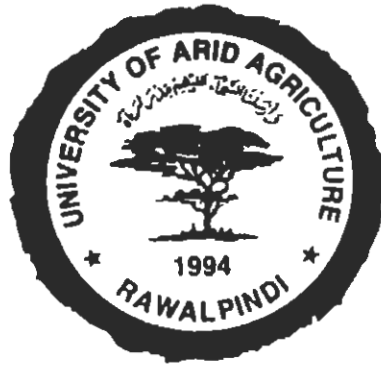


**EVALUATIVE STUDY OF MANAGEMENT TECHNIQUES USED
IN ADMINISTRATIVE AND ACADEMIC DECISION-MAKING
IN UNIVERSITIES**



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2005

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By

Muhammad Nadeem Anwar

03-arid-1085

A thesis submitted in partial fulfilment of
the requirements for the degree of

Doctor of Philosophy

in

Education

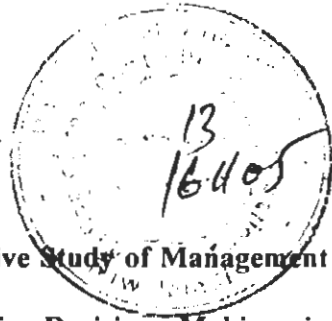
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CERTIFICATION



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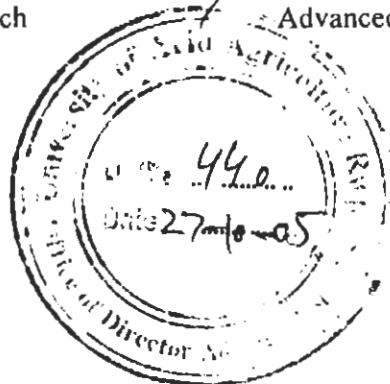
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*"In the Name of Allah, the most Beneficent, the most
Merciful"*

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Dedicated

to

My Parents

Whose prayers and love always take me to zenith of
glory and transform my dreams into reality

and

To my wife Azra her ongoing love,
support, and sacrifices, made it all possible

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ABSTRACT

The higher education sub-sector of the entire education system is very important and plays pivotal role in all walks of life. Quality in the universities cannot be orchestrated without charismatic and effective administration doubled with management decision-making techniques. Every university has its own bodies that shape the university organization and make decisions such as the Senate, the Syndicate, the Academic Council, the Selection Board, the Board of Advance Study & Research, the Finance and Planning Committee etc. As the effective functioning of university is absolute and entire responsibility of these bodies, therefore, high leveled decision-making ability and techniques for selection of best course of action are expected from them. The study was aimed at to evaluate the management techniques used in administrative and academic decision-making in universities of Pakistan. The main objectives of the study were: (a) to identify management techniques, which are used in administrative and academic decision-making in universities of Pakistan. (b) to evaluate existing decision-making practices in the universities. (c) to investigate teachers' participation in decision-making process. (d) to examine the problems faced by university bodies in applying management techniques in decision-making process.

The population of the study was consisted of all the public universities/degree awarding institutes of Pakistan. One-third of population i-e nineteen universities were selected as sample by applying stratified random sampling technique. There were three types of respondents therefore; for data collection researcher developed three questionnaires on Likert's five-point scale. First questionnaire was administered to the members of university bodies second and third to university teachers and

administrative officers of the universities respectively. Nevertheless, third questionnaire was also administered to the members of university bodies and university teachers; in order to examine the decision-making practices.

The researcher collected the data personally through visits and personal contacts. Data was tabulated and analyzed by using the F-ratio and Chi-square. On the basis of the analysis it was concluded that the university bodies used rule of thumb in their decision-making process because they were found unaware about most of the decision-making techniques. Overall, decision-making practices in the universities were found unsatisfactory due to bureaucratic administrative structure in which decisions were made at individual level rather than copulation.

Therefore, researcher has recommended that training programs should be initiated through Higher Education commission on decision-making techniques. University calendar has a code of conduct, which should be followed as rule of law. Universities may be given autonomy with a system of transparency and check-and-balance. Participatory decisions with the consultations of all nominal groups are recommended.