

UNIVERSITY ADMINISTRATION

WAYS AND MEANS OF IMPROVEMENT A FEW SUGGESTIONS

By

Dr. Guruprasad Murthy

*Professor, JBIMS
University of Bombay*

*“Whoever makes two blades of grass grow
where only one grew before deserves
better of mankind than any speculative
philosopher or metaphysical system builder”*

Jonathan Swift.

I. The University Administration has the difficult task of serving the multifarious needs of different sections of the community - students, teachers from a wide variety of disciplines, representatives of different houses and above all the public at large. In meeting the expectations of different sections of the society the administration has to be clear of what its objectives are so that all the subsequent events of the administration are geared to meet the same. Hence it is proposed to set out the objectives at the outset.

II. OBJECTIVES :

The Objectives of the University Administration include :

- * to assist to run different academic/ socially relevant programmes in accordance with prescribed criteria;
- * to operate on a cost and time effective basis and preferably surplus generating;
- * to provide effective and efficient services to the student community;
- * to maintain inter-personal and inter-departmental communication, cohesion and harmony to elicit 'goal directed' behaviour; and
- * to keep abreast of the latest Management Practices and imbibe the same in day to day work to effectively achieve the objectives listed above.

To accomplish the objectives set-out, there has to be a systematic management process governing the tasks of individuals and groups at different levels of management which can motivate the personnel to contribute to the organisational goals. One of the approaches is to have a Management Planning and Control Systems.

III. What is Control ?

Control means the process which keeps a continuous tab on the actual events

taking place for purposes of comparison with the intended events. Such a comparison provides a feedback regarding the extent of conformance or otherwise with the plans and provides signals to the person/s in charge of various activities. These signals could be favourable in which case the status quo can prevail of course with quest for further improvements. The signals could also be unfavourable in which case the individuals/groups responsible for these unfavourable deviations have to initiate corrective action or get corrective action initiated from the higher authorities to prevent the recurrence of the said unfavourable deviations. It should be noted that controls imply the existence of plans and that the time-table of events to occur for an ensuing academic/calendar year has to be known in advance. Otherwise the control process cannot go into action.

IV. ORGANISATIONAL STRUCTURE AS KEY TO PERFORMANCE :

A key factor which influences performance and the effectiveness and adequacy of the Control System is Organisational structure., which has to be so designed and maintained as to motivate the employees and spur them towards the goals of the organisation. In this context it is necessary to note that in the University Administrative set-up the typical hierarchy may act as a barrier to spur people into action. Within the constraints of the existing system, an attempt to decentralise the 'Activities' and the decision making governing the same will help to :

- * assign responsibilities and authority to carry out the tasks by individuals/ groups even at lower levels in the structure.
- * perform a self-appraisal and subordinate assessment, from time to time, of the strong and weak points of the people

