

CRITICAL REVIEW OF ORGANIZATIONAL STRUCTURE OF VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELGAUM

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ABSTRACT: The goals of the university are always far reaching and highly ambitious. The existence of the university is almost permanent and therefore the framework of university must be stable, expandable, flexible and goal-attainable. The strategic plans of the university drawn from the specific goals are achieved by interweaving the simultaneous relationships of employees and develop smooth work culture to share and capitalize knowledge and experience much in common. The patterns of the relationship in technological university vary distinctly compared with conventional university. In the technological university, a structure is most appropriate for the technological environment and innovation oriented. The strategies are heavily science and technologically dominated. Research and entrepreneurship is most focused areas in the organizational structure of technological university. Structure therefore is organized according to multi faceted technology related strategic planning. Curriculum planning and student affair activities of technological university are significantly different than conventional universities.

KEYWORDS: Organizational Structure, Operating core, Chain of command, Work specialization

1. INTRODUCTION:

The university is named after Sir Visvesvaraya Bharat Ratna, from Karnataka, the only engineer to be awarded a Bharat Ratna award, the highest civilian award in India. Visvesvaraya Technological University (VTU) has been established on April 1, 1998 in Belgaum with a view to providing technical education in Karnataka. In view of improving the quality of technical education in Karnataka, the Karnataka State government passed the *VTU Act* in 1994.

VTU then came into existence with the following objectives:

- To promote planned and sustainable development of technical education consistent with state and national policies.
- To design need based programs that ensure adequate human resource of the right kind.
- To establish objective evaluation and certification systems for students programs and institutions.
- To collaborate with national and international institutions, R&D establishments, organizations like AICTE, MHRD, UGC, industry and user agencies.

The *VTU Act* vested authority to VTU as the sole affiliating university for technical education in the state. All the existing colleges in the state that offered technical programs, mostly affiliated to regional state universities, were obligated to shift affiliation to VTU. VTU is a member of Common Wealth

Universities and Association of Indian Universities. The Vision and Mission statements are as under:

VISION

'To become an outstanding Technological University at the cutting edge of Science and Technology that produces world class Knowledge-delivery, Research, Extension and Leadership in Technology innovation for Industry and Society'.

MISSION

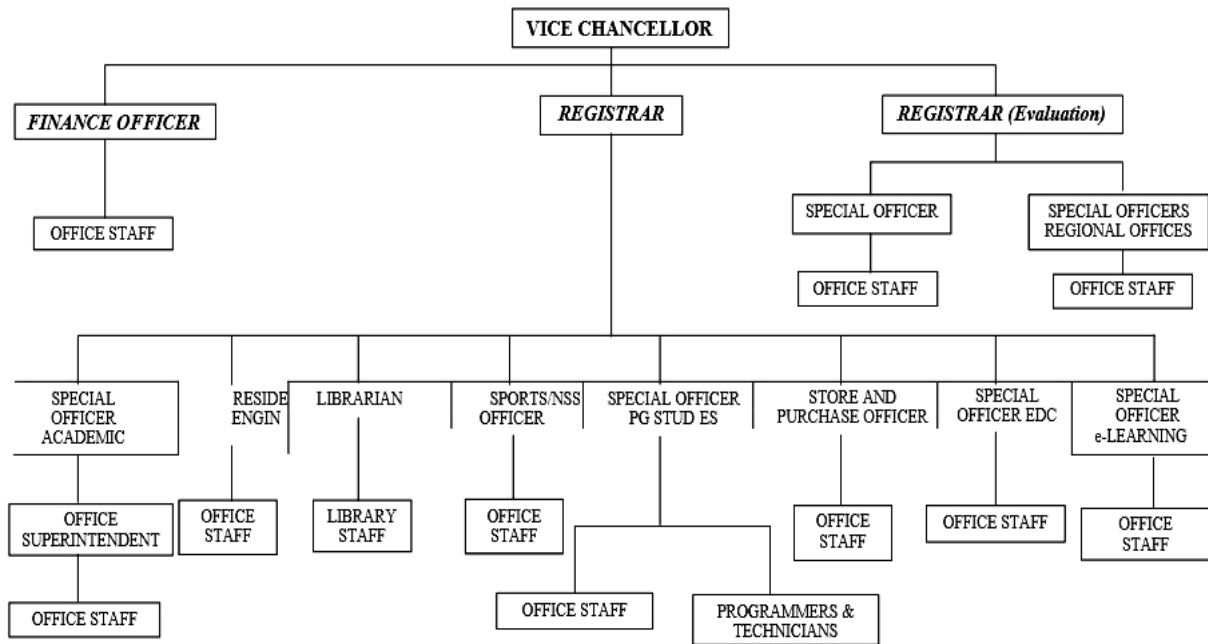
'To plan the development of technical education, to establish value-based and need-based education and training in engineering and technology, with a view to generate qualified and competent manpower, responsive to technological and societal needs.'

State VTU is one of the largest universities in India with 208 colleges affiliated to it with an intake capacity of over 67100 Under Graduate students and 12666 Post Graduate students. The university encompasses various technical & management fields which offer a total of 30 under graduate and 71 postgraduate courses. The university has around 1800 PhD candidates.

The VTU Headquarter is Belgaum with Regional Centers – Bangalore, Gulbarga and Mysore
Organizational Structure of VTU:

The Organizational Chart is line diagram that aid to visualizing structure is the Organizational Chart. The Organizational Chart shown here is visible representation for a whole of underlying activities and processes in VTU.

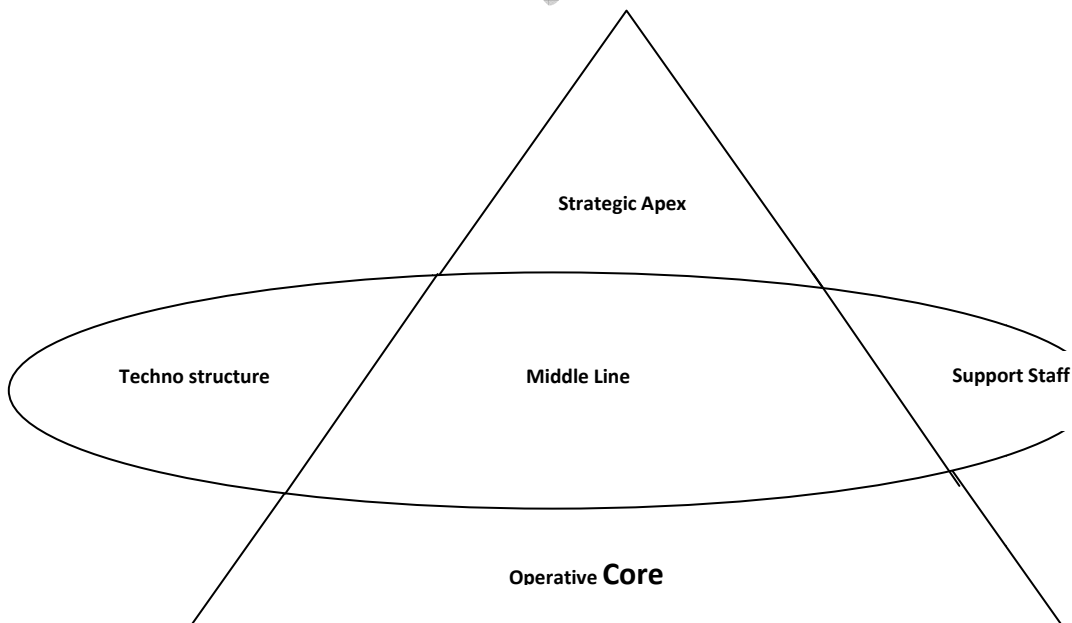
ORGANIZATIONAL CHART



As identified by Henry Mintzberg, the five basic parts are distinctly visible here:

Operating Core is one which carries out daily tasks. In VTU, there are 126 students registered for PhD, 235 number of students registered for M.Sc and VTU has given autonomy to 17 Engineering colleges. The Faculty members taking care of the various programs in the institute 193 affiliated to the University is forming the Operating Core of VTU.

Strategic Apex: VTU is administered by its Executive Council and Academic Senate whose members are selected from the academic community and government officials. The Executive Council and Academic Senate are forming the Strategic Apex of PTU. This part formulates and control strategies for the whole organizations. Governing body of the University is defined as strategic apex.



Middle line: It connects the core and apex. There are two Registrars under the Vice Chancellor. Both the Registrars, i.e. Registrar and Registrar (Evaluation) are forming middle line. The head of the VTU Extension centers are also forming a part of the middle line.

Techno structures: In this University the Resident Engineer, Sports/NSS Officer, Special Officer EDC are constituting the Techno Structure of VTU.

Administrative Supports are people who provide indirect support. Office staff, Library staff, Technicians represent the Administrative Supports part of the VTU.

The basic functions of the Registrar include:

1. Affiliation of Institutions
2. Recognition of Research Centers
3. Preparation Syllabi for Various Courses
4. Admission Approval
5. Fixing Eligibility of Different Courses
6. Registration for Doctoral Programmes and M.Sc. (Eng) by Research programmes
7. Issuing Eligibility Certificates
8. Issuing Migration Certificates
9. Gathering of Information
10. Statistical Cell

2. THE SPECIAL FEATURES

1. VTU is one of the member universities of the Association of Indian Universities and Association of Commonwealth Universities.

2. 16 of VTU affiliated colleges recognized by the World Bank for getting assistance in setting up state of art laboratories, campus facilities and research centers under the TEQIP (Technical Education Quality Improvement Programme, A Government of India initiative) program.

3. The *Jnana Sangama, Belgaum* campus and the regional and extension centers of VTU at Bangalore, Davangere, Gulbarga, and Mysore offer M.Tech, MBA, MCA and PhD programs.

4. The University has signed MoUs with various Multinational Corporation like IBM, Intel Asia Electronics Inc., Ingersoll-Rand (India) Ltd., Bangalore, Nokia, Bosch Rexroth and Microsoft to improve the industry interactions for both students and the teachers.

5. Realizing the importance of technology in education, VTU has brought every engineering college under the ambit of VTU-EDUSAT network.

6. VTU is reaching out 3 lakh students across Karnataka through EDUcational SATellite.

7. VTU has MoUs with many Industries in India and abroad leading to International Centers like VTU-Microsoft Technology Centre at Belgaum, VTU-Sun Knowledge Laboratory at Belgaum, VTU-

UGS PLM Center of Excellence at Belgaum, VTU-Bosch Rexroth Centre of Competence in Industrial Automation at Mysore, Instituted Environmental Chair with the help of Karnataka State Pollution Control Board.

8. VTU has instituted a "Research Grants Scheme" of Rs. 10 Crores and established VTU Research Resource Centre.

9. VTU has adopted complete Digital Evaluation System including e-evaluation.

3. ANALYSIS OF THE ORGANIZATIONAL STRUCTURE AS PER STEPHENS' SIX ELEMENTS:

Decentralization and Centralization:

The Organizational Structure very clearly shows the formal authority delegated by the University and accountability as VTU has established Regional Centers, Extension Centers and Research Resource Centers. The structure, therefore, runs along a continuum from decentralization to centralization. As there is decentralized-centralized structure, coordination and leadership can be easily amenable. Decentralization to certain degree is justified looking to the size and the growth rate of the University. Further, the Regional Centers are geographically located apart. Thus, there is a clear answer as to where decision making authority lie.

Formalization:

During the visit of Honorable Vice Chancellor Dr. H. Maheshappa, it was stated by him that VTU has gone for complete formalization because of its span of control and Regional centers located geographically at different four locations. Even the rules and regulations to the staff members are available on the website.

Work specialization:

Work specialization is the answer to the question, "to what degrees are activities subdivided into separate jobs". Form the Organizational Structure, there exist work specialization between Registrar and Registrar (Evaluation) who reports to Vice Chancellor.

Chain of Command:

The concept of authority and unity of command is found crystal clear. Chain of command is the unbroken line of authority that extends from the executive councils to the office staff and clarifies who reports to whom.

Span of Control:

The University has gone for wider span and is always preferred compared with the tall structure. In VTU, the wide span means the employees are receiving required guidance or control. It shows better decision making.

Departmentalization:

The grouping of the similar jobs has been very well compartmentalized. Departmentalization has the logical grouping of work activities and there is no ambiguity in reporting by the staff of one department to another. As per example, Engineering department and office staff for store and purchase department.

4. FINDINGS

1. The common elements in organization as given by Mintzberg exist in its clear perspective right from the Strategic Apex to the Support staff.
2. The complexity exists because of the horizontal, vertical as well as locational differentiation.
3. With a growth of size, the VTU is spread into its Regional centers as well as other extension centers and research resource centers. VTU is still expanding. Decentralized-centralized approach is most appropriate with organic environment built in.

4. Formalization refers to the degree to which the jobs within the organization are standardized. The Formalization exists. Though there is academic freedom, rules and regulations, governing working conditions have been very well set.
5. The Organizational Structure is most appropriate to the Vision and Mission statement of the University.

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