better jobs and employability of management students.

c) AICTE grants sufficient financial assistance for various academic and research related activities to MBA institutions, if requested.

d) AICTE is satisfactorily working to solve the problem of shortage of faculty in MBA institutions.

e) AICTE grants sufficient financial assistance to MBA faculty for research & academic purpose through schemes like visiting professorship, NAFETIC, career awards to young faculty, faculty development programme, early faculty induction scheme etc.

f) Grievances cell in AICTE addresses complaints/ suggestions of stake holders satisfactorily.

g) AICTE has been successful in ensuring job placements and employability of MBA students.

h) AICTE’s policy towards distance education for management courses is satisfactory.

i) The proposed National Council for Higher Education & Research (NCHER) to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better.
The most important parameter in terms of importance to evaluate effectiveness and perception of AICTE in managing MBA institutions are:

i. Norms & standards for land, building, faculty, and other infrastructural parameters for MBA institutions fixed by AICTE.

ii. Commercialization of management education (overcharging of Fee, out of merit admissions, capitation fee etc.)

The lowest ranked parameter in terms of importance to evaluate effectiveness and perception of AICTE in managing MBA institutions is Spreading awareness, guidance, Public notices/ advertisements

5.2 CONCLUSION

In quantitative terms, the AICTE has succeeded in expanding technical education much beyond expectations. If the AICTE had not been pro-active, few technical institutions would have come into existence anywhere in the country. On the other hand, the fear is the AICTE has been over liberal, has let technical education expand beyond sustainable levels.

Students

The students felt that the effectiveness of AICTE in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level.

In overall the perception in the eyes of stakeholders about AICTE is neither very good nor very bad. It is at average level. However, students for urban and metro city had average opinion on perception about AICTE but opinion of students of rural residential status on perception about AICTE was at slightly below average level.

The students were neither highly satisfied nor very dissatisfied with the functioning of AICTE and its perception on issues such as its role in guidance and counseling in admission, curbing ragging, addressing complaints, financial aid to economically weaker sections, providing information about admission and affiliation of institutions on website, innovative courses in emerging areas of management, fee structure, overcharging of fee in admission, fairness in working, job placements, personality & development, transparency in working, financial assistance to students for academic purpose, concession in admission fee and reservation to physically Challenged,
Checking running of unapproved institutions/ courses, Fairness and transparency in admission process.

They were satisfied below average level in case of AICTE dealing with women education issues such as granting concession in admission fee and providing reservations in admission.

The level of satisfaction of the students above 22 years of age was slightly below average in case of AICTE dealing with Job placements and personality development of students.

Admittedly, AICTE is maintaining and updating information on its website regarding approval status of institutions. AICTE publishes student related information/ advertisements from time to time in news papers etc. The proposed NCHER to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better. The most important parameter to evaluate effectiveness and perception of AICTE is Norms & standards fixed by AICTE while the lowest is overcharging of Fee.

Parents

The parents overall felt that the effectiveness of AICTE in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level. However the level of satisfaction of Parents with under graduate, post graduate qualification was slightly below average in case of effective management of MBA institutions by AICTE.

The perception in the eyes of stakeholders about AICTE is neither very good nor very bad. It is at average level. However, parents with income above Rs. 25,000/-; parents with post graduate qualification opined that perception about AICTE was at slightly below average level.

The parents were neither highly satisfied nor very dissatisfied with the functioning of AICTE and its perception on issues such as Concession to women in admission fee, transparency in working of AICTE, Spreading awareness and providing Guidance and counseling for admission, policy of integrated institutions for optimal utilization of resources, granting concessions in admission fee and reservation to physically challenged, fairness in working of AICTE, information about admissions on AICTE website, Curbing menace of ragging, fee structure, Complaints addressed by AICTE,
Fairness and transparency in admission process, Job placements for students, overcharging of fee at time of admission, reservation for women candidates in admissions.

The level of satisfaction of the parents above 45 years; parents with under graduate; post graduate qualification; parents with income above Rs. 25,000/-, service by occupation was slightly below average in case of AICTE dealing with Checking charging of overcharging of fee by institutions at time of admission; Reservation for women candidates in admissions.

The level of satisfaction of the parents with post graduate qualification, service by occupation was slightly below average in case of concession to women in admission fee; transparency in working of AICTE.

The level of satisfaction of the parents above 45 years; under graduate qualification, business or service by profession was slightly below average in case of: Admission information AICTE website; Complaints addressed by AICTE.

The level of satisfaction of the parents with under graduate qualification, professional by occupation, was slightly below average in case of: concessions in admission fee and reservation to physically challenged; Fairness in working of AICTE.

The level of satisfaction of Parents with under graduate, post graduate qualification was slightly below average in case of AICTE dealing with issues such as: Fairness and transparency in admission; Job placements.

Admittedly, AICTE publishes student related information/ advertisements from time to time in news papers etc. Information about MBA institutions regarding their current approval status etc. is available on its web portal. The proposed NCHER to be formed by subsuming the UGC, AICTE and NCTE will help in managing technical education better. The most important parameter to evaluate effectiveness and perception of AICTE is Norms & standards fixed by AICTE. The lowest ranked is E-governance

**Faculty**

The faculty felt that the effectiveness of AICTE in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level with issues as: Model curriculum and innovative courses; Collaboration between Indian and Foreign Universities; Industry-Institute Partnership for job placements; Uploading
biometric information of faculty on website; Fairness and transparency in admission process.

The faculty overall felt that the perception in the eyes of stakeholders about AICTE is not satisfactory. The female faculty members had bad perception about AICTE while opinion of male faculty members on its perception was neither good nor bad but average.

Satisfaction level of overall faculty; faculty of Haryana state; faculty with monthly income upto Rs 60,000/- on the effectiveness of AICTE in managing MBA institutions was at slightly below average in case of: AICTE dealing with Implementation of faculty norms on pay scales, service conditions, eligibility, career advancement etc; shortage of faculty; awareness among faculty members about financial grants, financial assistance for research and academic purpose; fairness and Transparency in AICTE; Checking unapproved institutions/ courses. However faculty with monthly income above Rs 60,000/-; faculty of Delhi state; faculty of metro city; Faculty working in new institutions (established in 2007-08 and after) was neither highly satisfied nor very dissatisfied with effectiveness of AICTE on these issues on these issues.

Admittedly, AICTE is not effectively penalizing the institutions violating its norms. The proposed NCHER will help in managing technical education better. The most important parameter to evaluate effectiveness and perception of AICTE is: Norms and standard fixed by AICTE and qualification, pay scale and service conditions of faculty. The lowest ranked parameter is E-governance

**Promoters**

The promoters felt that the effectiveness of AICTE in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level as a regulatory body.

The promoters felt that the perception in the eyes of stakeholders about AICTE is neither very good nor very bad. It is at average level.

The promoters felt that the effectiveness of AICTE in managing MBA institutions is satisfactory with regard to: Norms and standards fixed by it for land, building, faculty student ratio, library, computer facilities for MBA institutions, student strength; timely processing of applications for increase in seats etc., policy of integrated
institutions, fee structure, fairness and transparency in admission process, checking unapproved institutions and unapproved courses.

The promoters felt that the effectiveness of AICTE in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level with issues as: timely and smoothly processing of applications for change in name of institute or society/trust, closure of institution/course etc., upload scanned documents through internet, regional office as facilitator, curbing ragging, controlling overcharging of fee from students, fairness and transparency in working of AICTE, collaboration and partnership between Indian and foreign University,

The promoters felt that AICTE is not satisfactorily dealing with: Boosting industry-institute partnerships for jobs of students, financial assistance for academic and research activities to institutions

Admittedly AICTE is satisfactorily maintaining its web portal. AICTE regularly and timely publishes advertisements/announcements to invite applications for establishment of new MBA institutions and change of seats etc in newspapers. AICTE’s policy towards distance education for management courses is satisfactory. AICTE is effectively penalizing the institutions violating its norms although considerable percentage of promoters felt otherwise. The proposed NCHER will help in managing technical education better. The most important parameter to evaluate effectiveness and perception of AICTE is: Norms & standards fixed by AICTE. The lowest ranked parameter is overcharging of Fee.

State Government

The State Government representative felt that the effectiveness of AICTE as a regulatory body in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level.

The State Government representative felt that the perception about AICTE in the eyes of its stake holders is neither highly satisfactory nor very dissatisfactory. It is at average level.

The State Government representative felt that the effectiveness of AICTE in managing MBA institutions is satisfactory with regard to: norms and standards fixed by AICTE, regular publication of advertisements/announcements.
The State Government representative felt that the effectiveness of AICTE in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level with issues as: fee structure, model curriculum and recognition of innovative courses and emerging areas, Policy of integrated campus, regional offices are facilitators, fair and transparent admission process, checking unapproved institutions, controlling overcharging of fee, fairness, transparency in Working of AICTE.

The State Government representative felt that AICTE is not satisfactorily dealing with: non interfering with autonomy of State Governments, joint inspection to institutions, consulting state Govt in granting approval, collaboration and partnership between Indian and foreign University, boosting industry- institute partnerships for better jobs.

Admittedly the proposed NCHER will help in managing technical education better. The most important parameter to evaluate effectiveness and perception of AICTE is Norms & standards fixed by AICTE and Coordination of AICTE with the State Govts. The lowest ranked parameter to evaluate effectiveness and perception of AICTE is spreading awareness, guidance, Public notices/ advertisements. AICTE is effectively penalizing the institutions violating its norms. AICTE’s policy towards distance education for management courses is satisfactory.

Affiliating University

The affiliating university representative felt that the effectiveness of AICTE as a regulatory body in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level.

The perception about AICTE in the eyes of its stake holders is neither highly satisfactory nor very dissatisfactory. It is at average level.

The effectiveness of AICTE in managing MBA institutions is satisfactory with regard to: norms and standards fixed by AICTE, AICTE Policy of integrated campus and distance education, publication of advertisements,

The university representative felt that the effectiveness of AICTE in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level with issues as: Norms and standards fixed by AICTE, controlling charging of capitation fee and/ or overcharging of fee, collaboration and partnership between
Indian and foreign University, involvement and consultation with university in granting approval, model curriculum and recognition of innovative courses and emerging areas, regional offices as facilitators, AICTE has been successful in managing the fee structure of MBA institutions, making the admission process fair and transparent, checking unapproved institutions, fair and transparent working of AICTE.

The University representative felt that AICTE is not satisfactorily dealing with: interference with autonomy of affiliating university, joint inspection to institutions, boosting industry- institute partnerships for better jobs, penalizing the institutions violating its norms.

Admittedly, the proposed NCHER will help in managing technical education better. The most important parameter to evaluate effectiveness and perception of AICTE is: Norms & standards fixed by AICTE and Consultation with university on approvals. The lowest parameter is spreading awareness, guidance, Public notices/ advertisements

AICTE

The effectiveness of AICTE as a regulatory body in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level.

The perception about AICTE in the eyes of its stake holders is neither highly satisfactory nor very dissatisfactory. It is at average level.

The AICTE representative felt that the effectiveness of AICTE in managing MBA institutions is satisfactory with regard to: spreading awareness, guidance and counseling for admission, norms and standards fixed by AICTE, curbing ragging penalizing the institutions violating its norms.

The effectiveness of AICTE as a regulatory body in managing MBA institutions is neither highly satisfactory nor very dissatisfactory. It is at average level on issues: student strength, controlling overcharging of fee, interfere with the autonomy of university, joint inspection, collaboration and partnership between Indian and foreign University, model curriculum and recognition of innovative courses and emerging areas, regional offices are facilitators, making the admission process fair and transparent, checking unapproved institutions, fair and transparent working of AICTE, processing applications of promoters, e-governance, fairness in working, pay scales,
service conditions, for faculty, reservation and concessions to physically handicap, and women.

The AICTE is not satisfactorily dealing with: fee structure, boosting industry-institute partnerships, financial assistance to faculty and institutions, shortage of faculty, addressing complaints, ensuring job placements, policy towards distance education

The proposed NCHER to be formed by subsuming the UGC, AICTE and NCTE will not help in managing technical education better.

The most important parameter to evaluate effectiveness and perception of AICTE is norms & standards fixed by AICTE. The lowest ranked is Spreading awareness, guidance, Public notices/ advertisements

5.3 RECOMMENDATIONS

1. AICTE should be sensitive to the needs of its stake holders to improve its effectiveness and Perception at the ground level.

2. The faculty issues needs to be addressed promptly and carefully to improve its perception in their eyes.

3. AICTE should make serious efforts to enhance its overall image in dealing with its stakeholder in the light of strong opinion by stake holders in favour of NCHER

4. The central Government should initiate necessary action towards subsuming of AICTE, UGC, NCTE to form a single regulatory body for higher and technical and education.

5. More facilities are required in admission of fee for women candidates.

6. AICTE should make more sincere efforts towards job placement & personality development of students.

7. Strict legal action should be taken against institutions running unapproved courses and persons running unapproved course.

8. AICTE should take the state Govt. and university into confidence for granting approvals of increasing seats.

9. Coordination with state Govt./Universities and AICTE should be improved for granting approvals/joint inspections.
10. AICTE should come out with effective management of the issue of collaboration and partnership Indian and foreign universities.

11. Industry institute partnership should be immediately boosted for job opportunities of students.

12. The fee structure of institution needs immediate monitoring and interference by AICTE to check commercialization of education.

13. Financial assistant to faculty and institutions for research and development, staff development programmes and academic purpose should be enhanced.

14. Issue of shortage of faculty to be addressed on priority basis to ensure availability of faculty to existing and future students.

15. Effective grievance redressal system should be installed by revamping the existing complaint redressal system.

16. Policy towards distance education should be clear transparent and sustainable to cater to the needs of students who have been deprived of formal regular education. Present policy being confusing.

17. Private institutions are not supposed to meet the cost of education entirely from fees, but subsidize it substantially through endowments. India should stop treating higher education as a business, geared mainly for rich students, the way it is at Present.

18. Common entrance tests devalue education. It has made students mercenary: AICTE should lay down minimum norms for familiarity with social sciences and societal problems. and prevents damage to the character of, impressionable youth

19. Coaching schools that have proliferated all over the country have given an undue advantage to rich students who have the means to pay the heavy expense of such training. Hence, there is a need to evolve a robust system that will satisfy the needs and aspirations of different class of students and colleges,

20. The actual fees charged in most private colleges in the country are astronomical (50000/- pa and above in Delhi and Haryana), and may be even described as anti-social. The states are virtually Dabsolving itself of the responsibility to fund management education to self financing colleges where the students are forced to
take loans which is not good. AICTE should to take all necessary steps to prevent commercialization of technical education.

21. AICTE should consider funding the entire cost of providing doctoral training to future teachers and researchers.

22. The Government should establish training institutes for MBA teachers.

23. The AICTE should evolve special schemes to encourage the expansion of management education in Delhi where demand is high but seats are quite low.

24. AICTE should insist that foreign universities can operate in India only when they satisfy the norms for local institutions.

25. AICTE may publicize data on the colleges as an indicative instrument, the following data may be put out every year

26. Admissions: lowest, highest and median marks of students admitted in the previous year.

27. Employment Number of firms visiting for campus interviews; the highest, the lowest package of emoluments to its students and the total numbers employed during the previous year

28. Steps should be taken to see that all teachers get Ph D training within a few years of their joining the teaching profession.

29. AICTE should not in implement its plan to shut down new colleges in management and engg. as been in the news recently, any such attempt shall lead to shielding those old institutions which are imparting poor quality of education and treating the institutions as business entities who are trying to put pressure on AICTE through Cartel arrangement. AICTE should close these poor quality institutions and continue allowing new institutions of good quality.

5.4 SUMMARY

All stake holders (students, parents, faculty, promoters, State Government, affiliating university) of MBA institutions unanimously gave opinion that the proposed NCHER to be formed by subsuming UGC, AICTE, NCTE will help in managing technical education better. However AICTE representative did not agree with it.
The faculty felt that the perception about AICTE is not satisfactory but students, parents, promoters, State Government, university, AICTE representative found perception about AICTE neither very good nor very bad.

All stake holders felt that the effectiveness of AICTE in managing MBA institutions is neither highly satisfactory nor very dissatisfactory.

Students were satisfied below average level in case of AICTE granting concession in fee and reservations in admission to women. The level of satisfaction of the students above 22 years of age was slightly below average in case of AICTE dealing with Job placements and personality development of students.

Faculty felt that AICTE is not effectively penalizing the institutions violating its norms.

The State Government representative felt that AICTE interference in autonomy of State. AICTE functioning was not satisfactory in dealing with: joint inspection to institutions, consulting state Govt in granting approval, collaboration and partnership between Indian and foreign University, boosting industry- institute partnerships for better jobs.

The University representative felt that AICTE interference in autonomy of university. AICTE functioning was not satisfactory in dealing with: Joint inspection to institutions, boosting industry- institute partnerships, penalizing the institutions violating its norms.

The AICTE representative opined that it is not satisfactorily dealing with: fee structure, boosting industry- institute partnerships, financial assistance to faculty and institutions, shortage of faculty, addressing complaints, ensuring job placements, policy towards distance education

The promoters felt that AICTE is not satisfactorily dealing with: Boosting industry-institute partnerships for jobs of students, financial assistance for academic and research activities to institutions

The promoters felt that the effectiveness of AICTE in managing MBA institutions is satisfactory with regard to: Norms and standards fixed by it for land, building, faculty student ratio, library, computer facilities for MBA institutions, student strength; timely processing of applications for increase in seats etc., policy of integrated institutions, fee structure, fairness and transparency in admission process, checking
unapproved institutions and unapproved courses, policy towards distance education, penalizing the institutions violating its norms

The State Government representative felt that the effectiveness of AICTE in managing MBA institutions is satisfactory with regard to: norms and standards fixed by AICTE, regular publication of advertisements/ announcements, effectively penalizing institutions violating its norms, policy towards distance education.

The university representative was satisfied on effectiveness of AICTE in managing MBA institutions with regard to: norms and standards fixed by AICTE, AICTE Policy of integrated campus and distance education and publication of advertisements.

The AICTE representative felt that the effectiveness of AICTE in managing MBA institutions is satisfactory with regard to: spreading awareness, guidance and counseling for admission, norms and standards fixed by AICTE, curbing ragging, penalizing the institutions violating its norms.

Parents, students, promoters were satisfied that AICTE publishes student related information/ advertisements from time to time in newspapers etc. Information about MBA institutions regarding their current approval status etc. is available on its web portal.

The recommendations for faculty development, fee structure and job opportunities for students and cooperation with state governments and universities need urgent implementation.