

## CHAPTER - V

### MANAGEMENT OF A TECHNICALLY ORIENTED UNIVERSITY

- 5.1 GOVERNANCE OF THE EDUCATION SYSTEMS
- 5.2 EXISTING PARTICIPATION OF FACULTY MEMBERS IN  
DECISION - MAKING.
- 5.3 EXPECTED PARTICIPATION OF FACULTY MEMBERS IN  
DECISION - MAKING
- 5.4 DISCREPANCIES BETWEEN EXISTING AND EXPECTED  
DECISIONAL PARTICIPATION
- 5.5 ORGANIZATIONAL HEALTH OF THE EDUCATION  
SYSTEM - II
- 5.6 RELATIONSHIP BETWEEN ORGANIZATIONAL HEALTH AND  
EXISTING DECISIONAL PARTICIPATION
- 5.7 RELATIONSHIP BETWEEN ORGANIZATIONAL HEALTH  
AND EXPECTED DECISIONAL PARTICIPATION
- 5.8 RELATIONSHIP BETWEEN EXISTING DECISIONAL  
PARTICIPATION AND EXPECTED DECISIONAL PARTICIPATION

CHAPTER : VMANAGEMENT OF A TECHNICALLY ORIENTED UNIVERSITY

This chapter covers the objective No.II given in the second chapter. Governance of the Education System-II has been studied on the basis of documentry records and informal interview with the members of the system. Scoring processes for O.H.Q., Decision-making participation instruments (Existing and Expected) have been adopted as per the guidelines established for this purpose in Chapter third. Three main variables have been considered: Organizational Health of the Education System; Decisional participation (Existing); Decisional participation (Expected). Organizational health contains ten dimensions. For convinience point of view, following code have been used in doing statistical analysis:

Variable 1	Dimension-I	of the Organizational Health
Variable 2	Dimension-II	of the Organizational Health
Variable 3	Dimension-III	of the Organizational Health
Variable 4	Dimension-IV	of the Organizational Health
Variable 5	Dimension-V	of the Organizational Health
Variable 6	Dimension-VI	of the Organizational Health
Variable 7	Dimension-VII	of the Organizational Health
Variable 8	Dimension-VIII	of the Organizational Health
Variable 9	Dimension-IX	of the Organizational Health
Variable 10	Dimension-X	of the Organizational Health

Variable 11 for total score (all dimensions combined) of  
the Organizational Health.

Variable 12 for Decisional participation (Existing).

Variable 13 for Decisional participation (Expected).

In various tables, <sup>while</sup> showing means, standard deviations  
etc., these code numbers for different variables have been  
used frequently.

Forty decision situations are given in the Decision-  
making participation instruments along with category of  
responses. Forty items of Organizational Health Questionn-  
aire (O.H.Q.) are also given with reference to the dimensions  
in Chapter-III.

Table V-1 : Categorywise percentages of respondents

(Professors) showing existing and expected participation in decision-making for various decision situations.

Education System-II						N = 10				
Decision Situation No.	Decisional Participation (Existing)					Decisional Participation (Expected)				
	a %	b %	c %	d %	e %	a %	b %	c %	d %	e %
1	60	10	10	20	0	60	30	10	0	0
2	30	30	30	10	0	40	10	10	0	40
3	40	0	40	0	20	50	0	10	10	30
4	50	20	10	10	10	70	10	0	10	10
5	40	20	0	20	20	70	0	10	10	10
6	40	10	20	10	20	50	0	10	20	20
7	20	20	10	0	50	50	10	0	10	30
8	20	0	10	10	60	30	10	10	10	40
9	20	0	10	0	70	10	20	20	10	40
10	30	0	20	10	40	30	10	0	10	50
11	50	20	10	10	10	60	20	10	0	10
12	60	10	10	20	0	60	10	10	10	10
13	40	20	30	0	10	60	20	0	0	20
14	60	20	10	0	10	60	20	10	0	10
15	40	20	20	20	0	40	20	10	10	20
16	30	10	0	20	40	50	10	0	0	40
17	20	20	20	10	30	20	10	20	0	50
18	0	0	10	0	90	0	10	0	10	80
19	60	30	0	10	0	60	20	0	0	20
20	60	10	10	0	20	60	20	10	0	10

contd...

Decision Situation No.	Decisional Participation (Existing)					Decisional Participation (Expected)				
	a %	b %	c %	d %	e %	a %	b %	c %	d %	e %
21	90	0	0	10	0	50	10	0	10	30
22	70	10	10	0	10	70	10	10	0	10
23	60	10	20	0	10	70	20	0	10	0
24	60	20	10	0	10	80	10	0	10	0
25	60	10	10	10	10	70	20	10	0	0
26	40	10	10	0	40	40	20	10	0	30
27	50	0	0	0	50	20	20	10	0	50
28	20	10	0	0	70	10	0	0	10	80
29	40	0	30	10	20	40	20	0	0	40
30	20	10	0	30	40	20	20	0	0	60
31	0	30	0	0	70	0	20	0	0	80
32	10	20	0	0	70	10	10	10	10	60
33	60	10	10	0	20	60	10	20	0	10
34	40	10	10	20	20	30	10	30	10	20
35	30	20	10	0	40	30	0	0	10	60
36	40	10	10	0	40	10	10	20	10	50
37	40	0	0	10	50	20	10	20	10	40
38	30	0	0	0	70	30	20	0	10	40
39	40	0	0	10	50	30	30	0	10	30
40	50	10	0	10	30	60	10	20	0	10

Table V-2 : Categorywise percentages of respondents (Readers)  
 showing existing and expected participation in  
 decision-making for various decision situations.

Education System-II						N=20				
Decision situation No.	Decisional Participation (Existing)					Decisional Participation (Expected)				
	a %	b %	c %	d %	e %	a %	b %	c %	d %	e %
1	0	40	15	15	30	50	25	10	5	10
2	0	10	20	35	35	40	20	20	10	10
3	0	15	20	20	45	25	30	25	10	10
4	15	0	30	30	25	45	20	25	10	0
5	10	15	20	20	35	40	20	30	5	5
6	0	10	15	20	55	30	15	20	15	20
7	0	5	5	25	65	25	10	35	0	30
8	0	0	5	15	80	30	10	25	5	30
9	0	10	5	30	55	40	25	10	10	15
10	5	5	10	15	65	25	35	5	5	30
11	20	25	20	25	10	65	20	10	0	5
12	20	30	25	15	10	45	25	25	5	0
13	10	10	25	25	30	40	30	30	0	0
14	10	45	25	10	10	40	35	10	5	10
15	5	20	15	30	30	30	30	5	15	20
16	10	10	0	15	65	30	25	10	0	35
17	5	0	15	25	55	25	25	15	0	35
18	0	5	5	10	80	15	20	15	5	45
19	15	40	15	20	10	55	20	25	0	0
20	15	25	30	5	25	45	30	15	0	10

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Decision Situation No.	Decisional Participation (Existing)					Decisional Participation (Expected)				
	a %	b %	c %	d %	e %	a %	b %	c %	d %	e %
21	25	25	25	5	20	25	15	30	15	15
22	40	20	25	10	5	55	25	10	5	5
23	25	30	15	15	15	50	30	15	0	5
24	25	30	25	5	15	55	15	20	0	10
25	15	35	30	5	15	55	25	20	0	0
26	15	0	25	15	45	15	35	20	10	20
27	0	10	15	20	55	10	35	20	10	25
28	0	0	10	15	75	0	15	10	10	65
29	5	5	20	15	55	5	0	35	25	35
30	0	15	10	15	60	5	10	25	15	45
31	0	5	0	15	80	0	20	25	5	50
32	0	0	10	15	75	15	25	20	5	35
33	10	20	35	15	20	50	35	10	0	5
34	10	20	25	15	30	50	15	35	0	0
35	0	5	15	20	60	35	15	15	5	30
36	0	5	10	15	70	20	25	25	0	30
37	0	5	15	20	60	15	10	25	5	45
38	5	5	10	35	45	10	15	35	20	20
39	0	5	20	25	50	15	15	20	30	20
40	10	15	25	30	20	25	20	50	0	5

Table V-3 : Categorywise percentages of respondents (Lecturers) showing existing and expected participation in decision-making for various decision situations.

Education System-II						N = 40				
Decision Situation No.	Decisional Participation (Existing)					Decisional Participation (Expected)				
	a %	b %	c %	d %	e %	a %	b %	c %	d %	e %
1	10	15	12.5	12.5	50	67.5	5	12.5	2.5	12.5
2	2.5	7.5	12.5	20	57.5	40	25	15	2.5	17.5
3	10	10	7.5	20	52.5	40	15	20	2.5	22.5
4	10	7.5	17.5	17.5	47.5	52.5	15	12.5	5	15
5	2.5	0	22.5	12.5	62.5	40	20	17.5	5	17.5
6	2.5	5	7.5	17.5	67.5	32.5	20	15	0	32.5
7	0	2.5	2.5	2.5	92.5	25	12.5	10	2.5	50
8	2.5	0	2.5	7.5	87.5	30	10	10	2.5	47.5
9	2.5	2.5	7.5	20	67.5	35	7.5	25	2.5	30
10	2.5	7.5	2.5	12.5	75	37.5	22.5	15	0	25
11	22.5	12.5	32.5	10	22.5	62.6	15	10	5	7.5
12	10	30	30	10	20	60	20	5	5	10
13	27.5	17.5	25	7.5	22.5	57.5	20	7.5	0	15
14	25	17.5	27.5	17.5	12.5	57.5	17.5	15	5	5
15	7.5	27.5	22.5	15	27.5	35	25	12.5	10	17.5
16	0	17.5	20	17.5	45	30	17.5	25	7.5	20
17	2.5	10	20	10	57.5	27.5	25	15	7.5	25
18	0	2.5	10	2.5	85	12.5	15	25	5	42.5
19	30	27.5	17.5	12.5	12.5	55	20	17.5	2.5	5
20	12.5	7.5	15	12.5	52.5	22.5	32.5	15	7.5	22.5

contd.....



Decisional Situation No.	Decisional Participation (Existing)					Decisional Participation (Expected)				
	a %	b %	c %	d %	e %	a %	b %	c %	d %	e %
21	17.5	15	20	25	22.5	32.5	20	17.5	7.5	22.5
22	27.5	20	12.5	17.5	22.5	50	22.5	17.5	5	5
23	17.5	27.5	17.5	12.5	25	50	25	17.5	0	7.5
24	15	30	10	17.5	27.5	50	22.5	15	5	7.5
25	17.5	12.5	25	15	30	55	25	7.5	5	7.5
26	7.5	0	15	12.5	65	17.5	20	27.5	5	30
27	0	10	7.5	10	72.5	15	12.5	22.5	17.5	42.5
28	0	2.5	5	10	82.5	5	22.5	7.5	7.5	57.5
29	0	15	30	17.5	37.5	22.5	17.5	17.5	20	22.5
30	0	0	12.5	15	72.5	10	17.5	22.5	25	25
31	2.5	7.5	5	2.5	82.5	25	22.5	10	5	37.5
32	0	15	0	12.5	72.5	37.5	17.5	7.5	7.5	30
33	20	20	20	17.5	22.5	62.5	12.5	10	7.5	7.5
34	12.5	22.5	22.5	7.5	35	40	12.5	15	5	27.5
35	7.5	12.5	15	7.5	57.5	32.5	12.5	12.5	7.5	35
36	2.5	2.5	0	12.5	82.5	30	17.5	20	2.5	30
37	2.5	2.5	20	20	55	15	15	30	17.5	22.5
38	2.5	7.5	7.5	10	72.5	15	17.5	27.5	10	30
39	0	2.5	17.5	17.5	62.5	22.5	12.5	17.5	15	32.5
40	25	7.5	7.5	20	40	37.5	15	32.5	7.5	7.5

Table V-4 : Categorywise percentages of respondents  
(Faculty members) showing existing and expected  
participation in decision-making for various  
decision situations.

Education System-II						N = 70				
Decision Situation No.	Decisional Participation (Existing)					Decisional Participation (Expected)				
	a %	b %	c %	d %	e %	a %	b %	c %	d %	e %
1	14	22	13	14	37	61.5	14	11.5	3	10
2	6	11	17	23	43	40	21	16	4	19
3	11	10	16	17	46	37	17	20	6	20
4	17	7	20	20	36	53	16	14	7	10
5	10	7	18.5	16	48.5	44	17	20	6	13
6	7	7	12	17	57	34	16	16	7	27
7	3	6	4	9	78	29	11	16	3	41
8	4	0	4	10	82	30	10	14	4	42
9	4	4	7	20	65	33	14	20	6	27
10	7	6	7	13	67	33	24	10	3	30
11	26	17	26	14	17	63	17	10	3	7
12	20	27	26	13	14	56	20	11	6	7
13	24	16	26	11	23	53	23	13	0	11
14	26	26	24	13	11	53	23	13	4	7
15	12	24	20	20	24	34	26	10	11	19
16	7	14	12	17	50	33	19	17	4	27
17	6	9	18	14	53	26	23	16	4	31
18	0	3	9	4	84	11	16	18.5	6	48.5
19	30	32	14	14	10	56	20	17	1	6
20	20	13	18	9	40	34	30	14.5	4.5	17

contd....

Decision Situation No.	Decisional Participation (Existing)					Decisional Participation (Expected)				
	a %	b %	c %	d %	e %	a %	b %	c %	d %	e %
21	30	16	18.5	17	18.5	33	17	19	10	21
22	37	18	16	13	16	54	22	14	4	6
23	26	26	17	11	20	53	26	14	1	6
24	24	29	14	11	22	53	26	14	1	6
25	23	18	24	12	23	57	24	12	3	4
26	14	1	17	12	56	20	24	23	6	27
27	7	9	9	11	64	14	20	20	7	39
28	3	3	6	10	78	4	17	7	9	63
29	7	10	27	16	40	20	13	20	18.5	28.5
30	3	6	10	17	64	10	15.5	20	19	35.5
31	1	10	3	6	80	14	22	13	4	47
32	1	11.5	3	11.5	73	27	19	11	7	36
33	23	19	23	14	21	59	19	11	4	7
34	16	20	21	11	32	41	13	23	4	19
35	9	11	14	10	56	33	11.5	11.5	7	37
36	7	4	4	12	73	24	19	21	3	33
37	7	3	16	18	56	16	13	27	13	31
38	7	6	7	16	64	16	17	26	13	28
39	6	3	16	18	57	21	16	16	18.5	28.5
40	24	10	11.5	21.5	33	37	16	36	4	7

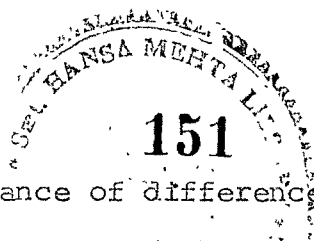


Table V-5 : showing  $X^2$ -values for significance of difference between existing decisional participation and expected decisional participation for each decision situation perceived by the faculty members (respondents) of Education System-II (N=70)

Decision Situation No.	$X^2$ -value	Decision Situation No.	$X^2$ -value
1.	111.53	21.	4.09
2.	102.49	22.	28.41
3.	54.32	23.	84.16
4.	122.09	24.	44.51
5.	104.42	25.	99.80
6.	52.14	26.	42.25
7.	55.33	27.	25.44
8.	59.68	28.	11.78
9.	88.66	29.	11.53
10.	81.28	30.	27.60
11.	74.45	31.	34.17
12.	41.63	32.	52.31
13.	81.94	33.	59.57
14.	30.92	34.	28.57
15.	23.45	35.	20.36
16.	56.58	36.	77.86
17.	44.06	37.	26.99
18.	37.76	38.	49.67
19.	115.03	39.	35.92
20.	36.26	40.	128.93

Table V-6 : showing means and standard deviations of different variables calculated from the responses of Professors (N=10)

Variables		1	2	3	4	5	6	7	8	9	10	11	12	13
Measures														
Mean	:	10.20	9.30	10.70	7.40	9.50	8.70	10.10	11.10	8.80	8.70	94.50	89.30	91.00
S.D.	:	4.06	3.02	3.49	3.07	3.90	3.82	3.48	1.45	2.96	3.85	25.41	41.31	36.30

Table V-7 : showing intercorrelations among different variables calculated from the responses of Professors (N=10)

[illegible]

Table V-8 : showing means and standard deviations of different variables calculated from the responses of Readers (N=20)

<div>Variables</div> <div>Measures</div>	1	2	3	4	5	6	7	8	9	10	11	12	13	
Mean	:	7.75	6.00	8.75	5.55	7.95	8.00	7.60	8.60	8.00	6.60	74.80	51.25	95.85
S.D.	:	2.93	3.32	3.39	4.04	3.78	3.81	4.06	3.25	3.21	4.36	29.84	23.66	27.66

Table V-9 : showing intercorrelations among different variables calculated from the responses of Readers (N=20)

	1	2	3	4	5	6	7	8	9	10	11	12	13
1	1	.66	.59	.75	.56	.76	.61	.59	.53	.50	.79	.07	.19
2		1	.48	.69	.44	.56	.63	.44	.43	.53	.71	.35	.23
3			1	.77	.74	.75	.84	.63	.74	.75	.89	.48	.19
4				1	.72	.74	.85	.63	.68	.74	.92	.33	.12
5					1	.69	.66	.52	.76	.61	.82	.41	.39
6						1	.76	.52	.56	.45	.82	.18	.08
7							1	.54	.63	.68	.88	.41	.10
8								1	.67	.72	.76	.54	.04
9									1	.73	.82	.46	.23
10										1	.82	.58	.14
11											1	.47	.17
12												1	.31
13													1

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Table V-10 : showing means and standard deviations of different variables calculated from the responses of Lecturers (N=40)

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
Mean	8.53	7.18	10.30	6.83	9.83	10.00	9.35	10.45	8.35	7.85	88.93	45.28	94.28
S.D.	3.99	3.58	3.16	3.89	3.02	3.55	3.89	2.74	3.32	4.35	27.93	23.30	37.35

Table V-11 : showing intercorrelations among different variables calculated from the responses of Lecturers ( N=40)

	1	2	3	4	5	6	7	8	9	10	11	12	13
1	.51	.59	.51	.72	.45	.64	.71	.53	.58	.65	.82	.15	.01
2		1	.38	.44	.37	.54	.37	.39	.43	.59	.65	-.06	-.13
3			1	.56	.45	.74	.57	.49	.47	.66	.73	-.07	-.26
4				1	.53	.69	.75	.64	.67	.70	.86	.02	-.18
5					1	.52	.46	.44	.59	.49	.65	-.16	-.03
6						1	.72	.66	.56	.73	.36	.10	-.13
7							1	.64	.69	.76	.86	.09	-.12
8								1	.66	.64	.76	.20	.15
9									1	.59	.78	-.06	-.18
10										1	.88	-.03	-.21
11											1	.05	-.14
12												1	.48
13													1

Table V-12 : showing means and standard deviations of different variables calculated from the responses of faculty members (combined N=70)

Variables Measures	Variables												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Mean	8.54	7.14	9.91	6.54	9.24	9.24	8.95	10.01	8.31	7.61	85.69	53.27	94.26
S.D.	3.80	3.61	3.36	3.34	3.48	3.77	3.97	2.91	3.25	4.34	29.04	30.51	35.04

Table V-13 : showing intercorrelations among different variables calculated from the responses of faculty members (combined) (N=70)

#	1	2	3	4	5	6	7	8	9	10	11	12	13
1		.60	.55	.69	.39	.55	.68	.51	.56	.61	.77	.24	.13
2			.44	.55	.43	.52	.50	.45	.47	.61	.70	.23	.00
3				.63	.54	.68	.68	.53	.54	.70	.79	.16	-.08
4					.57	.71	.81	.63	.70	.72	.88	.11	-.08
5						.63	.50	.51	.61	.51	.70	.14	.10
6							.70	.61	.58	.60	.32	.04	.07
7								.60	.69	.75	.87	.18	-.08
8									.63	.65	.76	.33	.13
9										.65	.80	.11	-.04
10											.86	.20	-.07
11												.22	.00
12													.42
13													



Table V-14 : showing significance of the difference  
between means for the existing and expected  
decisional participation of Professors.

Education System-II		N=10		df=9			
Type of decisional participation		Mean	S.D.	r	S.E <sub>D</sub>	D	't'-value
Existing	:	89.30	41.32	.79	8.532	1.70	.19
Expected	:	91.00	36.30				

Table V-15 : showing significance of the difference  
between means for the existing and expected  
decisional participation of Readers.

Education System-II		N=20		df=19			
Type of decisional participation		Mean	S.D.	r	S.E <sub>D</sub>	D	't'-Value
Existing	:	51.25	23.66	.31	6.955	44.60	6.41
Expected	:	95.85	27.66				

Table V-16 : showing significance of the difference between  
means for the existing and expected decisional  
participation of Lecturers.

Education System-III		N=40		df=39			
Type of decisional participation		Mean	S.D.	r	S.E <sub>D</sub>	D	't'-value
Existing	:	45.28	23.30	.48	5.317	48.99	9.21
Expected	:	94.27	37.35				

Table V-17 : showing significance of <sup>the</sup> difference between means of the existing decisional participation of Professors and Readers.

Education System-II					df=28	
Faculty type	Mean	S.D.	N	S.E <sub>D</sub>	D	't'-value
Professors	89.30	41.31	10	14.801	38.05	2.57
Readers	51.25	23.66	20			

Table V-18 : showing significance of the difference between means of the existing decisional participation of Professors and Lecturers

Education System-II					df=48	
Faculty type	Mean	S.D.	N	S.E <sub>D</sub>	D	't'-value
Professors	89.30	41.31	10	14.267	44.02	3.08
Lecturers	45.28	23.30	40			

Table V-19 : showing significance of the difference between means of the existing decisional participation of Readers and Lecturers

Education System-III					df = 58	
Faculty type	Mean	S.D.	N	S.E <sub>D</sub>	D	't'-value
Readers	51.25	23.66	20	6.497	5.97	.91
Lecturers	45.28	23.30	40			

Table V-20 : showing significance of the difference between means of the expected decisional participation of Professors and Readers.

Education System-II					df=28	
Faculty type	Mean	S.D.	N	S.E <sub>D</sub>	D	't'-value
Professors	91.00	36.30	10	13.663	4.85	0.35
Readers	95.85	27.66	20			

Table V-21 : showing significance of the difference between means of the expected decisional participation of Professors and Lecturers.

Education System-II					df=48	
Faculty type	Mean	S.D.	N	S.E <sub>D</sub>	D	't'-value
Professors	91.00	36.30	10	13.497	3.28	0.24
Lecturers	94.28	37.35	40			

Table V-22 : showing significance of the difference between means of the expected decisional participation of Readers and Lecturers

Education System-II					df=58	
Faculty type	Mean	S.D.	N	S.E <sub>D</sub>	D	't'-value
Readers	95.85	27.66	20	8.720	1.57	0.18
Lecturers	94.28	37.35	40			

Table V-23 : showing significance of the difference  
between means for the existing and expected  
decisional participation of the faculty  
members.

Education System-II		N =70		df=69			
Type of decisional participation	Mean	S.D.	r	S.E <sub>D</sub>	D	t-value	
Existing	53.27	30.51	.42	4.279	40.99	9.57	
Expected	94.26	35.04					

#### 5.1 GOVERNANCE OF THE EDUCATION SYSTEM :

In this University Senate is the top most managing authority. Senate shall have Ex-officio members, elected members and other members. Ex-officio members of the Senate are: (1) The Chancellor; (2) The Pro-chancellor; (3) The Vice Chancellor; (4) The Pro-Vice Chancellor; (5) The Mayor of the Municipal Corporation where University is located; (6) Two officers nominated by the State Government; (7) The Chairman. State Advisory Board of Education; (8) One nominee each of the Vice-Chancellors of other Universities of the State; (9) Members of the Syndicate who are not members of the Senate; (10) Member of the Lok Sabha representing the area where the University headquarter is situated. Elected Members: Five members elected from among the Principals of all colleges within the territorial limits of the University, Heads of University Departments and Heads

of Branches of studies in the University. Six members elected by the registered graduates from among themselves. Four members elected from the members of the Academic Council from among themselves. Two members elected by the Legislative Assembly of the State from among themselves of whom at least one shall be from the area under the territorial jurisdiction of the University. Two Deans of Faculties to be elected from among themselves. Ten members other than those mentioned earlier under 'Elected Members', elected from among themselves by the teaching staff of the University Departments. One member elected by the members of the Panchayats of the territory of the University from among themselves. One member elected by the members of the Municipal Corporation from among themselves. One member elected by the members of the Municipalities of the University area from among themselves. One member elected by the registered trade Unions in the University area designated by statutes from among their members. One member elected by the employees other than teachers of the University from among themselves. One member elected by the non-teaching staff of the constituent colleges from among themselves. One member elected by the Managers of constituent Private Colleges in the University area from among themselves. Five members elected by the students of the University and of the constituent colleges from among themselves in such manner as may be prescribed.

Life Members : Such persons not exceeding two in numbers as may be appointed by the Chancellor to be life members on the

ground that they have rendered eminent service to education.

Other Members : Four experts representing industries and commerce of the territory of the University nominated by the Chancellor. One Headmaster and one teacher of High Schools situated within the territory of the University nominated by the Chancellor. Not more than seven members nominated by the Chancellor representing: (a) recognised research institutions; (b) recognised cultural associations; (c) authors; (d) journalists; (e) lawyers; (f) educationists and (g) scheduled castes, scheduled tribes and other backward classes.

Senate has the power to review the actions of the Syndicate and the Academic Council, to make amend or repeal statutes either of its own motion or on the motion of the syndicate, to cancel or amend any ordinance passed by the Syndicate or any Regulation passed by the Academic Council. It can institute various teaching and research posts along with fellowships, scholarships and prizes. It can prescribe the terms and conditions of service of the employees of the University and regulate duties and conditions of employees. Senate is empowered for reviewing and taking such action as it may deem fit on the annual report and the annual accounts of the University placed by the Syndicate. It can appoint committees and delegate them certain functions. Senate is also the authority to consider and pass the budget according to the provisions. Senate will hold meeting once in a four months. Twenty members of the Senate will form the quorum

for a meeting.

Next important and powerful managing authority of this University is Syndicate. It is the Chief Executive Body of the University and consists of different members. Ex-officio members : The Vice-Chancellor; The Pro-Vice Chancellor; The Director of Collegiate Education; The Director of Technical Education; Three nominees of the State Government of whom two shall be experts from the field of Industry and Commerce; Two Deans of Faculties, not being members of Syndicate elected from among themselves. Other members: Six members elected by the members of the Senate from among themselves of whom at least two shall be persons who are not teachers.

Subject to the provisions of the Act and Statutes, the executive powers of the University including the general superintendence and control over the institutions of the University is vested in the Syndicate. Syndicate has got powers in : (1) Making and amending ordinances; (2) Proposing statutes for the consideration of the Senate; (3) Holding controlling and administering the properties and funds of the University; (4) Arranging and directing the inspection of colleges, hostels and other institutions and to constitute a Board of Inspection for that purposes; (5) Appointment of teachers; (6) Creating administrative, ministerial and other necessary posts; (7) Conduction of University examinations and approve and publish the results thereof; (8) Appointing members to the Board of Studies; (9) Delegating any power

of the Vice-Chancellor to a committee appointed from its members; (10) Establishing collaboration with industries regarding research facilities; service training for the students; (11), Examination and evaluation; (12) Supervising and controlling the residence and discipline of students; (13) Awarding Fellowships, Scholarships, Studentships, Bursaries, medals and prizes; (14) Fixing and regulating the fee payable by the students. Syndicate will consider the financial estimates of the University and submit them to the Senate in accordance with the provisions of the statutes. It can exercise such other power perform such other duties as may be prescribed by the Act, and the statutes and the Ordinances. Syndicate has got power to suspend, discharge, dismiss or otherwise take disciplinary action against :

(a) any teacher of the University; (b) any other employee of the University office of and above the rank of an Assistant Registrar.

The Academic council, subject to provision of the Act and Statutes, has the general power of control and regulation, and is responsible for the maintenance of standards of instruction, education and examination within the University. Academic council consists of different members: The Vice-Chancellor; The Pro-Vice-Chancellor; A nominee each of the Vice-Chancellors of other Universities in the State; The Director of Public Instructions; The Director of Technical Education; The Director of Collegiate Education; The Deans of Faculties; Heads of University Departments of study and Research. Not more than five Principals to be nominated by



the Vice-Chancellor by rotation according to seniority; Three members, not being teachers, elected by members of the Senate from among themselves; One Headmaster and one teacher of the Secondary School to be nominated by the Vice-Chancellor; Three members being postgraduate or research students of the University elected in such manner as may be provided by the statutes; Five members, being teachers other than heads of departments to be elected by the teachers of the University and teachers of the constituent colleges from among themselves; Two experts in industry and commerce nominated by the Vice-Chancellor.

Academic Council is a advisory body to the Senate and Syndicate on all academic matters. Powers and duties of Academic Council are: (1) To make Regulations and to amend or repeal the same; (2) To prescribe the courses of studies and qualifications for teachers in the institutions maintained by the University; (3) To prescribe the qualifications for admission of students to the various courses of studies and to the examinations and the conditions under which exemption may be granted; (5) To make proposals for the instruction and training in such branches of learning as it may think fit; (6) To make proposals for research and advancement and dissemination of knowledge and for collaboration with industries; (7) To make proposals for the institutions of Professorships. Readerships and other teaching and research posts required by the University; (8) To make proposals for the institution of Fellowships, travelling fellowships, sucholarships, studentships, (9) To make proposals for determining

what degrees, diplomas and other academic distinction shall be granted by the University; (10) To arrange for the co-ordination of studies and teaching in colleges and recognised institution; (11) To constitute a Council of Students' Affairs consisting of such number of teachers and students as may be prescribed by the statutes to advice the Academic Council on matters relating to the welfare of students; To exercise such other powers and perform such other duties as may be conferred or imposed on it by the Act or by the statutes; Ordinances, Regulations and Rules.

There is a Finance Committee with the Vice-Chancellor as the Chairman to advise the University on any question affecting finances. The University may have such Faculties as may be prescribed by the statutes. Each Faculty shall, subject to the control of the Academic Council, have charge of the teaching and the courses of study and research in such subjects as may be assigned to such Faculty by the Ordinances or Regulations. Dean of the Faculty will be nominated by the Vice-Chancellor, Boards of Studies are attached to each department. This University has Council of Student Affairs consisting of five teachers and five students nominated by the Academic Council. The Council may make recommendations to the Academic Council on matters relating to the welfare of the students.

The Vice-Chancellor is the Chairman of the Senate, Syndicate and the Academic Council and shall be entitled to be present at and to address any meeting of any authority of the University. It is the duty of the Vice-Chancellor to

ensure that the provisions of the Act, and the Statutes, Ordinances and Regulation are observed. He is empowered to appoint, suspend, dismiss or otherwise punish any member of the establishment of the University office below the rank of Assistant Registrar.

The Chancellor may, after the commencement of the Act, appoint a Pro-Vice-Chancellor for such time as he may consider necessary for the efficient running of the University.

The Registrar is a whole-time salaried officer of the University and shall be appointed by the Syndicate for such period and on such time as may be prescribed by the Statutes. The Registrar shall exercise such powers and perform such other duties as may be prescribed by the Statutes.

## 5.2 EXISTING PARTICIPATION OF FACULTY MEMBERS IN DECISION-MAKING :

Table No.V-1 reveals the perceived existing decisional participation of the Professors. Above 50% of the Professors are not participating in the decision situations nos.8,9,18, 28,31,32,38. In decision situations nos.16,30,37,39, the participation of Professor is less (Participation to a less extent or no participation). From the table no.V-6 it could be inferred that the mean of the existing decisional participation is 89.30 which is more than 80 i.e. mean for the considerable participation.

Table no.V-2 shows the perceived existing participation of the Readers in various decision situations. In most of decision situations the participation is less excluding 1,11, 12,14,19,20,21,22,23,24,25,33,34,40. Table no.V-8 gives the mean of the existing decisional participation is 51.25, which is quite less than the mean for the considerable participation.

Table no.V-3 gives the picture of existing participation of the Lecturers in various decision situations. In most of decision situations the decisional participation is less (Participation to a less extent or no participation) excluding 11,12,13,14,15,19,22,23,25,33,34. From table no.V-10 it could be inferred that the mean of the existing decisional participation is 45.28 which is less than the mean for the considerable participation.

Table no.V-4 reveals the perceived existing decisional participation of the faculty members (Professors, Readers, Lecturers - all combined). More than 40% of the faculty members perceived less participation in most of the decision situations excluding 11,12,13,14,19,21,22,23,24,25. From table no.V-12 it could be inferred that the mean of the existing decisional participation is 53.27, which is less than 80 i.e. mean for the considerable participation.

On the basis of above inferences from various tables, it could be interpreted that education system-II (Technically Oriented University) the existing decisional participation of the faculty members is less than the considerable participation.

### 5.3 EXPECTED PARTICIPATION OF FACULTY MEMBERS IN DECISION-MAKING :

Table no.V-1 reveals the perceived expected decisional participation of the Professors. Most of the Professors want good participation (participation always or participation to a great extent) in most of the decision situations excluding 2,3,6,8,9,10,17,18,27,28,30,31,32,34,35,36. From table no.V-6 it could be inferred that the mean of the expected decisional participation is 91.00 which is more than the 80 i.e. mean for the considerable participation. As mentioned in 5.2 the mean of the existing decisional participation is 89.30 (table no.V-6).

Table no.V-2 shows the perceived expected participation of the Readers in various decision situations. Most of the Readers want good participation in various decision situations excluding 18,28,29,30,31,37,39. Table no.V-8 gives the mean of the expected decisional participation 95.80, which is more than the mean for the considerable participation.

Table no.V-3 gives the picture of expected participation of the Lecturers in various decision situations. Excluding 7,8,18,27,28,30, in most of the decision situations Lecturers want good participation or considerable amount of participation. From table no.V-10, it could be inferred that the mean of the expected participation is 94.28, which is more than the mean for the considerable participation.

Table no.V-4 reveals the perceived expected decisional participation of the faculty members (Professors, Readers,

Lecturers - all combined). Most of the faculty members want good participation or considerable amount of participation in various decision situations excluding 18,28,30,31. From table no.V-12 it could be inferred that the mean of the expected decisional participation is 94.26 which shows expectations of good participation in decision-making.

By the inference from above mentioned tables, it could be interpreted that faculty members want good participation in most of the decision situations.

#### 5.4 DISCREPANCIES BETWEEN EXISTING AND EXPECTED DECISIONAL PARTICIPATION :

Table no.V-14 shows the significance of the difference between means for the existing and expected decisional participation of Professors. Calculated 't'-value is .19 which is clearly insignificant at .05 level of confidence (from t-table, for  $df=9$  't' is 2.26 for .05 level). It could be interpreted that there is no significant difference between existing and expected decisional participation.

Table no.V-15 reveals the significance of the difference between means for the existing and expected decisional participation of Readers. Calculated 't' value is 6.41 which is clearly significant at .01 level of confidence (from t-table, for  $df=19$ , 't' is 2.86 for .01 level). It could be interpreted that the expected decisional participation is higher than the existing decisional participation.

Table no.V-16 gives the significance of the difference between means for the existing and expected decisional participation of Lecturers. Calculated 't'-value is 9.21 which is clearly significant at .01 level of confidence (From t-table, for df=35, 't' is 2.72, for df=40, 't' is 2.71). It could be interpreted that the expected decisional participation mean is higher than the existing decisional participation mean.

Table no.V-17 shows the significance of the difference between means of the existing decisional participation of Professors and Readers. Calculated 't'-value is 2.57, which is significant at .05 level (From t-table, for df=28 't' is 2.05 and 2.76 at .05 and .01 level respectively). It could be interpreted that the existing decisional participation mean of the Professors is higher than the existing decisional participation mean of the Readers at .05 level of confidence.

Table no.V-18 shows the significance of the difference between means of the existing decisional participation of Professors and Lecturers. Calculated 't'-value is 3.08 which is significant at .01 level (From t-table for df=45, 't' is 2.69, for df=50, 't' is 2.68 for .01 level). It could be interpreted that the existing decisional participation mean of the Professors is higher than the existing decisional participation mean of the Lecturers.

Table no.V-19 gives the significance of the difference between means of the existing decisional participation of

Readers and Lecturers. Calculated 't'-value is .91 which is insignificant at .05 level (From t-table, for df=50, 't' is 2.01, for df=60, 't' is 2.00, for .05 level). It could be interpreted that there is no significant difference between means of the existing decisional participation of Readers and Lecturers. Table no.V-20 reveals the significance of the difference between means of the expected decisional participation of Professors and Readers. Calculated 't'-value is 0.35 which is insignificant at .05 level (from t-table, for df=28, 't' is 2.05 for .05 level). It could be interpreted that there is no significant difference between means of the expected decisional participation of Professors and Readers.

Table no.V-21 shows the significance of the difference between means of the expected decisional participation of Professors and Lecturers. Calculated 't'-value is 0.24 which is insignificant at .05 level (from t-table, for df=45, 't' is 2.02 and for df=50, 't' is 2.01, for .05 level). It could be interpreted that the expected decisional participation means of the Professors and Lecturers have got insignificant difference.

Table no.V-22 gives the significance of the difference between means of the expected decisional participation of Readers and Lecturers. Calculated 't'-value is 0.18 which is insignificant at .05 level (from t-table, for df=50, 't' is 2.01 and for df=60, 't' is 2.00, for .05 level). It could be interpreted that the expected decisional participation



means of Reader and Lecturers have got insignificant difference.

Table no.V-23 shows the significance of the difference between means for the existing and expected decisional participation of the faculty members (Professors, Readers, Lecturers - all combined). Calculated 't'-value is 9.57 which is significant at .01 level (From 't' table for  $df=60$ , 't' is 2.66 and for  $df=70$ , 't' is 2.65, for .01 level). It could be interpreted that there is a significant difference between existing and expected decisional participation of the faculty members. Expected decisional participation mean is higher than the existing decisional participation mean.

Table no.V-5 gives the Chi-square ( $\chi^2$ ) values for finding the significance of the difference between existing decisional participation and expected decisional participation for each decision situation perceived by the faculty members (Professors, Readers, Lecturers - all combined) for the Education System-II. For  $df=4$ , the Chi-square value is 13.277 (from the standard chi-square table) for .01 level of confidence and 9.488 for .05 level of confidence. It could be inferred from the table no.V-5 that all the values of chi-square for most of the decision situations (excluding decision situations nos.21,28,29) are higher than the standard value of the chi-square at .01 level. In the case of decision situation nos. 28,29, the chi-square value is significant at .05 level and insignificant at .01 level. For decision situation no.21, the chi-square value is insignificant at .05 level. It could be interpreted that there is a significant difference

between existing decisional participation and expected decisional participation of the faculty members for different decision situations (excluding no.21)

#### 5.5 ORGANIZATIONAL HEALTH OF THE EDUCATION SYSTEM-II :

Table No.V-6 gives the mean score of the organizational health as 94.50 based on perceptions of ten Professors. Table no.V-8 shows mean score of the organizational health as 74.80 based on perceptions of twenty Readers. Table no.V-10 gives the mean score of the organizational health as 88.93 based on perceptions of forty Lecturers. Table no.V-12 shows the mean score of the organizational health as 85.69 based on perceptions of seventy faculty members (Professors, Readers, Lecturers - all combined). It could be inferred that there are variations in the perceptions of organizational health among Professors, Readers and Lecturers. ~~85.69~~ could be taken as mean score of the organizational health for the Education System-II. It could be interpreted that Education System-II has got average organizational health.

#### 5.6 RELATIONSHIP BETWEEN ORGANIZATIONAL HEALTH AND EXISTING DECISIONAL PARTICIPATION :

Relationship between organizational health and existing decisional participation could be found out on the basis of the correlation co-efficient calculated from the organizational health score and existing decisional participation score (table nos.V-7, V-9, V-11, V-13). Table no.V-7

gives  $r = .34$  which shows insignificant correlation between organizational health and existing decisional participation (From the standard table, for  $df=8$ ,  $r = .632$  or  $.765$  for  $.05$  and  $.01$  level respectively) at  $.05$  level. Table no.V-9 gives  $r=.47$  (From the table , for  $df=18$ ,  $r=.444$  or  $.561$  for  $.05$  and  $.01$  level respectively). Table no.11 gives  $r=.05$  clearly insignificant correlation. Table No.v-13 gives  $r=.22$  which is also insignificant correlation at  $.05$  level (From the table for  $df = 60$ ,  $r = .250$  or  $.325$  for  $.05$  and  $.01$  level; for  $df=70$ ,  $r = .232$  or  $.302$  for  $.05$  and  $.01$  level respectively). It could be interpreted that there exist insignificant correlation between organizational health and existing decisional participation.

#### 5.7 RELATIONSHIP BETWEEN ORGANIZATIONAL HEALTH AND EXPECTED DECISIONAL PARTICIPATION :

Relationship between organizational health and expected decisional participation could be found out on the basis of the correlation co-efficient calculated from the organizational health score and expected decisional participation score (table nos.V-7, V-9, V-11, V-13). Table no.V-7 gives  $r = .34$ , table no.V-9 gives  $r = .17$  table no.V-11 gives  $r = .14$  table no.V-13 gives  $r = .00$  all values are insignificant. It could be interpreted that there exist insignificant correlation between organizational health and expected decisional participation.

5.8 RELATIONSHIP BETWEEN EXISTING DECISIONAL PARTICIPATION  
AND EXPECTED DECISIONAL PARTICIPATION :

From table no.V-7 it could be observed that  $r=.79$  which is significant at .01 level (From the standard table, for  $df=8$ ,  $r = .632$  or  $.765$  for .01 level of confidence). From table no.V-9 it could be seen that  $r = .31$  which is insignificant at .05 level (From the standard table, for  $df=18$ ,  $r = .444$ , for .05 level).

From table no.V-11 it could be observed that  $r = .48$  which is significant at .01 level (from the standard table: for  $df = 35$ ,  $r = .418$ , for .01 level; for  $df=40$ ,  $r = .393$ , for .01 level). From table no.V-13, it could be observed that  $r = .42$  which is significant at .01 level of confidence.

On the basis of above inferences, it could be interpreted that there is relationship between existing and expected decisional participation.