Chapter II
Organizational Structure of Indian Council of Social Science Research and North-Western Regional Centre

Meaning of the Organization

The simplest meaning of the word ‘organize’, is ‘to frame and put into working order’ as per the Concise Oxford Dictionary. Various authors have viewed the word ‘organisation’ differently, for instance, Luther Gullick opines that organisation is the formal structure of authority through which sub-divisions are arranged, defined and coordinated for the defined objectives. To Gaus, an organisation is the relation of efforts and capacities of individuals and groups engaged upon a common task in such a way as to secure the desired objective with the least friction and the most satisfaction for whom the task is done and those engaged in the enterprise. Gladden defines it as the pattern of relationships between persons in an enterprise, so contrived as to fulfill the enterprise’s functions. To Kossen, an organisation is a group of individuals coordinated into different levels of authority and segment of specialization for the purpose of achieving the goals and objectives of the organisation. Allen, on the other hand, defines an organisation as the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority and establishing relationships for enabling people to work more efficiently together in establishing of objectives. Chester Barnard views an organisation as a system of consciously coordinated activities or forces of two or more persons. J.D. Mooney describes an organisation as the form of every human association for the attainment of a common purpose.

Therefore, an organisation is the planned coordination of the activities of a number of people for accomplishment of some common explicit purpose or goal, through the division of labour and function through a hierarchy of authority and responsibility.

An organisation is set up with the purpose of achieving certain objectives. Objectives can be achieved only when there is a suitable organizational structure. In an organization there is structural relationship between different departments, human beings and other resources to achieve the desired objectives. Thus, the process of organisation brings cooperation and coordination among the different levels of the organizational structure. An organisation structure has to be developed according to
the needs of the people because a properly designed organisation structure can help to improve teamwork and hence productivity. Amitai Etzioni, the American Sociologist, emphasizes it in the following words, “our society is an organizational society”.

Herbert A. Simon has concluded that organisation affects the people who work for it in five different ways:

1. The organisation divides work among its members, by giving each employee a particular task, its limits and concentrates his attention on that task;
2. The organisation establishes standard practices, by working out detailed procedures, it relieves employees of the need to determine such procedure, each time they use crossways;
3. The organisation transmits authoritative decisions by dispatching such decisions downwards, upwards and laterally;
4. The organisation provides a communication system; and
5. The organisation trains, indoctrines its members by providing for the internationalization of influence relating to knowledge, skills and loyalties; training enables employees to make decisions as the organisation would like them to make.

Thus, an organisation helps to improve the operations of the business as a whole. It is the only means to carry out policies and programmes of an enterprise. Organizations facilitate the proper utilization of men, money and materials for the achievements of goals. Without well-run organizations, our standards of living, our level of culture and our democratic life could not be maintained. We are born in organisation, educated by organisation and most of us spend much of our time working in organisation. Thus organizations are:

1. Purposeful and complex collectivities;
2. Characterized by impersonal relationships;
3. Specialized and have limited goals;
4. Sustained by continuous co-operative activity;
5. Integrated within the larger social systems;
6. Provides services and products to their environments; and
7. Dependent upon exchanges, with their environment.

Organizational Structure

Human Resource Management (HRM) becomes a more complicated task as more and more people enter the organisation with different values and attitudes. The
task can be simplified by evolving an efficient system of human relationships, which are shown through organizational structure.

Organizational structure is “the process of systematic and logical grouping of activities, delineating authority and responsibility and establishing working relationship that will enable both the company and the employees to realize their mutual objectives.”¹¹ Organizational structure can be designed to minimize human friction by reducing the number of levels in the organizational hierarchy, without reducing total number of employees. Thus organizational structure is the necessity for any organization and without it would not be possible to put machine to work. Keeping this fact in mind, the ICSSR has developed the organizational structure as per the requirements of its objectives. Before, the organizational structure of the ICSSR is discussed in the subsequent pages; it would be in the interest of things to have a look at the historical background of ICSSR.

**Historical Background of the ICSSR**

Institutional innovations, great or small, have their own retrocity and are governed by cultural and social policies emergent in a society. The role these institutions are playing in society, or its sub-system, is materially affected by these forces; these determine an institution’s promise and also its dilemmas. The social sciences had always been treated as a poor cousin of the natural and physical sciences. The latter have for long enjoyed the enviable status of the darlings of the state. The reasons for this are not far to seek. So run the arguments, who find solutions for areas ranging all the way from agriculture to the country’s defence. That virtually every problem which science and technology tackles has societal ramifications is rarely perceived with any degree of clarity. Worse, it is all too easy to overlook the fact that policy, be it in agriculture, irrigation or defence, has to be formed by a more holistic understanding of social process. Inevitably such a technocentric view results in gross unfairness in resource allocation between the physical and social sciences. Admittedly the former need more resources given their input requirements but even so the social sciences get short share. This inequality is compounded by the declining share of higher education in the overall budget for education.

In the early stages of planning in India, social scientists and research workers were interacting with one another frequently. Economists, statisticians, model builders and other social scientists influenced policy during the Second and Third plan. At that
time, there was a general feeling that social science in India lacks a national organisation which could actively work for its expansion and promotion and secure for its recognition and support from government without being under its control. It was also felt that there was a need for better utilization of research findings for policy planning purposes and an autonomous national organisation speaking for the social science community, which would help in establishing bridges between the social scientists and policy planners. On the recommendations of Committee under the Chairmanship of V.K.R.V. Rao, when he was member of the Planning Commission and in-charge of Education, the Indian Council of Social Science Research was set up in 1969. Thus, the Council was conceived as a premier national agency expanding social science research, improving its quality and attempting to increase its utilization in policy formulation. It is significant that the ICSSR was established about two decades after India gain political freedom, more than a decade after the various Research Councils in the natural sciences had been established, following the resolution on National Science Policy, and that it has been constituted on the recommendation of a Committee, consisting mainly of the social scientists of the Planning Commission which already had accumulated social science research experience through the Research Programme Committee. It is also worth mentioning here that the democratic political spectrum of the nation has since changed basically and the structure of personnel and of cultural environment of the universities has also considerably changed now compared to at the time of Independence. Keeping in view the significance of the organisation of the ICSSR an effort here has been made to analyze the organizational structure of ICSSR at the National Level and North-West Regional Centre at the regional level.

**Organisational Structure of the ICSSR (Head Office)**

Every organisation has a goal and organisation structure is one of the forces that affect the goal of the organisation. It is designed in such a way to serve as an instrument to accomplish the social goal. A systematically planned flexible organisation machining the needs of business will save managerial time, permit concentration on the key problems, save costs and help in enhancing productivity. Organisation structure embraces the whole complex of relationship between managers and subordinate employees. The purpose of the organizations is to manage the work force to carry out their responsibilities efficiently with greatest concentration, effort
and the least wastage of time and resources. Organisation is generally viewed as a group of persons formed to seek certain goals. People constitute the organizations and in order to work together, a definite system or structure through which they interact to each other and through which their efforts can be coordinated, is required. With the changing needs and developing technologies, organisation face new challenges, which the well-tested structural designs of functional and decentralized organisation, cannot satisfy. This calls for the organisation structure, which probably happens to be the oldest and most thoroughly studied aspect of organisation in management. An organizational structure defines how job tasks are formally divided, grouped or coordinated. In other words, an organizational structure is a pattern of interrelated posts connected by a line of delegated authority. In other words, a sound organizational structure is a pre-requisite to sound management. Therefore, a good deal of care and vision is shown in determining the structure of an organisation. In order to make it possible for the people to work effectively towards accomplishing goals, an organizational structure of roles must be designed and maintained. An organizational structure is made up of a network of positions arranged in a hierarchical order. Hierarchy refers to various levels of authority in an organisation. The superior-subordinate relationships are defined by organizational charts, which are formal documents that indicate the chain of command and the titles which have been assigned to the managers and other personnel. They indicate the people’s position in the hierarchy and their relationships within a formal organisation. Terry defines an organisation chart as a diagrammatical form, which shows important aspects of an organisation including the major functions and their respective relationships, the channels of supervision and the relative authority of each employee who is in-charge of each respective function. Thus, the development of organisation structure deals basically with two aspects:

- Functions, those are to be performed by the departments/enterprise; and
- The nature and form of the organizational structure.

There are six key elements that managers need to address, when they design their organisation structure, these are;

1. Work Specialization - the degree to which tasks in the organisation are subdivided into separate jobs;
2. Departmentalization - the basis by which jobs are grouped together;
3. Chain of Command - the unbroken line of authority that extends from the top of the organisation to the lowest echelon and clarifies who reports to whom;

4. Span of Control - the number of subordinates a manager can efficiently and effectively direct;

5. Centralization and Decentralisation – the degree to which decision making is concentrated at a single point in the organisation and the degree to which decision discretion is pushed down to lower-level employees; and

6. Formalization - the degree to which jobs within the organisation are standardized.

Harnessing various resources of an organisation towards the achievement of its goals is what decides its success. Such harnessing of resources may be explained as bringing order out of chaos or simply organizing. An organisation is comparable with a tune, as it is not constituted by individual sounds but by the relations between them. In other words, organizing involves allocating suitably the work to be accomplished to individuals, teams and departments and then synchronizing their activities into a harmonious whole.

The growth and development of any discipline depends, to a large extent, on the manner in which it associates with those pursuing similar disciplines. The Committee on Social Science Research which was constituted under the Chairmanship of V.K.R.V. Rao, recommended in 1968 that the Government of India should extend its faith to social science research as it had done so to scientific and technological research expressed in the declaration of the Scientific Policy Resolution of March 1958. Based on the above recommendation, ICSSR was established in 1969 under the Societies Registration ACT (Act XXI of 1860). The important facts were contained in the Ministry of Education’s resolution of December 12, 1968, in the Memorandum of Association for the Council’s Registration, and its Rules. The Council was to function as an autonomous organization subject to its Memorandum of Association, Rules, Regulations and Bye-Laws. (ICSSR General Information, page-14) The Indian Council of Social Science Research provided a common platform which facilitated the exchange of ideas and discussion for the development of social sciences or promoted their views for a better understanding and solution of national problems of significance and relevance.
The Council’s Memorandum of Association (MOA) indicated large canvass of activities, it was expected to promote social science research in India and to ensure that research is of high academic quality and obtain wider recognition in the society. It was expected to identify areas on which research was to be promoted and to initiate research in new or neglected areas. For this purpose, the Council was to sponsor research programmes, research projects and administer grants to institutions and individual for research in social sciences. It was to be both development and maintenance grant to research institutes which have been specifically constituted to carry out research in social sciences, but not as a constituent part of statutory universities in India. It was also expected to provide technical assistance for the formulation of research programmes and for designing of research projects by individuals or institutions, and to organize and support institutional arrangements for training in research methodology. The ICSSR was created so specifically too encourage inter-disciplinary and international collaborative research.

The mandate of the ICSSR included developing and supporting Documentation Centres, Data Archives and National Register of Social Scientists. It was also the role of the ICSSR to organize and sponsor seminars and workshops and to give grants for publication of research work and to undertake publication of research digests, periodicals and journals. Furthermore, it was the function of the ICSSR to institute and administer research scholarships, fellowships for research students, teachers and senior scholars to carry out research in areas of their interest and activities on full time basis. The ICSSR was, however, created to supplement the structure that already existed in the UGC, and its major responsibility was envisaged to build research potential and promote its effective utilization while the UGC was primarily concerned with the development of departments in the Universities and such other institutions. The UGC and the ICSSR were the two main Apex Bodies which provided funds for research in social sciences. Whereas the former was also the policy maker of the University System and in the process aimed at ensuring the high standard of teaching and research, the latter was exclusively involved in funding the research in the Universities and Research Institutions.

The overall objective of the ICSSR was, therefore, to encourage social science scholars to undertake research which is based on rigorous methodology and academic discipline to generate new knowledge as well as add on to the existing body of

46
knowledge. It is also important that the findings of such research be made available in the public domain and open for discussion and systematic debate. It is not necessary that all such research will have policy implications or immediate relevance for application.

The ICSSR assumed not only the responsibility of promoting social science research in India, but also was expected to enhance the quality of such research. It remained the deliberate policy of the Council to encourage both fundamental and applied research in social sciences and to strive to promote social science research in the universities. Providing assistance to social scientists in the country to develop research outside India was also included in its objectives. The most important role of the ICSSR, was to facilitate and promote social science research and to attract and motivate high quality researchers to undertake social science research which is knowledge centric. Such research was expected to generate new knowledge and / or add on to the existing body of knowledge, rather than merely focusing on relevance of application, which may be more often than not based on client driven needs.

The ICSSR formally came into being in 1969. At present, it had a very large and complex organisation with a variety of functions. Like any other organisation, whether simple or complex, ICSSR also had a hierarchical structure, which was made up of a network of positions arranged in a hierarchical order, with defined authority and responsibility. In other words, there was a pattern of relationship among various organs within an organisation. A number of factors had contributed to the dimensions, diversity and complexity of the organisation during the last forty years of its existence.

The organizational structure of ICSSR, at present has been illustrated in Chart 2.1 through which the aforesaid objectives of the Council are attained.
Class IV Employees: Sweepers, Farashes, Messengers and Daftries

Source: ICSSR Information Brochure
As per the Memorandum of Association, the composition of the Governing Council of ICSSR is as follows:

1. The Chairman - An eminent social scientist nominated by the Government of India
2. Fifteen Social Scientists nominated by the Government of India from the universities and specialized research institutions or associations
3. Six persons to represent Government which shall include one representative each of the Ministry of Education, Ministry of Social Welfare and Ministry of Finance
4. The Member-Secretary

**Chairman**

The Chairman of the Council holds a pivotal position. He is the leader of the team and it is his own initiative and derive that effective functioning of the Council depends to a large extent. The Government of India (Ministry of Human Resource Development) nominates an eminent social scientist as Chairman of the Council. The Chairman of the Council is honorary, part-time and non executive position. The Chairman is the head of the governing council and presides over the Council meetings. The term of appointment of the Chairman is for three years.

**Member - Secretary**

Policy making is not a prerogative of one level of management. In fact, the entire executive management has to contribute to the policy making functions, because policy cannot be separated with administration and vice-versa. The rigid dichotomous is the governing board’s major function is to formulate policy and administrators’ function is to execute policy and an outdated concern in the context of new public administration. Appleby opines that policy making and policy execution are inter-dependent process. In the ICSSR, the Member-Secretary has been given this responsibility. Under the existing system, the appointment of the Member-Secretary needs the approval of the ICSSR as well as the Government of India. The Member-Secretary is the full time, paid Chief Executive of the Council. The Member-Secretary is appointed for a period of three years.

**Governing Council**

Presently, the ICSSR has a Governing Council which is headed by the Chairman, 15 social scientists, 6 representative of the government including one
representative each of the Ministry of Education, Ministry of Social Welfare and Ministry of Finance to represent the Government, and the Member-Secretary. The MOA specified that both positions has to be filled by distinguished social scientists. However, the procedure for their selection was left rather ambiguous with an explicit provision that their appointment as well as that of membership of the Council is to be approved by the Ministry of Human Resource Development (MHRD) Government of India.

The terms of the members of the Council are clearly defined in the MOA. In the first reconstitution of the Council in 1972, one third (or six) of the social scientists members were appointed for one year, another one third (or six) of the social scientists members were appointed for two years and the remaining six social scientists members were appointed for three years. Further, it was stated that when the term of the office of the members comes to an end, the vacancies will be filled by the Government of India through nomination. Outgoing members were to be eligible for re-appointment, but no person could be a member of the Council for more than two consecutive term of office. However, in recent times, the Ministry of HRD had departed from this practice by unilaterally nominating all the members of the Council with consultation with the Chairman of the Council. Moreover, every year six sitting social scientists members of the Council are supposed to retire and new members are supposed to be appointed in their place. However, since 1988, it had become 12, and suddenly 18 were appointed at one time which eliminated the practice of continuity in the thinking and policy making of the Council.

The Memorandum of Association (MOA) provided the various Committees to support and assist the Chairman and Member-Secretary in policy making and administration of various activities of the Council. The Council may, by resolution, appoint advisory panels or committees other than the ones mentioned in MOA for such purposes and with such powers as it may think fit and it may also dissolve any of the Committees and Advisory panels set up by it. These Committees are as follows:

1. Planning and Administrative Committee;
2. Research Committee;
3. Research Institutes Committee;
4. Committee on International Collaboration;
5. Committee on Training;
6. Committee on Documentation Services and Research Information;
7. Committee on Data Archives.

The Central Government provides grants to the Council subjected to such limitations as the Government of India may from time to time impose. The Government of India may institute committees of inquiry into the affairs of the Council and issue appropriate directions on the basis of its reports and the Council are bound to comply with such directions. Another clause in the Memorandum of Association further provided the right to Government of India to give directives to the Council in respect of its policies and programmes. Government may also give directives in cases of lacunae found in the Memorandum of Association or the rules which create difficulty in the functioning of the Council, and such directives are binding on the officers and the authority of the Council. The authorities of the Council are the Administrative Committee, the Research Project Committee and other authorities as created by the Council. The authorities can frame and amend regulations not in consistence with the Memorandum of Association with the approval of the Government. The funds of the Council consisted of grants by Government, contributions from other sources, income from the assets of the Council and its receipts from other sources.

Organisational Differentiation

Every organisation has certain goals to achieve and as organizations graduate from simple to complex, they are characterized by a high degree of task specialization. To state it in simple words, the total task of the organisation is differentiated so that the performance of specialized functions can be assigned to particular departments. In other words, it is the state of segmentation of the organizational system into subsystems each of which tends to develop particular attributes in requirements posed by its relevant external environment. The differentiation in ICSSR, New Delhi were analyzed in terms of some of the significant organizational attributes, such as the scalar process or hierarchy, departmentalization, authority and responsibility, line and staff agencies, span of control, unit of command and delegation of powers. Taken together, these attributes constitute a formal structure of an organisation.

Hierarchy

The literal meaning of hierarchy is the rule or control of the higher level over the lower level. This results in the superior – subordinate relationships through a
number of levels of responsibility. In other words, each lower office is under the control and supervision of a higher one and the whole administrative staff under the supreme authority. A pyramid type of structure is thus building up which Mooney call the scalar process. Hierarchy is the channel of command of communication, downward and upward, along which flow information, advice, specific instructions, warnings and commendations. It is the means by which resources are apportioned, personnel selected and assigned, operations activated, reviewed and modified. Hierarchy not only enables the Chief Executive to exert his influence through the entire organisation. The hierarchy also acts as a channel for the delegation of authority and establishes a sequence of related centres for decision making.

<table>
<thead>
<tr>
<th>Levels of Hierarchy</th>
<th>Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Chairman</td>
</tr>
<tr>
<td>II</td>
<td>Member-Secretary</td>
</tr>
<tr>
<td>III</td>
<td>Director of Divisions/ F.A. &amp; C.A.O/Administrative Officer.</td>
</tr>
<tr>
<td>IV</td>
<td>Deputy Directors</td>
</tr>
<tr>
<td>V</td>
<td>Asstt. Directors /Documentation Officer, Asstt. Programmers</td>
</tr>
<tr>
<td>VI</td>
<td>Sectional Officers/Research Assistants, Senior Personal Assistant</td>
</tr>
<tr>
<td>VII</td>
<td>Assistants/ Accounts Assistants/Stenographers/ U.D.C.s.</td>
</tr>
<tr>
<td>VIII</td>
<td>LDCs/ Peons/ Messengers/ Helpers/ Safai-Karamcharis</td>
</tr>
</tbody>
</table>

Source: Report of the 4th Review Committee

From the data presented in the Table 2.1, it can be seen that in the ICSSR, the Member-Secretary was at the apex of the managerial hierarchy. Besides Member-Secretary, the secretariat of the Council was organized on divisional basis, based on academic, administrative and budget classification. The structure was adequate at earlier stages when the scale of operation was small and the main function was to distribute funds. However, presently the structure seems to be inadequate for any academic role which the Council expects from the secretariat. A host of specialists and generalists assisted the Member-Secretary at level III, because they themselves could not perform all the duties and responsibilities. Level III, includes important officers like Director-IDPAD, Director-Research Grants, Director-RIC, Director-Fellowship, Director-Documentation, Director-Publications, Director-Research Survey, FA & CAO, Administrative Officer. The Directors assisted the Member-Secretary in the formulation as well as execution of policies. Level IV and V comprised the Deputy Director, Assistant Director/Documentation Officer, Assistant Programmers in the execution of various activities of the Council. It was from the level V downwards that actual implementation of the policy and the programmes
The category-wise distribution of Employees of ICSSR Secretariat and their Superannuation on May 2006 has been given in Table 2.2.

<table>
<thead>
<tr>
<th>Category</th>
<th>In position</th>
<th>Superannuate by 2008</th>
<th>Superannuate by 2010</th>
<th>Superannuate by 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>6</td>
<td>4</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Administrative Officer</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FA &amp; CAO</td>
<td>1</td>
<td>--</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Director</td>
<td>8</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>System Analyst-cum-Senior Programmer</td>
<td>2</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>13</td>
<td>1</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>CFO</td>
<td>1</td>
<td>--</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Documentation Officer</td>
<td>8</td>
<td>--</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>SSLO</td>
<td>1</td>
<td>--</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Liaison Assistant</td>
<td>1</td>
<td>--</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Programmer</td>
<td>2</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Private Secretary</td>
<td>1</td>
<td></td>
<td></td>
<td>Working since superannuation</td>
</tr>
<tr>
<td>Section Officer</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>SPA</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Research Assistant</td>
<td>8</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Documentation Assistant</td>
<td>4</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Accounts Assistant</td>
<td>10</td>
<td>2</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Steno-Grade-II</td>
<td>8</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Steno-Grade-III</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upper Division Clerk</td>
<td>16</td>
<td>4</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Lower Division Clerk</td>
<td>23</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Other Support Staff</td>
<td>25</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Sweeper-cum-Farash</td>
<td>8</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Farash</td>
<td>6</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Messenger</td>
<td>12</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Library Attendant</td>
<td>2</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Messenger on Temporary Status (not Sanctioned)</td>
<td>21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>204</strong></td>
<td><strong>18</strong></td>
<td><strong>19</strong></td>
<td><strong>35</strong></td>
</tr>
</tbody>
</table>

Source: ICSSR Fourth Review Committee Report 2007

On May 30, 2006, a total of 204 persons were in position against the total sanctioned strength 208. Of these only 63 belonged to academic/research related posts, which included Documentation Assistants and Data Entry Operators. More than half the staff – 104, to be precise belonged to non-academic categories such as upper division clerks/lower division clerks and class III/IV categories including stenographers and messengers. Some 21 messengers were on temporary appointments against non-sanctioned posts. The members of the professional staff possessed high level academic qualifications. Five out of six officers at the Director level hold...
doctoral degrees. Similarly, four among the Deputy Directors and 8 among 13 officers of the Assistant Director level also possessed doctoral qualifications, while one of the remaining had M. Phil degree and Master’s degree. Similarly, three of the 8 research assistants hold doctoral degrees and others 4 had Master’s Degree and one had M. Phil qualifications. Out of the 4 Documentation Officers one had a doctoral degree, another one had M.B.A. degree and third one had a Master’s Degree while the 4th one was graduate.

The Table 2.2 shows that out of 204 employees in position, 18 will superannuate within the next two years, 19 will superannuate within the next four years another 35 will superannuate within next seven years. Fifteen officers, who will superannuate in the next four years, constitute about 50 per cent of the total 31 officers who belonged to the professional cadre only. On the other hand 37 out of a total of 151 employees who belonged to clerical and other support staff will superannuate within the next seven years. In fact, the average age of 26 employees at class III/IV level including library assistant, data entry operator, driver, photocopy operator, security guards 46.4 years. There were 12 messenger posted against a sanctioned strength of 9, whose average age were 45.6 and there were 21 employees who were given temporary staff status as messengers whose average age was 39.9. The current profile of employees, particularly at senior positions among the professional staff, is likely to create crisis as many of them are going to superannuate within next two years. Moreover, such a skewed composition of the professional staff at the senior level of the administrative cadre may not be the most enabling condition for high level performance.24

Departmentalization

Departmentalization addresses two of the four basic elements of organizational structure: specialization and standardization. Departmentalization involves subdividing work into tasks and assigning them to specialized groups within an organization. It also includes devising standards for the performance of tasks and assigning them to specialized groups within an organization. It also includes devising standards for the performance of tasks. Management can use any of four basic types of departmentalization: by function, by place (location), by product (goods and/or services), and by customer. Division of work is the first step in departmentalization.

The key to effective departmentalization lies in organizing people and activities in such a way that decision easily flows throughout the organization. Large,
complex organizations actually use different forms of departmentalization at various organizational levels to facilitate this flow. The ICSSR had divided academic/research related activities into six divisions which are as under:

1. International collaboration;
2. Research Projects;
3. Documentation;
4. Research Institutes and Regional Centres;
5. Research Fellowships; and
6. Research Surveys Publication and Sales.

The internal administration and financial management were controlled and managed by three divisions:

1. Personnel, Establishment and Welfare;
2. Planning and Coordination; and
3. Finance.

The academic and research related activities were headed by the Director. Personnel, establishment and welfare were headed by an Administrative Officer. Finance division was headed by Financial Adviser and Chief Accounting Officer. Each of the division had a team of supporting staff at the levels of Deputy Directors, Senior Programmers/ Assistant Directors/ Documentation Officers/ Sectional Officers/Research Assistants/ Senior Personal Assistant /Account Assistants/ Stenographer Grade-I and Grade-II levels/ Upper Division Clerks/ Lower Division Clerks and large number of messengers.

A study of the functions of various departments revealed that ICSSR had achieved task specialization by systematically removing the duplicity of certain functions being performed by departments

**Coordination**

Departmentalization divides the organization’s work and allows for specializations and standardization of activities. However, to achieve organization goals, people, projects, and tasks have to be coordinated. Without it, people’s efforts are likely to result in delay, frustration and waste. For precisely that reason, coordination is one of the basic elements of organization design.

Heads of many organizations believe that good employees can make any organization and design work. Although such Managers may be overstating the case, people who work well together remain an extremely valuable asset. Organization head
have to encourage employees to subordinate their individual interests to the organization’s broader goals and yet be able to innovate when the situation demanded. There are three basic principles of coordination: the unity of command principle, the scalar principle, and the span of control principle. These principles are directly related to planning and administrative competency.

**Unity of Command Principle**

The unity of command principle states that any employee has to have only one boss. Every employee is supposed to know who is giving direction and to whom he or she reports. According to this precept, Managers must minimize any confusion over who makes decisions and who implements them because uncertainty in this area can leave to serious productivity and morale problems. Table 2.1 shows that Member-Secretary was the Executive Head of all the branches in the ICSSR. He was giving directions to the Director of each branch. The Director reported to the Member-Secretary for each and every decision. Thus they had the clarity for the implementation of the policies.

**Scalar Principle**

The scalar principle states that a clear and unbroken chain of command links every person in the organization with someone at a level higher, all the way to the top of the organization. Tasks have to be delegated clearly, with no overlapping or splitting of assignments. The organization Chart-2.1 of the ICSSR shows that the academic/ research related activities are divided into six divisions. Within these divisions there were various functional Directors. All the divisional Directors were reporting to the Member-Secretary. All other employees in the divisions report to the Director or their superiors in their respective branch.

**The Span of Control**

The span of control principle states that the number of people reporting directly to any one manager must be limited because one manager cannot effectively supervise a large number of subordinates. Chart-2.1 depicts a large span of control at the level of Member-Secretary. The Member-Secretary was controlling 9 departments at Head-office and 27 Research Institutes and 6 Regional Centres all over India. Besides, there were a good number of seniors who also directly reports to the Member-Secretary. The Member-Secretary was overburdened with the academic activities. It is readily admitted that there is a limit to the span of control of every person or officer but there is no unanimity as to the extent number of span, yet, there
does existed a general agreement that shorter the span, the greater will be the contact, and, consequently, the more effective will be the control.

**Authority**

Authority is the right to make a decision and act. Authority is the right or power of a person to command other people to do things and to get work done from others. Authority implies both responsibility and accountability. By exercising authority, employees accept the responsibility for acting and willing to be held accountable for success or failure. Furthermore, when delegating tasks to others, employees have to take care to match the responsibility they confer with the authority and then insist on accountability for results. A scrutiny of the Chart-2.1 reveals that majority of the employees in group-III have clear authority for the effective execution of their duties. However, as one goes down the groups, the opinion got divided and a large number of employees were not clear about the authority they enjoyed. According to Earnest Dale, authority has to be equable to responsibility, means, if a man is responsible for the results of a given operation, he must be given enough authority to take the action necessary to ensure success. In other words, adequate authority has to be delegated to realize the purposes of the organization. An individual must have all the authority at his disposal to achieve the objectives for which he has been made responsible. Whether he can achieve those objectives or not depends upon his intelligence, capacity and capability, but he must not be handicapped in the performance of his responsibilities for the lack of desired authority. Authority and responsibility hence be co-terminus, equal and defined.

**Delegation of Authority**

Delegation of authority is process by which Head of the organization assign to subordinates the right to make decisions and act in certain situations. Thus, in addition to assigning a task to a subordinate, the Head also gives the subordinates adequate decision making power to carry out the task effectively. Delegation starts when the structure of the organization is being established and tasks are divided. It continues as new tasks are added during day to day operations. The Chairman and Governing Council of the ICSSR delegated some of its decision making powers to the Member-Secretary so that he could effectively execute his responsibilities. The Member-Secretary further delegated some of his powers to the Directors and other employees.
Line and Staff Authority

The concept of ‘line and staff’ in an organization are important and at the same time controversial. The line authorities in an organization have the right to direct and control the activities of subordinates who perform tasks essentials to achieving organizational cause. Line authority thus flows down the organization through the primary chain of command, according to scalar principle. In contrast, staff authority belongs to those who support line functions through advice, recommendations, research, technical expertise and specialized services. Line functions are closely tied to organizational goals and processes. From the functional structure of the ICSSR, it was found that those functions which were directly related to the attainment of its objectives and those which provided aid, advice and services to the executives for this purpose were differentiated. The former functions were performed by line agencies. These agencies deal with the substantive fields. For example the research divisions, fellowship and research survey deals with the requirements of various social scientists. On the other hand, personnel, establishment and welfare division aided and advised the Member-Secretary on all matters related to the personnel. Similarly, accounts department provided expert advice on financial matters. It means that the staff agency acts as ‘filter and funnel’ to the Chief Executive by contributing special knowledge and ability to solve problems with specific areas of operation.

Thus, it becomes clear that in its attempt to design an organization to cope effectively with growth, contractions, new technologies and environmental changes over the years, the various committees had reviewed the restructure of the ICSSR several times. It is very clear that the various efforts made by the committees lack the systematic approach. In-spite of several changes in the structure of the ICSSR, it could not overcome the problems like wide span of control, long hierarchy, the line-staff controversy, unsystematic grouping of activities. Hence, there is need for re-organizing the Secretariat of the ICSSR to strengthen the academic capability of the staff. The Council Secretariat may be re-organized on the basis of ‘Matrix’ types of organization. In the matrix type of organization the staff is departmentalized simultaneously along two lines (a) by disciplines (academic clusters) (b) by administrative functions (activity clusters)
ICSSR Research Institutes and Regional Centres

The organizational set-up in the ICSSR comprised two tiers: the Head Office and the Regional Centres/Research Institutes. The Head office is the Apex body. It decides important matters like the organizational hierarchy at head-office and at the Regional Centres, taking financial and personnel related decisions, management and planning, legal and company affairs, overall coordination and general supervision of different wings, sections and the Regional Centre.

Research Institutes

The ICSSR provided part funding (not exceeding to the extent 50 per cent of the budget) to 27 Research Institutes situated in the various parts of the country which were outside of the scope of the UGC. It was one of the major programmes of the Council in enlarging the base of social science knowledge, improving the quality of research, and promoting an interdisciplinary perspective. These institutes constitute an important mechanism for implementing the Council’s policy of dispersal of research talents and building up of research capabilities in the different regions of the country, particularly in the areas where social science research is not yet well developed.

The Research Institutes had established close links with the scholars in the region as well as elsewhere through various activities such as seminars, workshops, training and consultancy programmes. Some of these institutes are closely associated with national and state level planning and development agencies, and had thereby strengthened the links between research and policy making. Each Institute determined its own direction of research, which included a wide spectrum of subjects related to agricultural and rural development, industrial structure and growth, income distribution and poverty, employment and wages, inter-regional differences in levels of development, education, health, nutrition, problems of weaker sections of society including women, energy, technology, ecology and environment, and social cultural and institutional aspects of development. Thus, research studies had generated substantial empirical knowledge of structure of Indian economy, polity and society and their dynamics both at the national and regional levels.

In the last five years (2005-2006 to 2009-2010) 1534 research projects were completed by the institutes, while 2200 were ongoing. These research projects covered a wide spectrum of issues relating to areas which have been previously mentioned in the foregoing paragraphs. The most significant aspect of the research projects was that they were not only interdisciplinary alone but also focused on
regional and local problems. In this process, they had become centres of research for the region’s specific issues and had greatly contributed to an awareness of the nature of development problems and potential of the country as a whole. In terms of publications, the institutes had brought out 592 books and 1015 working papers during the period.

Another important activity, which was given importance by the ICSSR, was the training of young social scientists by the research institutes through M.Phil and Ph.D programmes, and workshops and seminars. During the last five years (2005-2006 to 2009-2010), 109 Ph.D’s. were produced and 642 were working on their Ph.D.

The ICSSR takes pride in its role in promoting the research and training efforts made by the research institutes. Projects to the tune of 1488 were completed in these institutes during (2005-2006 to 2009-2010). The total number of ongoing studies during this period was 2200.

The Research institutes disseminate the results of their research studies in the form of published books/monographs/working/occasional papers etc. During the year (2009-10), 78 books, 12 monographs, 136 working/occasional papers and 947 articles/research papers were published.

The institute’s also undertook training of young social scientists and assisted new researchers in designing and conducting their research. To this end, doctoral fellowships were provided to these institutes. Some of the institutes were assisting in teaching and training programmes for M.Phil. and Ph.D. students. In addition, as per the Council’s policy, they participated in postgraduate teaching, research guidance in the universities and also involved the university teachers in their research programmes. During (2009-10) 171 scholars were pursuing their doctoral work and 34 were awarded Ph.D. degrees. Doctoral Thesis was submitted by 36 scholars. 1301 activities were organized by the ICSSR Institutes by way of workshops/conferences/training programmes/participation during 2009-10.

Though some of the research institutes existed earlier (which were formed and managed by Trusts) but most of were created by the Council. Some of the institutes were closely associated with national and state level planning development agencies and had thereby strengthened the links between research and policy making. The list of the Research Institutes has been attached. (See Annexure III)
Regional Centres

The Regional Centres constituted an important part of ICSSR for the promotion of Social Science Research in the various regions of the country. In pursuance of the objective as laid down in the Memorandum of Association and Rules, the ICSSR established six Regional Centres at Mumbai, Kolkata, Hyderabad, New Delhi, Shillong and Chandigarh. The year of establishment of the Regional Centres are indicated as under:

1. Western Regional Centre, Bombay, 1972.
4. Northern Regional Centre, New Delhi, 1975.

Six Regional Centres of ICSSR were instituted to specifically develop interface with university departments and colleges in the various regions of the country. These Regional Centres were established as part of the Programme of decentralizing administration, broad basing social science research, and involving social science institutions in the regions in promoting social science. These Regional Centers were to:

- Represent the ICSSR within the region and spread the message and the programmes of the ICSSR to social scientists in the region;
- Bring the ideas and problems of the social scientists of the region to the notice of the ICSSR for possible action;
- Bring the social scientists of the region closer for promoting social science research within the region; and
- Serve as a link between the social scientists of the region and the national and international community of social scientists.

These Regional Centres had developed infrastructure and research support facilities over the years with the funds provided by the ICSSR and by the state governments of the region where they were located. These research supporting facilities included hostel/guest house facilities, additional library space, conference halls, seminar rooms and reprographic facilities.
Organizational Structure of Regional Centres

The functioning of the Regional Centre was collaborative in nature where the host institutions played a vital role both in terms of managing the Regional Centres and in providing the academic resources i.e. faculty, library and other such facilities for development and execution of its programmes. Accordingly, the power to administer the Regional Centres was vested in the Head of the host institution who acted as Chairman. He was also supported by an Advisory Committee consisted of social scientists in different disciplines drawn from the Universities and other Research Institutions and representatives of the State Government of the Region. The practice was that a senior faculty member was appointed as an Honorary Director in consultation with the Chairman (Vice-Chancellor) of the Regional Centre for supervising day-to-day activities of the Regional Centres. Besides there was full time staff to man the activities of the Regional Centres, which included one full time Deputy Director. It was contemplated that the staff employed in the Regional Centres be primarily drawn from the host institutions in the initial stages and thereafter Regional Centre appointed the staff as per the norms and the staff was treated as Regional Centre and non transferable to any other centre. Their service conditions and benefits were corresponding to those of the host institution. It was done with a view to avoid any disparities with the staff of host institutions in matter of benefits. It was also felt that this would provide an opportunity for the inflow and out flow of the staff from the host institutions to Regional Centres avoiding any administrative difficulties. The Regional Centres involved the State Governments and sought their assistance in establishing and running the Regional Centres.

(a) The rationale for arrangement of collaborative institutions was based on:

(i) To provide faculty and academic management;

(ii) Land/accommodation; and

(iii) Supervision of administration, building construction and provision of other facilities.

It was believed that such collaborative arrangements would keep the Council’s investment to a minimum but provide maximum support for promotional activities.

(b) The need to draw closer relationship between the ICSSR, the University system and Research Institutes, by involving the Universities and Research Institutes in organizational/promotional activities supported by the Council, not only as recipient of the grants from the Council, but also as a active
collaborators participating in the framing/implementation of the policies, programmes and decisions;

(c) To permit variations in activities of the Regional Centres, according to the felt needs of the Region instead of imposing uniform programmes designed at the Centre.

Staffing Pattern of the Regional Centres

Under the existing set up the composition of the staff at the various Regional Centres was as follows:

1. Academic Staff
   a. Honorary Director
   b. Honorary Joint Director (Library)
   c. Deputy Director

2. Library Staff
   a. Assistant Librarian
   b. Library/Documentation Assistants

3. Administrative Staff
   a. Office Superintendent
   b. Assistants/UDCs/LDCs/Accounts Clerks/Stenographers
   c. Class IV staff
   d. Guest-House Staff including caretaker, cook, etc.

Management

The management of the Regional Centre included, Director, Joint / Deputy Director along with the Chairman who was Vice-Chancellor of the host university. All day to day basis discussion were taken by the Management besides overseeing many other activities like grants for seminars, sanctioning study grant and inviting guest faculty.

The present staff structure was not adequate to perform the expected functions. There was only one senior staff member at the level of Deputy Director, in addition to the Honorary Director. The Centres were not professionally equipped with the trained and experienced social scientists. The Deputy Director remained mostly busy with administration such as liaison with the host institution and Headquarter, arrangement of meetings, which leave a little time for him to devote to academic and planning activities. The Honorary Director, who was largely responsible for academic
activities, was burdened with the administrative activities. He was part time functionary as his job commitment was with the University.

Organizational Structure of the North-Western Regional Centre of the ICSSR at Chandigarh

Regional Centres were intended to decentralize the Council’s activities so that social scientists in universities and colleges in States could more easily access information about the activities and programmes of the Council. They were also meant to provide a forum, with supporting infrastructure, for promoting greater interaction among researchers at the regional level both in respect of their research and to identify promising areas for region-specific research; encourage greater collaboration among them in both research and training programmes; and devolved responsibility for receiving and screening research proposals. Substantial investments had gone into building office and guest-house spaces and libraries at the Centres.

The North-Western Regional Centre of the ICSSR was set up on the campus of the Panjab University in October 1977, on the initiative of Professor J.P. Naik, Member-Secretary, ICSSR and Professor R.C. Paul, the then Vice-Chancellor, Panjab University. The Regional Centre was headed by the Honorary Director who normally was senior social scientists from the social science department of the host institution. The jurisdiction of the Regional Centre covered the States of Punjab, Haryana, Himachal Pradesh, Jammu & Kashmir and the Union Territory of Chandigarh.

Functions of the North-Western Regional Centre

In regard to the functioning of the North-Western Regional Centre, it was found that centre was functioning on a collaborative basis where the host institution played a vital role for development of its programmes. The North-Western Regional Centre, in order to fulfill the various objectives as defined by the Council, undertook the following functions

1. The Regional Centre was subscribing social science journals, besides this the Centre were subscribing also two indexing services in print form: Social Science Index (foreign in scope) and the Guide to Indian Periodical Literature;
2. The Regional Centre brought out Social Science Documentation List, Social Science News Index, Samajik Vigyan Khabar Suchi (Punjabi) and Bibliographies on Current Topics.;
3. The Regional Centre also arranged special lectures of eminent social scientists in their areas of specialization and themes of current interest;
4. The Centre provided financial assistance for organizing theme oriented seminars/workshops to the University Departments and Colleges in the Region;

5. The Regional Centre sanctioned study grants to the research scholars who were doing Ph.D in the field of social sciences. This grant was provided to the research scholars to visit the libraries to collect the research material.

6. The Regional Centre under its outreach academic programme organized special lectures, seminars and training programmes at various places in the Region.

7. The Regional Centre organized the training programme on ‘research methodology’ to sensitize the teachers and research scholars in social sciences about growing emphasis on quality of teaching and research.

8. The Regional Centre provided guest-house accommodation and conference halls for organizing seminars, workshops, training programmes etc.

9. The Regional Centre provided photocopying services to the students, researchers and members of the faculty at nominal rates.

**Chart 2.2: ICSSR Regional Centre Organization Structure (1977)**

Source: Record ICSSR N. W. Regional Centre, Chandigarh
Chart - 2.2 depicted the level of hierarchy of the Regional Centres at the time of inception in 1977. The Chairman (Vice-chancellor) of the Panjab University was the head of the Centre. He was assisted by the Honorary Director, to look after the day-to-day working of the office. The Deputy Director, Honorary Administrative and Finance Advisor and Honorary Joint Director (Library) was helping to the Honorary Director in carrying out the administrative, financial and library activities.

In the beginning, the staff strength was limited; the span of control was narrow. It resulted close inter-personal relations between the members of the Board and the staff. There were no conflicts and other managerial issues. When in 1984, the guest-house was started, the staff strength increased. The academic and other activities of the Regional Centre also increased. There was frustration in the employees of the Regional Centre as there was no clear cut policy for the staff. The organizational structure of North-West Regional Centre changed in 1984 and the Chart given below indicative of the changes.

**Chart: 2.3: ICSSR Regional Centre Organization Structure (1984)**

![Chart of ICSSR Regional Centre Organization Structure (1984)]

Source: Record ICSSR N. W. Regional Centre, Chandigarh
Chairman

The Regional Centre was managed in collaboration with the host institution i.e. Panjab University, Chandigarh. The Vice-Chancellor of the Panjab University was the Chairman of the Regional Centre. He broadly supervised the administration and the programmes. It was the prerogative of the Chairman of the Regional Centre to delegate the powers to the Honorary Director if he considered necessary for the day-to-day functioning of the Centre.

Honorary Director

The ICSSR appointed in consultation with the Chairman of the Centre a senior faculty member of the collaborative institute to be the Honorary Director of the Centre. He supervised the academic as well as administrative activities of the North-Western Regional Centre. The Honorary Director of the Centre exercised the same powers as were exercised by Registrar of the Panjab University.

Table 2.3: Term of the Honorary Directors since its Inception

<table>
<thead>
<tr>
<th>Name</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor V.S. D’Souza</td>
<td>October 1977 to September 1979</td>
</tr>
<tr>
<td>Professor G.S. Gosal</td>
<td>October 1979 to March 1992</td>
</tr>
<tr>
<td>Professor J.N. Joshi</td>
<td>April 1992 to October 1994</td>
</tr>
<tr>
<td>Professor M.R. Aggarwal</td>
<td>November 1994 to October 1997</td>
</tr>
<tr>
<td>Professor Swarnjit Mehta</td>
<td>January 1998 to December 2000</td>
</tr>
<tr>
<td>Professor S.S. Bhayana</td>
<td>January 2001 to August 2003</td>
</tr>
<tr>
<td>Shri P.K. Saini ((Acting Director)</td>
<td>September 2003 to June 2008</td>
</tr>
<tr>
<td>Professor Bhupinder Brar</td>
<td>July 2008 to till date</td>
</tr>
</tbody>
</table>

Source: Record ICSSR N. W. Regional Centre, Chandigarh

The Honorary Director of the Centre was appointed for a period of two years at a time but generally he held the office during the pleasure of Vice-Chancellor of the Panjab University, who was the Chairman of the Regional Centre or on the wishes of ICSSR, New Delhi. The Honorary Director of the Regional Centre was paid Rs. 5,000/- as honorarium.

Honorary Joint Director (Library)

The ICSSR also appointed, if necessary in consultation with the Chairman of the Regional Centre, a member of the Library staff of the collaborating institution to be the Joint Director of the Library. He supervised the library activities of the Regional Centre. He was paid an honorarium as per rules laid down for the purpose. The term of appointment of a Honorary Joint Director (Library) was two years at a time. The post of Honorary Joint Director (Library) was lying vacant as no person was appointed against this post since 1990.

67
**Deputy Director**

The Deputy Director was full time Officer of the Centre who was next to Director and assisted him in the performance of the various functions of the Regional Centre. Besides fixing meetings to plan and implement the various academic activities of the Regional Centre, he looked after the establishment and accounts branch of the Regional Centre also.

**Working Committees**

The activities of the Regional Centre were guided by the various Committees which were as under:

1. Advisory Committee
2. Seminar Grant Committee
3. Study Grant Committee
4. Library Committee
5. Management Committee of the ICSSR Complex

**Advisory Committee**

The Chairman of the Regional Centre constituted an Advisory Committee in consultation with the ICSSR New Delhi. The Committee advised the Chairman of the Regional Centre on the planning and development of the programmes. The Advisory Committee offered advice regarding existing and new activities, funding sources, expansion of facilities. The Advisory Committee was constituted for a term of two years and supposed to meet at least once a year to review the work of the centre and recommended the programmes to be the developed during the ensuing year. The members of the Advisory Committee were drawn from the different disciplines of the Universities and Research Institutes in the Region. In the initial stages there were 25 members of the Advisory Committee from the University Department/ Research Institute of the Region. With the passage of times, the state governments stopped their share due to financial crunch in the states. In the light of that the ICSSR revised the composition of the Advisory Committee and cut down the strength of the members. The committee now consisted of following members which is shown in Table 2.4:
Table 2.4: Composition of Advisory Committee

<table>
<thead>
<tr>
<th>Composition of the Member</th>
<th>Number of Member of Advisory Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice-Chancellor/Director of the host institute</td>
<td>Ex-officio Chairman</td>
</tr>
<tr>
<td>Member-Secretary, ICSSR</td>
<td>Ex-officio Member</td>
</tr>
<tr>
<td>A member of the Council from the region</td>
<td>Ex-officio Member</td>
</tr>
<tr>
<td>A Director of the ICSSR supported Research Institute from the Region</td>
<td>Ex-officio Member</td>
</tr>
<tr>
<td>Professor(s) of Social Science discipline of host Institution</td>
<td>(Two)</td>
</tr>
<tr>
<td>Professor of Social Science disciplines from Universities of the Region by rotation, if there are more than two Universities.</td>
<td>(Two)</td>
</tr>
<tr>
<td>Hony. Director of the Regional Centre</td>
<td>Ex-officio Member-Secretary</td>
</tr>
</tbody>
</table>

Sources: ICSSR NWRC official record

The State-wise distribution of members of the Advisory Committee was given in Table 2.5.

Table 2.5: State-Wise Distribution of Members of the Advisory Committee

<table>
<thead>
<tr>
<th>Year</th>
<th>Punjab</th>
<th>Haryana</th>
<th>H.P.</th>
<th>J&amp;K</th>
<th>Chandigarh</th>
<th>ICSSR</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985</td>
<td>8</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>8</td>
<td>1</td>
<td>25</td>
</tr>
<tr>
<td>1991</td>
<td>8</td>
<td>6</td>
<td>2</td>
<td>3</td>
<td>11</td>
<td>1</td>
<td>31</td>
</tr>
<tr>
<td>1996</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>12</td>
<td>1</td>
<td>25</td>
</tr>
<tr>
<td>2001</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>5</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>2007</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>6</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>2010</td>
<td>2</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td>1</td>
<td>12</td>
</tr>
</tbody>
</table>

Sources: ICSSR NWRC official record, Chandigarh

We can see that in initial stage all the states from North-Western Region were given representation, thus the size of the Advisory Committee was large. The ICSSR New Delhi changed the structure of the Advisory Committee in 2001 and restricted the number of members to 11. The data also revealed that the Regional Centre was giving the representation to all States of the Region on rotational basis.

Other Working Committees

Like the Advisory Committee, the members of these Committees were senior faculty members from various social science departments of the Panjab University and other universities of the Region. They helped in the functioning of the Centre carrying out the distribution of study grants, seminar grants, management of Library and Seminar-cum-Guest House Complex.

Efforts to revamp the Organizational Structure of Regional Centres

With the aim of revamping its organizational structure, the ICSSR New Delhi had set up a number of Committees for suggesting an effective organizational structure. Two sub-committees appointed in 1980 and 1988 respectively mainly dealt
with the questions relating to the legal status of the Centres, administrative and financial position of the Regional Centres and the status of the staff.

In 1980 the ICSSR felt that there was a need to evaluate the working of the Regional Centres and assess their performance, examine their plans for development and making recommendations thereon. Accordingly, the ICSSR constituted a Committee under the Chairmanship of Professor Ram Joshi, former Vice-Chancellor, University of Bombay.

Another sub-committee was appointed in April 1988 under the Chairmanship of Professor Iqbal Narain to look into the entire gamut of issues afresh in the light of the recommendations of the earlier sub-committee and the questions raised by the Research Institute Committee and the Council. Professor Iqbal Narain, Member-Secretary, ICSSR, stated in the 7th Annual Conference of the Directors of the ICSSR Regional Centre held in 1986 that the Regional Centres both acted as the vanguard and a feed mechanism to the Council. The Regional Centres fulfilled the expectations largely but they were yet to go a long-way in achieving their objective. So far, they had concentrated on largely on building, infrastructure facilities but now the Regional Centres should devote themselves to develop their academic character also. During the 6th Plan period the expenditure of the Regional Centre had doubled and it might register a rise of 70 per cent during the 7th Plan period. He emphasized that each Regional Centre should develop an identity of own and reaches up to the researchers and teachers in mofusil colleges, and provides research material in Regional Languages. This Committee noted the recommendations of the earlier Sub-Committee. The committee address the issues regarding the legal status of the Regional Centres, legal agreement to be entered into between the ICSSR vis-à-vis the ICSSR Regional Centres and the host Institutions, promotional avenues of the staff, auditing and accounting procedures, centralization of major programmes at the ICSSR headquarters and decentralization of functions, giving academic flavor to the academic activities to the Regional Centres etc. However, these changes were not translated into action.

Another sub-committee was constituted by ICSSR under the Chairmanship of Professor Amitabh Kundu in 1998, looked into issues relating to legal status, administrative structure and relationship between ICSSR and the host institution,
guidelines for the functioning of the Regional Centres; and, financial implication for administrative infrastructure and activities to be undertaken by the Regional Centres.

The Council drawing upon recommendation of various Committees, in its 98th meeting held on 7th September 2001 vide its Item No. 90.3.8 resolved that the Regional Centres will be an integral part of the ICSSR and their pay-scales and service conditions would be governed by the pay-scales, rules, regulations and service conditions as applicable to the employees of the ICSSR. It was also decided that the members of the staff of the Centre and employees of the ICSSR would be transferable among the Centres and also between the headquarters of the ICSSR. This is not implemented till date.

Another Review Committee was constituted in 2002 under the Chairmanship of Professor T.S Papola to review the ICSSR Regional Centres. The Committee’s terms of reference were to assess the performance of the ICSSR Regional centres during the Ninth Plan and also the current year of the Tenth Plan and to identify functions for the Regional Centres which could be in conformity with the work programme of the ICSSR. The committee also examined the plans of development, available infrastructure, status of the Director, existing staffing pattern, service conditions and benefits, financial resources and their supervision and relationship with Research Institutes.

The ICSSR constituted another Review Committee in 2003 to look after the organization and functioning of Regional Centres. After considering the proposed activities to revitalize the ICSSR Regional Centre, the Committee was of the opinion that the present staff structure was not adequate to effectively perform the expected functions.

The various Committees constituted to decide the status of the Regional Centres given their reports. The decision regarding the status, terms and conditions, the staffing pattern, pay-scales, promotional avenues, service conditions and retirement benefits are still pending with the Council.

**Communication and Control of Headquarter on the Regional Centres**

Communication is the transfer and exchange of information and understanding from one person to another through meaningful symbols. It is a way of exchanging and sharing ideas, attitudes, values, opinions, and facts. Communication is a process
that requires both a sender, who begins the process, and a receiver, who completed the communication link. When the receiver understands the communication, the cycle is complete.

In organizations, managers use the communication process to carry out their four functions (planning, organizing, leading and controlling). They must have access to relevant information in order to make sound decisions. Effective managers build networks of contacts, which facilitate information gathering, interpretation, and dissemination. Much like radar screens, managers scab the environment for changes which could affect the organization and share this information with others. Once made, decisions are quickly disseminated to those who will help carry them out.

The efforts to establish an effective system of communication and to develop a method of control often test the relationship between headquarter and field units. Non implementation of organizational plans, programmes and policies can to a greater extent be attributed to the absence of understanding of the purpose and objective of such policies on the part of field officials who are silent taken into confidence in formulation of such programmes and policies. The only channel of communication open to the officials of the Regional Centre and head office comprises orders, directives, circulars, notifications, memos which forms a one way communication.

The ICSSR was in no way different from other Central or State Government organization as it followed the same patterns and channels of communication as prevalent in the State or Central Government. The ICSSR Head-office controlled the Regional Centres. The field services whether centralized or de-centralized was subject to headquarters control. There were six methods of such control. Firstly, the Headquarters had the right to receive information from the Regional Centre in the form of Reports, Returns and Statistics pertaining to the condition and progress of various schemes. On the basis of such information Headquarter issued directions or advised the Regional Centres. Secondly, the headquarter controlled and guided Regional Centres work through administrative codes and manuals by laying down the rules of procedures which were to be followed and observed by the Regional Centres. Thirdly, the budget acted as a powerful instrument of control as the Regional Centres had to act within the budgetary allocations and any deviation from it meant the approval of headquarter again. Fourthly, through inspections and visits of the headquarters official to these centres as through inspections and visits, the headquarter reviewed whether the powers delegated to the Regional Centre were properly and
correctly used and rules and instructions were followed or not. Inspection worked as post-audit through which irregularities and short comings of the Regional Centres were detected. This was the ‘police’ or ‘snooping’ conception of inspection and is rather disfavored these days and has been inconsistent with the dignity of those inspected. The newer conception of the inspection was that it should be an instrument of education, advice and discussion for the Regional Centres. The purpose was to understand and remove difficulties and to encourage and help the Regional Centre’s rather than finding fault with them. Fifthly through investigation, the control was exercised to enforce the accountability of those who were looking after the Regional Centre’s property and funds. Finally, control was also exercised through the appointments, postings, transfers, promotions and disciplinary matters of the personnel of these Centres.

During the discussions with the Regional Centres staff, it was found that they were not consulted while formulating the policies and programmes of running the Regional Centres. They were not part of the Research Institute Committee (RIC) who took the decisions regarding the policy matters of the Regional Centres. It was further noticed that the headquarters’ control over the Regional Centres was very strict and the Regional Centres had to take prior approval of the headquarter before taking any action with regard to the operation of various schemes. Though the headquarter had delegated powers to the Regional Centres yet, some more powers needs to be delegated to run the Regional Centre efficiently, effectively and to provide better services to the social science community of the Region.

Summary

The ICSSR North-Western Regional Centre Chandigarh was performing multifarious functions such as promoting and sponsoring documentation and bibliographic work in regional language by bringing out the social science documentation list, samajik vigyan khabar suchi in punjabi, social science news index, bibliography on current topics, financial support to theme oriented seminars, lectures by eminent social scientists, training courses in research methodology in social sciences, study grant to research scholars, photocopying services and seminar-guest house facilities.

In-depth interviews with the senior social scientists, research scholars and researchers revealed that to cope effectively with growth, contraction, new
technologies and environmental changes over the years, there was a need for restructuring of organisation and functioning of Regional Centres. It was very clear that the various efforts made by the ICSSR New Delhi not only lacked the systematic approach but also got myopic. Inspite of constitution of several review committees to change the structure of the Regional Centres, it could not overcome the problems like legal status of the Regional Centre, status of the staff, staffing pattern, promotional avenues, service conditions and retirement benefits of the staff. Organisational effectiveness was greatly influenced by the capabilities of the officials and the knowledge, skill, motivation and productivity of man who work within the organization. Another concern was to motivate the official to secure, develop and utilize human resources effectively and to develop flexible systems for matching the objective of organization with the objective of self development. During the interviews with the official of the department it was found that there was a need for deciding the legal status and other problems of the staff.

During informal discussions with the official of the headquarters and regional centres, it was found that the organization did not have a Management Information System. It was a common practice that a lot of information was collected and stored without making much use of it. There were a number of Performa, Statements and Returns and adhoc inquiries which relate to answering for a specific enquiry. The collection of such information was subjected to utmost careful analysis in order to determine the degree of its need, its value to the department and the most cost effective means of collecting, processing and preserving it. The first step has been defining management information needs by identifying the specific information needed at each level of the organization in order to make specific decisions regarding current and future operations. The information must then be collected by one section and transmitted to the relevant quarters. The right type of information has to be computerized in a central place and every employee should know what the facts are and where these facts are available. It must be remembered that requirements for information will continuously change and to satisfy these requirements, the system should undergo a continual re-design.

Another weakness in the organizational set up of the ICSSR which was found by the researcher during field visits was the lack of good relationship between Headquarter and Regional Centres. The officials at the Regional Centre felt that the attitude of the officials of the Headquarter was not positive towards them as they did
not possess adequate knowledge pertaining to the problems of the Regional Centres. They were also responsible for delays in the proposals sent to them by the officials of the Regional Centres which in term posed problem in implementation of programmes in time. So there was a need to organize regular meetings between Headquarters and Regional Centres to facilitate proper interaction between the two. This would help to accomplish the goals of organization.

Emphasis on coordinated group activities increases the responsibility of the ICSSR officials. An effective executive will not only directly coordinate but also will be able to provide stimulation and persuasion for others to act enthusiastically. He has to trigger of the power of motivation in colleagues and guide them towards the desired goals. Effectiveness of the organization depends on the leadership, followers, co-workers, superiors, resources and technology; but much depends on the situational dynamics too. True leader is the best judge of a given situation and knows how to tackle various problems. To be effective, the top executive had to understand the psychology of the group working under him and help in the self development of each individual of such a group. Participation in executive development programmes and seminars, conferences needs to be encouraged. The present study also revealed that the Directors of the Regional Centres were Honorary who were senior social scientist but was a part time functionary and his main job commitment was elsewhere, mostly at the Universities. The Honorary Director who was largely responsible for academic activities was unnecessarily involved with administrative activities. If a full time Director is appointed in the regional centre, he could help the Regional Centre in a better way in formulating long term policies and programmes for the growth of Regional Centre. A full time Director would also help the Regional Centre to manage the centre efficiently and effectively.

The state of Headquarters – Regional Centres revealed that there was a trend towards centralization. Discussions with the Regional Centre’s officials revealed that they did not have sufficient authority to take decisions with regard to the effective functioning of Regional Centres and thus they had to depend upon high-ups for order.

The present organizational structure did not provided adequate promotional avenues to the personnel working within the department. The limited number of promotional avenues de-motivated the personnel. They were not working to their full potential. If, adequate promotional opportunities were provided to the employees, it would help to enhance their morale and motivation.
Unless the problems bedeviling the present organisation system are suitably resolved, there were chances of negativistic attitudes developing among the personnel. The overall management strategy for the ICSSR was to concern with bringing about a rapport between the system’s objectives, the organizational apparatus available to it and effective performance of the personnel. Resources and procedures have to be geared up to take the organisation ahead. This could be achieved through restructuring the organizations, redesigning jobs, training the personnel and initiating better control system. In the ICSSR organisation, especially at the Regional Centres there has to be a greater degree of willingness to experiment and to adapt. The flexibility approach, individual dynamism and initiative, a meaningful rapport with the social scientists, smooth and harmonious relations with the university, enlightening policy guidance and direction and a sound infrastructure must help to give Regional Centre a strong foundation. Some organizational set up at the Regional Centre with progressive personnel policies may be helpful for achieving the objectives with speed, efficiency and economy. While exemplifying the significance of sound organizational structure relating to it with the Regional Centre it would not be irrelevant to quote Peter F. Drucker here, “best structure will not guarantee results and performance but the wrong structure is a guarantee of non-performance. All it produces are friction and frustration”.

References:

3. John M. Gans et al., The Frontiers of the Public Administration, Chicago, 1936, pp. 66-67
7. Chester I. Barnard, The Functions of The Executive, op. cit., p. 53
Paul H. Appleby, Policy and Administration. The University of Alamba Press, Alamba, 1949, pp.72-73
Mohit Bhattacharya, New Horizons of Public Administration, Jawahar Publishers and Distributors, New Delhi, 1998, p.132