

MANAGEMENT PRACTICES OF PRIVATE UNIVERSITIES IN
BANGLADESH – A CASE STUDY ON INTERNATIONAL
ISLAMIC UNIVERSITY CHITTAGONG

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Abstract: Private universities have added a new dimension to the arena of higher education in Bangladesh. Some of the private universities have attained considerable success in providing higher education whereas most of the universities lack sound academic and administrative management system. International Islamic University Chittagong (IIUC) is now considered one of the top graded private universities in Bangladesh. Hence, a case study was undertaken to evaluate the management practices at IIUC. An opinion survey was conducted in the light of the research objectives. The study reveals a number of flaws in spite of the dynamism of the management functions of IIUC. Necessary suggestions have been given at the end of this paper. An efficient management system may enable this university to be more pragmatic in meeting the quality education needs of the society as well as ensuring overall development of the country.

1.1 Prelude:

University education represents the tertiary level of study. It is recognized as a powerful instrument of human resource development, which is necessary for poverty alleviation and sustaining the economic growth of a nation. For a long period of time before and after the liberation of Bangladesh, public universities were basically concerned with imparting higher education in different branches of knowledge. Due to various inhibiting factors, the public universities could not achieve desired success in providing quality education in this country. Consequently, the concept of providing higher education through private or non-government universities crept into the mind of conscious people. Some renowned academicians demanded the opportunity of establishing private universities through legal provisions. The idea was materialized through the enactment of Private Universities Act -1992.

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Views expressed in this paper are purely personal and based on survey findings. It has no relation with the author's official position.

International Islamic University Chittagong was established in 1995 with the aim of creating and distributing quality education with morality at the higher level of studies. During the last twelve years since 1992, 52 private universities have been established in Bangladesh keeping with the rising demand for university education. With the passage of time the physical facilities, educational programs, students' enrolment are rising in these universities. This study on the International Islamic University Chittagong aims at focusing on the existing management practices of the university.

1.2 Research Problems

Despite increasing involvement of private universities in the higher level of educational market during the past decade, some of the private universities are yet to render education and training in keeping with the needs of the society. The reasons are not far to seek. Most of these universities operate in rented buildings with limited space making it difficult to create congenial learning environment for the students. These universities basically depend on part-time faculty members causing problems in smooth academic management. It is alleged that the policy-making body of most of the private universities are highly oriented to the motive of profit. It crates a huge gap between the interest of top-level management of the universities and the interest of the society as a whole. Functions of the strategic management are often criticised. Due to strategic decisions of top-level management, the educational facilities of the universities are enjoyed by a handful fortunate students hailing from wealthy families of the society. The meritorious poor students are usually deprived of studying in these universities. It is argued by many quarters that economic cost-benefit analysis¹ about the services of private universities will not yield desired result because some of these universities are more interested to increase their income level and do not seem to be serious in raising the standard of their education. Moreover, manipulative practices in management are reported to exist in these universities having an adverse impact on the society. The above state of affairs bring to light that time has come to

¹There is a difference between Economic Cost-Benefit Analysis (CBA) and Financial Cost-Benefit Analysis. The major difference is that the financial CBA is performed from individualistic point of view while the economic CBA is performed in the context of society at large.

appraise the management and its objectives of these universities to enable them to serve the society in a desired way. This study to bring into focus the management practices of International Islamic University Chittagong may contribute towards understanding private universities in Bangladesh as the Government has recognized IIUC as a top performing private university in Bangladesh.

1.3 Rationale of the study:

Although this study appears to fulfill the academic requirements, it carries much practical value because it may help in reviewing the actual performance of the management and identifying problems at IIUC. The findings may assist the university policy makers and the Government to streamline the operations of the private universities. There is an immense need for sound management in the private universities to protect the interest of the guardians and students by imparting quality education. It is expected that this study would make meaningful contribution to enrich the existing literature on the operations of private universities in the country.

1.4 Objectives of the study:

This study is an attempt to highlight and evaluate the management practices of International Islamic University Chittagong (IIUC) along with other key issues. The specific objectives of this study are:

1. To evaluate the administrative management practices of IIUC;
2. To evaluate the academic management of this university;
3. To identify the managerial problems encountered by IIUC;
4. To suggest measures for the overall development of IIUC.

1.5 Methodology, scope and design of the study:

Primary and secondary sources have been used for collecting information and data. Secondary data have mainly been collected from the various national and international publications like Annual Reports of the UGC, University Journals, World Bank research monographs etc. (*see bibliography*). Primary data have been collected from the practical field through specific survey in the light of the research objectives. The collected data and information have been analyzed through up-dated statistical tools.

Necessary tables and charts have been presented in the article for better understanding of the subject matter. This paper has been prepared based on the personal observations and survey findings.

1.5.1 Evaluation procedures:

Total management of IIUC has been divided into two parts: administrative management and academic management. Administrative management has mainly been evaluated on the basis of the findings of the opinion survey. Personal observation has also been considered for evaluation. Similarly, academic management has been evaluated taking into account the results of the survey and personal observation. Moreover, the academic audit report² has also been considered for the evaluation of academic management. The following points have been taken into account as basis for evaluation:

N ^o	Administrative Management	N ^o	Academic Management
1	Understanding of IIUC objectives	1	Rationality of the cost of academic programs
2	Availability of resources	2	Formation of Academic Council
3	Commitment of the sponsors	3	Effectiveness of Academic Council
4	Formation of Executive Council	4	Quality level of the syllabi
5	Effectiveness of Executive Council	5	Logistic support
6	Relationship between IIUC and IUCT	6	Library facilities
7	Relationship between teachers & officers	7	Teacher-student relationship
8	Transparency of management	8	Sincerity of the teachers
9	Accountability in the institution	9	Presentation skill of the teachers
10	Salary structure of IIUC	10	Planning for timely completion of courses
11	Job satisfaction of the teachers & officers	11	Learning environment
12	Recruitment process of human resources	12	Grading system of IIUC

² IIUC itself conducted first ever an academic audit in 2000 to evaluate the academic activities of different Faculties of the University in order to improve its academic operations. This report was also taken into account during the critical review on findings of the management practices of IIUC.

1.5.2 Survey:

An opinion survey was conducted during a period from February to April 2004 among the trust members, teachers, students and officers of IIUC to reveal the actual position regarding the academic and administrative management of IIUC. The survey population was randomly selected considering the total population of the university. The stratified random sampling method was used in conducting the survey.

Different strata having sample population have been shown as under:

Table: 1- Different strata of sample population

<i>Different Strata</i>	<i>Study population</i>	<i>Sample population</i>	<i>Not responded</i>	<i>Net sample</i>	<i>% of sample population</i>	<i>% of total population</i>
1. Students	1,200	100	43	57	57	5
2. Teachers	69	45	20	25	56	36
3. Officers	17	10	2	8	80	47
4. Policy makers	25	15	5	10	67	40
Total	1,311	170	70	85	50	6

1.5.3 Construction of questionnaires:

Four sets of questionnaires were prepared for the teachers, students, officers and policy makers of IIUC. Questionnaires were designed in the light of the research objectives. Two types of questions were used: open and closed ended. Alfa (α) indicates the questions of administrative management and beta (β) questions represent the academic management.³ The questions were not arranged in an orderly manner to avoid biasness of the respondents. One or more questions on the same subject were asked in different ways for cross-checking the results. The questionnaires were randomly distributed among the sample population.

1.5.4 Scoring system:

A Likert-type 5-point scale⁴ has been used to evaluate survey opinions on the academic and administrative management of IIUC. The scoring system is as follows:

Letters	Remarks	Range	Point
A	Excellent	80% - 100%	4
B	Good	60% - 79%	3
C	Fair	50% - 59%	2
D	Weak	Below 50%	1
E	Do not know	---	0

1.5.5 Statistical analysis:

Widely used statistical tools like mean, standard deviation, coefficient of variability, correlation etc. were used to analyse the findings of the survey. Calculations were made using the set formulae in the Microsoft Excel.

2.1 Background of the emergence of the private universities in Bangladesh

The notion of 'private university' is not new. The developed countries like USA, Canada, UK, Australia, Singapore etc. have a number of private universities, playing a vital role in offering quality education since a long time. The neighbouring countries of Bangladesh – India, Pakistan and Myanmar have also enforced university education in the private sector for ensuring balanced educational facilities in the society. Observing the increasing demand of higher education, despite limited number of admissible seats for the qualified students in the state universities and limited national budget to expand tertiary education, GOB has agreed to accept the private university concept for the country. (UGC, 1999: p.48⁵)

⁴ A similar scale developed by Likert to quantify the qualitative aspects of a management has been used in this study.

⁵ Translated from Bengali to English

On the other side, private universities are growing in Bangladesh in the backdrop of a dismal academic scenario in the existing public universities. Frequent student unrest, involvement of teachers and students in ill politics, lack of devotion to studies among the students, unscheduled university vacation etc. have been responsible for polluting the academic environment of the public universities and deteriorating the standard of university education. The failure of these universities to maintain their academic schedules caused untold sufferings to the students and their families. In view of the above situation, many students of the affluent families were compelled to go abroad for higher studies. The aversion of students to systematic study hindered the national efforts to create highly skilled manpower by means of quality university education. The nation had to bear irreparable loss owing to this gradual deterioration in the academic atmosphere of the public universities.

Thirteen years ago, a group of intellectuals approached the government to permit the establishment of non-government universities like many other developed and developing countries and submitted their proposal in detail to the University Grants Commission (UGC) under the Ministry of Education. The Commission, after a thorough scrutiny, agreed to the rationale of setting-up private universities in the country. Based on the recommendation of UGC, the Government of the People's Republic of Bangladesh enacted the 'Non-Government University Act' of 1992⁶. As per the provision of this law, 52 private universities have been established in the country to date.

2.2 Legal framework for functioning of the private universities in Bangladesh

The Ministry of Education is responsible for permitting a private university to start its academic activities on a temporary basis. Afterwards, the University Grants Commission (UGC) is supposed to grant the final approval to the concerned university after five years of successful operations since its establishment. In fact, UGC is the controlling body for the private and public universities of the country. In 2004, a high-powered

⁶ Widely known as 'Private University Act -1992'

committee under the leadership of UGC Chairman was formed to evaluate the performance of the private universities and suggest necessary measures. The committee aims at appraising the academic management, education system, academic curricula, quality of the teachers & students and infrastructure facilities of the private universities. After a thorough investigation, UGC submitted a report on the performance of Private Universities to the Prime Minister placing Universities in different categories. As per report, IIUC has been recognized as one of the Nine (9) Top Graded Private Universities in Bangladesh.

Now the Government has planned to make necessary amendments in the Private University Act 1992 to ensure quality education and to protect the interest of the society. In future initiators may be encouraged to set-up universities in different districts of the country other than Dhaka City so that students outside the capital may also get the opportunity to pursue their higher studies. According to the existing Private University Act 1992, the following requirements must be fulfilled by an institution to operate as a private university:

- i. It must relocate permanently within five years on its own land measuring not less than five acres and with sufficient infrastructure as approved by the government. –Section 4;
- ii. The Non-Government University shall remain open to male and female members of any nation, religion, caste, tribe or class. – Section 5;
- iii. No Non-Government University can be established or operated without a charter obtained from the government. –Section 6 (1);
- iv. Each Faculty must have a minimum number of teachers possessing the requisite educational qualification as prescribed by the Grants Commission. - Section 7 (c);
- v. It must have a Reserve Fund of at least Taka five crore (As per Law 3, 1998) in any scheduled bank (As per Law 3, 1998). Section 7 (d);
- vi. It must have a balanced curricula and syllabus approved by the Grants Commission. –Section 7 (e);

- vii. It must reserve five percent (5%) of its total number of admissible seats for the poor and meritorious students who shall be entitled to exemption of tuition fees. Section 7 (f);
- viii. A Private University should have the following officers viz.,
 - a. Chancellor (President of the People's Republic of Bangladesh shall remain the Chancellor of all the Private Universities and.....);
 - b. Vice-Chancellor or Rector;
 - c. Pro Vice-Chancellor or Vice-Rector (As per Law 3, 1998);
 - d. Treasurer;
 - e. Registrar;
 - f. Dean;
 - g. Departmental Head;
 - h. Controller of Examination (Section 8);
- ix. In case of receipts of complaints as to fraud or cheating in awarding certificates or failure to maintain the standard of education as is approved for that university under section 15, the Chancellor may inquire into the complaints by appointing a sitting or retired judge of the Supreme Court and if the charge sustains, the Government may revoke the charter of that university.—Section 16 (1).

Above all, the private universities are required to remain in close touch with the UGC and the Ministry of Education for performing their activities as per the Private University Act 1992.

3.1 Introduction to IIUC

International Islamic University Chittagong (IIUC) was established in 1995 by a group of intellectuals, educationists and Islamic thinkers convinced of the perennial value of the divine teachings of the Quran and Sunnah⁷. It is a non-profit professional institution administered by a government-registered trust – Islamic University Chittagong Trust (IUCT), which is

⁷ *Quran* is the divine book of Muslims and *Sunnah* is the sayings and practices of Prophet Mohammad (Sm).

comprised of a number of intellectuals, educators and Islamic thinkers from home and abroad. The primary purpose of IIUC is to produce leadership personalities well equipped with harmonious development of spiritual and material aspects of life. (DBA, 2000: p.9-16)

The University has presently three campuses in Chittagong and Dhaka Cities. These are: Chittagong City Campus, Permanent Campus in Kumira, and Dhaka Campus. Moreover, Chittagong & Dhaka Campuses have separate female campuses. At present about 4,000 students from different parts of the country are studying at IIUC. It has now about 200 full-time and 200 part-time faculty members.

The Private University Act 1992 empowers IIUC to frame its own Statutes, Ordinances and Regulations governing the manifold activities of IIUC like academic, administrative, financial, students welfare discipline etc. Most of the statutory bodies are formed under the provisions of this Act. The Charter of IIUC as framed within the provisions of this Act and as approved by the Government empowers the University to confer degrees in various disciplines. (STAD, 2001: p.4)

3.2 Administrative structure of IIUC

Structure refers to the relationships among the parts of an organization. For an organization a distinction is made between physical structure and social structure. Physical structure refers to relationships between the physical elements of an organization, such as its buildings and the geographical locations in which it conducts its business. Social structure refers to the relationships among social elements of the organization, including people, positions and the organizational unit to which they belong. (Coudere, 2000: p.14)

The intuitional / administrative structure of IIUC has been found to be based on two principles: the hierarchy of authority and the division of labor. The organizational structure of IIUC is similar to the well known matrix structure. The President of the People's Republic of Bangladesh acts as Chancellor of this University. The Vice-Chancellor appointed by the Chancellor is responsible for his activities to the University Syndicate and

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the Government. The Pro-Vice Chancellor, and the Registrar are responsible to the Vice-Chancellor for their duties and responsibilities. The Treasurer will be the Chairman of the Finance Committee and Vice-Chancellor will act as Ex-officio member of that committee. The Syndicate also known as Executive Council acts as the policy making body for the University apart from the University Trust. The following duties and responsibilities are found to be discharged by the University Syndicate:

- i. to hold, control, administer the property and funds of IIUC;
- ii. to determine the form, provided for custody and regulate the use of the common seal of the university;
- iii. to administer any funds placed at the disposal of the university for specific purposes;
- iv. to appoint, subject to the provisions of the Private University Act 1992, teachers, officers, clerical staff and other employees of the university and to define their duties and conditions of service;
- v. to make, amend and repeal the statutes;
- vi. to manage and regulate the finance, accounts, investment, property and all academic and administrative activities;
- vii. to accept budget, donations and transfer of property to the university;
- viii. to exercise such other powers and perform such other duties as may be conferred or imposed on it by the Statutes.

The Vice-Chancellor acts as the Chief Executive of IIUC. The Chancellor at the recommendation of the Founder (IUCT) appoints him for a period of four years. The following duties and responsibilities are found to be discharged by the Vice-Chancellor of IIUC:

- i. The Vice-Chancellor shall be a whole-time principal academic and executive officer of the university. He shall be an ex-officio member and Chairman of the Executive Council, the Academic Council, the Finance Committee and other Statutory Committees;
- ii. It shall be the duty of the Vice-Chancellor to see that the Private University Act 1992, and the Rules and Regulations of the university are faithfully observed and shall have all powers necessary for this purpose;

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- iii. The Vice-Chancellor has the right to call meetings of the Syndicate, the Academic Council and other Statutory Committees of the University;
- iv. The Vice-Chancellor shall exercise such other powers as may be prescribed by the Act and Regulations.

The Pro-Vice Chancellor, the Registrar of IIUC shall exercise such duties and powers as prescribed by the Vice-Chancellor and the Syndicate. Usually, they look after the departments and divisions at operational levels.

IIUC administration may be divided into three hierarchical levels:

- a. Strategic level
- b. Tactical Level
- b. Operational level

a. Strategic level: The concept of strategy first appeared in organizational theory in the late 1950s as a military metaphor. In military organizations strategy involves the planning and directing of large-scale military operations and is particularly concerned with maneuvering forces into the best possible position prior to engaging the enemy in battle. In modernist organizational theory, the concept of strategy refers to top-level management's planned efforts to influence organizational outcome by managing the organization's relationship to its environment. In the postmodern perspective, this can only but reproduce outcome benefiting the interests of top management itself. (*Coudere, 2000: p.12*)

The Syndicate of IIUC acts as the approving authority of the University. The Academic Council is the highest academic body of the University which is responsible for formulating all types of academic policies and strategies for the University and the Vice-Chancellor is responsible for the implementation of the policies and strategies to achieve the objectives of IIUC. The Chancellor of IIUC holds the ceremonial position. He is supposed to preside over the Convocation to confer Degrees among the graduates of the University.

b. Tactical Level: It refers to the mid-level management in an institution. The Registrar and Dean hold the tactical level positions in IIUC management. The Dean is the Chief of Faculty and responsible for all academic activities of the Faculty. The Registrar acts as the spokesman in all private and public Universities in Bangladesh. All official documents go out and come in through the Registrar's office.

c. Operational level: It refers to the execution level of management. This operational level executes all the decisions made by the top-level body. All divisions and departments are at the operational level at IIUC management. Presently, there are seven departments and nine divisions at IIUC. The departments are: Quaranic Science and Islamic Studies (QSIG), Dawah and Islamic Studies (DIS), Computer Science and Engineering (CSE), Computer and Communication Engineering (CCE), Business Administration, English Language and Literature (ELL) and Law. The Departmental Academic Committees play a vital role at the operational level management of IIUC. All the Departmental decisions are made in the Academic Committees and the Head is responsible for the implementation of the decisions and smooth functioning of the Department. The divisions are: Academic Affairs Divisions (ACAD), Library and Information Division (LID), Student Affairs Division (STAD), Accounts and Finance Division (ACFD), Personnel & Human Resource Division (PHRD), Foreign Affairs Division (FAD), Purchase & Procurement Division (PPD), Planning & Development Division (PDD), Staff Development and Student Welfare Division (SDSWD). The divisions headed by Directors are responsible for providing necessary support to the departments.

3.3 Findings On The Administrative Management Practices At IIUC

Administrative management refers to the general administration of IIUC⁸. A survey was conducted among the policy makers, teachers, students and officers of IIUC to find their opinion regarding the administrative practices at IIUC. Four-sets of questionnaires were designed in the light of the research objectives. The survey population was randomly selected considering the total population of the university. Due to time constraint,

⁸ Throughout the article the terms administration and management have been used interchangeably.

the survey was conducted during the exam period. Due to examinations 50% of the selected students denied participating in the survey, which made a selection bias. However, the participants in the survey may be considered as representative figure that will help extrapolate findings over total population. (*Vide methodology of the study for details*).

The scores of their opinion on different parts of administrative management have been given below.

Table: 7 - Opinion scores on administrative management

N ^o	Basis of evaluation	Mean scores of opinion at 5 points scale ⁹				MGC	Σ Stdev	CV
		Policy maker	Teacher	Officer	Student			
1	Understanding of IIUC objectives	3.03	2.58	2.95	2.78	2.84	0.44	15.49
2	Availability of resources	3.17	2.97	2.85	2.65	2.91	0.46	15.81
3	Commitment of the sponsors	3.37	3.18	3.15	3.24	3.24	0.34	10.49
4	Formation of Executive Council	2.10	1.85	1.96	NA ¹⁰	1.97	0.37	18.78
5	Effectiveness of Executive Council	3.00	1.89	1.84	NA	2.24	0.90	40.18
6	Relationship between IIUC and IIUCT	3.37	2.05	2.87	NA	2.76	0.91	32.97
7	Relationship between teachers & officers	3.25	2.78	2.89	2.98	2.98	0.44	14.77
8	Transparency of management	3.10	1.83	2.08	NA	2.34	0.91	38.89
9	Accountability in the institution	3.00	1.64	2.07	NA	2.24	0.94	41.96
10	Salary structure of IIUC	2.04	1.96	1.90	NA	1.97	0.31	15.74
11	Job satisfaction of teachers & officers	2.15	2.12	2.18	NA	2.15	0.27	12.56
12	Recruitment process	3.14	3.11	3.23	NA	3.16	0.30	09.49
Summated mean scores		2.89	2.33	2.50	2.91	2.57	0.53	20.62

Note: Excellent = 4, Good = 3, Fair = 2 and Weak = 1 MGC = Mean group score Source: Based on survey findings; σ = Standard deviation, CV = Coefficient of variation

⁹ See the research methodology for details

¹⁰ NA stands for Not Applicable, means the students were not asked on this part of management

Different types of opinions on the selected points of IIUC administrative management have been briefly stated below:

- 1. Understanding of IIUC objectives:** 'There should be a clear statement of the goals or objectives of a project. Objectives that are stated vaguely or that contradict each other present serious obstacles for proper evaluation. For example, a housing project that is described as improving the quality of life for residents is very difficult to evaluate.' (Freeman et al, 1979: p.19-20). Awareness of objectives to all concerned is essential in order to play a due role in an organization. According to the MBO¹¹ concept, each and every objective must be clear, succinct and understandable to all members of an organization. Similarly, all policy makers, teachers, officers and students of IIUC should be aware of the missions, visions and objectives of IIUC. A powerful member of top management of IIUC was asked to express his opinion about the soundness of understanding of the IIUC objectives by the sponsor. According to him, "*Not all sponsors have an equally clear vision of the future of IIUC or its objectives, since most members had very little to do with the business of higher education.*" The survey also reveals that IIUC objectives are not equally clear to everybody. The table-6 shows that the mean scores on understanding of IIUC objectives by the policy makers, teachers, officers and students - PTOS¹² are 3.03, 2.58, 2.95 and 2.90 respectively. The Mean Group Score (MGC) of their opinion is 2.84 and the standard deviation is 0.44. The standard deviation implies high degree of uniformity in their opinion, as the variability is comparatively lower (CV = 15.49%).
- 2. Availability of resources:** Without available resources a management can't think of achieving its objectives. The promoters or sponsors are required to be resourceful in this regard. Some founder members were asked to reply on 'how resourceful are the sponsors of IIUC?' According to them, there are a number of sponsors who are reasonably resourceful, but they are not found to provide financial patronization

¹¹ MBO stands for Management by Objectives

¹² PTOS means for Policymakers, Teachers, Officers and Students

to IIUC. They also expressed that it is very difficult to explain the reasons for their lack of adequate interest in providing financial support to the IIUC for its development. The university is highly dependent upon students' tuition and other fees for meeting its operational cost including recurring and development expenditure. Moreover, it has to use the foreign source for meeting development costs. The study uncovers that the policy makers are more positive in opinion regarding the availability of resources at IIUC. The mean scores of PTOS on this issue are 3.17, 2.97, 2.85 and 2.78 respectively and the Mean Group Score (MGC) is 2.91. The standard deviation, $\sigma = 0.46$ implies high degree of homogeneity in their opinion as coefficient of variation is comparatively low ($CV = 15.81\%$).

3. **Commitment of the sponsors:** The sponsors of IIUC are found committed to their duties and responsibilities in achieving IIUC objectives. According to the opinion of surveyed founders, the sponsors are ostensibly committed as far as their conduct is concerned. Their views are also justified by the survey result. According to the survey, most of the people opined that the commitment of IIUC sponsors to their responsibilities is 'good' in the comparative scale used for this study. The mean scores of PTOS in this regard are 3.37, 3.18, 3.15 and 3.24 respectively. The MGC of their opinion is 3.24 and the standard deviation is 0.34, which shows strong uniformity in their opinion since the variability is quite low i.e. $CV = 10.49\%$.
4. **Syndicate - its formation and effectiveness:** It has already been mentioned earlier that Syndicate is the highest statutory body of IIUC. It is responsible for formulating necessary policies and strategies of IIUC management. According to the opinion of the policy makers, the formation of Syndicate has been found to be 'fair', but its effectiveness has been found to be 'good'. The mean scores of policy makers' opinion regarding the formation of Syndicate and its effectiveness are 2.10 and 3.00 respectively. The correlation between these two are found low i.e. $r = 0.19$. On the other side, the opinion scores of the teachers and officers on these issues are found 'Weak'. The main cause behind this opinion may be lack of proper representatives of teachers

and officers in the Syndicate. The group mean scores of their opinion on EC formation and its effectiveness are 1.97 and 2.25 respectively. The standard deviation of their opinion regarding the effectiveness of Syndicate has been found higher than its formation i.e. $\sigma = 0.90$ and 0.37 respectively. High standard deviation regarding the opinion of effectiveness of Syndicate indicates less consistency in their opinion. But, the opinion regarding its formation is comparatively consistent.

5. **Relationship among the members of IIUC family:** The term 'IIUC family' is frequently used at IIUC campus. It seems that everybody wishes to see a good relationship as seen within a family. In fact, good relationship ensures 'esprit de corps' in a management. In a private university, such relationship is essential among its policy makers, academic and administrative staff for smooth functioning of its managerial activities. According to the opinion of policy makers a 'good' relationship is prevailing among all the members of IIUC family. But the same does not reflect in the opinion of the teachers and officers of IIUC. According to the teachers, the relationship between IIUC and IUCT members is not 'good', but only 'fair'; and the relationship between the teachers and officers is almost the same. The same ranking has also been justified by the officers' opinion. The mean scores of PTO¹³ on the relationship between IIUC and IUCT are 3.34, 2.05 and 2.87 respectively, while the scores of PTOS on the relationship between teachers and officers are 3.25, 2.78, 2.89 and 2.98 respectively. The MGC of their opinion are 2.76 and 2.98 and standard deviations are 0.91 and 0.44 respectively. The standard deviations imply that the opinion regarding the relationship between teachers and officers is more consistent than that of IIUC and IUCT.

6. **Transparency and accountability of management:** Lack of transparency and accountability brings forth corruption in the management. Therefore, transparency and accountability is most essential in an institution. In a university, from ministerial staff to Vice-Chancellor, each and everybody should be accountable for their

¹³ PTO means Policymakers, Teachers and Officers.

respective responsibilities that would definitely make the administration transparent. Most of the policy makers ranked IIUC administration in terms of transparency and accountability as 'good'. Their mean scores of opinion in this respect are 3.10 and 3.00 respectively and the correlation between these two is highly positive i.e. 0.84. But the officers and teachers of IIUC have not opined the same. According to the officers, IIUC has been found to be 'fair' and according to the teachers, IIUC has been found to be 'weak' in terms of transparency and accountability in the management. The mean group score of opinion on these two issues are 2.34 and 2.24 respectively. The standard deviations, $\sigma = 0.91$ and 0.94 respectively indicate high degree of variability in their opinion. But the coefficient of variation regarding transparency in the management is a bit lower than that of accountability in the institution i.e. $CV = 38.89\%$ and 41.96% respectively.

7. **Salary structure and job satisfaction:** There is a strong correlation between the salary structure and the job satisfaction among the salaried employees in an organization. Usually, a good financial package motivates the staff to be sincere and dedicated to their jobs. But, in most cases a conflict of interest between the employers and employees is seen. In a profit making organization, an employer always tries to maximize his return with minimum amount of investment. It is alleged that some of the private universities are highly involved in profit making rather than ensuring quality education. The study reveals that the academic and administrative staff of IIUC are not satisfied with their remuneration. In an interview, nine teachers of IIUC expressed that they were not paid well compared with other leading private universities in Bangladesh¹⁴. According to them, IIUC management wishes to have outstanding and qualified teachers, but they are reluctant to offer a handsome financial package. In an interview a founder member of IIUC confessed that the salary structure of IIUC is

¹⁴ As per Service Rules approved in 2004, the range of consolidated pay of the teachers at IIUC is from Tk.11,970 for Assistant Lecturer to Tk.56,550 for Professor (Section Grade).

not good enough compared with other leading private universities of the country. According to him, the pay structure of IIUC should be revised soon to motivate the academic and administrative staff in their respective jobs. According to the opinion of the teachers and officers, the pay structure of IIUC is 'weak' and mean group score of PTO in this respect is 1.97 and $\sigma = 0.07$, which is quite low. But the job satisfaction of teachers and officers at IIUC has been found seemingly 'good'. The mean of PTO opinion score in this regard is 2.15 and $\sigma = 0.27$, which implies more consistency in their opinion (CV = 12.56%).

8. **Recruitment process:** A good recruitment process plays a significant role in recruiting competent human resources. Extra-ordinary academic background along with other factors like presentation skills, ability to make the students understand, punctuality, regularity, personality etc. should be taken into account in the recruitment of teachers. 'The recruitment process can be based on internal and external sources. Different methods of recruiting from broad scale advertisement to head hunting can be used. Once a pool of candidates is constituted, a selection procedure is necessary to end-up with best-fitted candidates. Essential for this procedure is the information that can be generated on the candidate (Curriculum Vitae), from references and from tests or interviews.' (Coudere, 2000: p.61). The study reveals that the recruitment process of IIUC is 'good' in terms of comparative scale used for this study. Mean scores of PTO in this regard are 3.14, 3.11 and 3.23 respectively. The MGC of opinion is 3.16 and $\sigma = 0.30$, which is quite low (CV = 9.49) and indicate more uniformity in their opinion.

From the above discussion it is obvious that administrative management of IIUC has not been found to be 'excellent', rather it is 'good' or 'fair, or 'weak' in terms of different points considered for this study. The summated mean score (group) of IIUC administrative management is 2.57.

3.4 Academic Management Practices At IIUC

Academic management refers to the issues related with academic planning and implementation. The Academic Council is the recognized highest statutory academic body in all the private and public universities in

Bangladesh. IIUC has an Academic Council comprised of representatives of trusty board, academicians, and Islamic thinkers. The Academic Council has legal right to control and superintend of academic standards, norms, rules and regulations, examinations & other aspects. The Academic Council of IIUC has been found to perform the following duties and responsibilities:

- i. to advise the Syndicate on all academic matters;
- ii. to approve or reject all academic decisions made by the Academic Committees and Faculties;
- iii. to suggest different proposals on academic developments particularly in teaching and research in the University;
- iv. to make and amend rules and regulations regarding the use of University Library;
- v. to deal with university teaching and to make proposals for the initiation of fresh development;
- vi. to suggest the Syndicate about the formation of different Committees of Courses and Studies; Central Board of Admission; Central Board of Examinations, Board of Advanced Studies etc.

The Academic Affairs Division (ACAD) is responsible for admission of new students, completion of their registration, conduction of examinations and providing academic information. It is also responsible to some extent for planning, implementing and monitoring academic activities of IIUC. In fact, the Deans of the Faculties and the Heads of the Departments play a significant role in planning & implementing the academic decisions at IIUC.

(ACAD, 2001: p.5)

3.5 Survey Findings on the Academic Management at IIUC

In addition to the consideration of academic audit report, the findings of opinion survey¹⁵ on the policy makers, teachers, officers and students of IIUC regarding the academic practices of IIUC has been taken into account for evaluation purpose.

¹⁵ See methodology (opinion survey) of this thesis for details

The opinion scores of PTOS on different parts of academic management has been given below:

Table: 9 - Opinion scores on academic management

N ^o	Basis of evaluation	Mean scores of opinion at 5 points scale				MGC	σ Stdev	CV
		Policy makers	Teachers	Officers	Students			
1	Reasonability of the cost of programs	3.25	3.15	3.17	3.10	3.16	0.36	11.39
2	Formation of Academic Council	2.85	2.14	2.28	NA	2.42	0.68	28.10
3	Effectiveness of Academic Council	2.85	2.04	2.36	NA	2.42	0.71	29.34
4	Quality level of the syllabi	3.15	3.12	2.85	2.89	3.04	0.45	14.80
5	Logistic support	3.10	2.25	2.16	1.67	2.30	0.89	38.70
6	Library facilities	2.85	2.15	2.08	2.00	2.27	0.69	30.40
7	Teacher-students relationship	3.25	3.44	3.03	3.20	3.24	0.47	14.51
8	Sincerity of the teachers	NA	2.15	NA	2.04	2.10	0.38	18.10
9	Presentation skills of the teachers	NA	2.13	NA	1.90	2.02	0.46	22.77
10	Proper planning to complete the courses	NA	2.44	NA	2.15	2.30	0.51	22.17
11	Learning environment	2.85	2.60	2.50	2.24	2.55	0.55	21.57
12	Grading system of IIUC	3.45	3.45	3.25	3.24	3.35	0.42	12.54
<i>Summated mean scores</i>		3.07	2.59	2.63	2.44	2.68	0.57	21.27

Note: Excellent = 4, Good = 3, Fair = 2 and Weak = 1

MGC = Mean group score Source: Based on survey findings; σ = Standard deviation, CV = Coefficient of variation

Different types of opinions on the selected items of IIUC academic management have been stated below:

- 1. Rationality of the cost of academic programs:** The cost of academic programs of the private universities is much higher than that of public universities in Bangladesh. As a result, the students of poor families

can't think of getting admission in the private universities. But, the cost of academic programs offered by IIUC is found almost low in comparison with other private universities of the country. (*Vide table:3*). The opinion survey reflects this. It is revealed that the opinion of most of the surveyed population on this issue is 'good' and the MGC of opinion is 3.16 and the standard deviation of their opinion is 0.36, which is quite low and indicates more consistency in their opinion.

2. **Academic Council: formation and its effectiveness:** Academic Council is the highest academic body of IIUC. It has the power to accept or reject any academic decision up to tactical level. The formation of executive council plays a vital role towards its effectiveness. According to the opinion of PTOS, the formation of Academic Council has been found to be 'fair' and the MGC in this regard is 2.42. The MGC regarding the effectiveness of the Academic Council has also been found to be the same i.e. 2.42. The standard deviations of their opinions regarding the formation of Academic Council and its effectiveness are 0.68 and 0.71 respectively, both of which represent comparatively high variation in their opinion.
3. **Quality level of the syllabi:** A good syllabus is one of the most important ingredients for quality education. That is why; a syllabus should be designed up to the standard practice. According to the audit report, the syllabi were found to vary from one Faculty to another. The syllabi of the programs of Faculties of *Shariah* and Modern Science were found satisfactory, but the syllabi of the programs of the Faculty of Administrative Sciences were not found to some extent up to international standard. The opinion survey reveals that the syllabi of the academic programs of IIUC are 'good' as a whole. The mean scores of PTOS in this regard are 3.15, 3.12, 2.85 and 2.89 respectively and the mean group score is 3.04. The standard deviation of their opinion on this factor, $\sigma = 0.45$, which is not so high and represents uniformity in their opinion.
4. **Logistic support:** Logistic support (*i.e. computer facilities, OHP, photocopier, cafe etc.*) is necessary for the development of higher education. The leading private universities of Bangladesh are found to

be conscious in providing logistic support for their academic development. The study reveals that the opinion on logistic support of IIUC widely varies among the students, teachers, officers and policy makers. According to the students' opinion, the logistic support of IIUC has been found 'weak'. According to the teachers' and officers' opinion, it has been found to be 'fair', but according to the policy makers' opinion, it is 'good'. The MGC of their opinion is 2.30 and the standard deviation is 0.89, which indicates high degree of variability in their opinion (CV = 38.70%).

5. **Library facilities:** The library of IIUC is in the process of development. At present, about fifty thousands books and journals are available in the IIUC libraries, which is low in numbers in comparison with public universities of the country. Regarding the library facilities, the opinion of PTOS has been found to be 'fair'. The MGC of opinion in this regard is 2.27 and standard deviation is 0.69, which indicates less homogeneity in their opinion (CV = 30.40%).
5. **Quality level of the teachers:** The success of academic management is closely linked with the quality level of teaching resources. The quality of teachers may be justified by their presentation skill, sincerity, relationship with the students, proper planning to complete the courses in time etc. According to the study, the presentation skills of the teachers, sincerity and proper planning to complete the courses in time have been found to be 'fair', but the teacher-student relationship has been found to be 'good'. *The table: 8* shows that the mean group scores of opinion on these points are 2.10, 2.02, 2.30 and 3.24 respectively and the standard deviations of their opinions are also almost near to each other, i.e. $\sigma = 0.47, 0.38, 0.46$ and 0.51 respectively that indicate similar variability in their opinion.
6. **Learning environment:** Frequent student unrest and ill politics of the teachers and students have polluted the academic atmosphere of most of the public universities in Bangladesh. The private universities are found almost free from these sorts of problems because of the prohibition of politics inside the campus. But academic buildings of most of the private universities are found very congested since these

are not built for academic purposes. IIUC is also not free from this allegation. The survey findings reveal that opinion of PTOS on learning environment of IIUC is 'fair' and the mean group score of opinion is 2.55. The standard deviation (0.55) represents a high variability than some other opinions on academic management where CV = 21.57%.

7. **Grading system of IIUC:** Two types of grade point average are used in the 'grading system of IIUC': GPA and CGPA. The GPA is computed by dividing the total grade points earned by the number of credit hours attempted in a given semester. The CGPA is computed by dividing the total grade points earned by the total number of credit hours attempted at the university up to that point of time. The GPA and CGPA-both are measured at 4-point scale. (See table: 7). The opinion of PTOS on the grading system of IIUC has been found to be 'good'. The mean group score of opinion is 3.35 and the standard deviation is 0.57, which is comparatively lower and represents more consistency in their opinion.

It is apparent from the above discussion that the academic management of IIUC has not been found to be 'good' or 'fair' or 'weak' in terms of different points considered for this study. However, the summated mean score (group) of the IIUC academic management is 2.68 that refers to 'fair' in terms of comparative scale used in the study.

3.6 Evaluation Summary

For greater interest of evaluation, overall management of IIUC was divided into two parts: administrative management and academic management.

The findings of the survey on the administrative and academic management practices of IIUC may be summarized as follows:

Table: 10 – Opinion scores on IIUC management @ 5 point-scale

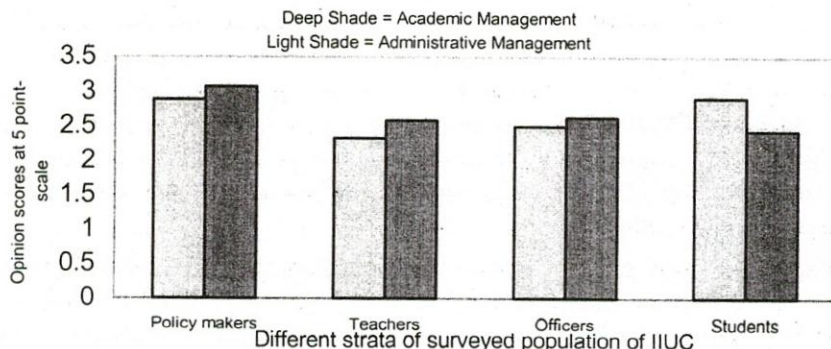
<i>Different strata</i>	<i>Administrative management</i>	<i>Academic management</i>	<i>Mean Scores</i>
Policy makers	2.89	3.07	2.98
Teachers	2.33	2.59	2.46
Officers	2.5	2.63	2.57
Students	2.91	2.44	2.68
<i>Mean Scores</i>	2.66	2.68	2.67

Source: Primary data

On the basis of the scores, a comparative picture between the administrative and academic management of IIUC may be shown as in the following column chart:

Figure: 3 Comparative picture between the academic and administrative management of IIUC

The figure: 3 shows that according to the policy makers', teachers' and officers' opinion, the academic management of IIUC has been found to be



better comparison with its administrative management. But according to the students' view, administrative management is better than the academic management of IIUC. In fact, the difference between the opinion scores of two types of management is very low i.e. 0.11, which is $.04 < .05$ in percentile scale. According to the 95% confidence interval, the difference between the academic and administrative management of IIUC is not considerable¹⁶. Hence, the academic and administrative management of IIUC should be ranked as in the same category in terms of their quality level.

From the table: 9, it is apparent that the opinion scores of policy makers regarding IIUC management are always higher than those of the teachers, officers and students of IIUC. The mean score of policy makers' opinion

¹⁶ Usually less than 5% variance is acceptable in statistics.

regarding IIUC management is 2.98; on the other hand, the mean scores of the teachers, officers and students regarding IIUC management are 2.46, 2.57 and 2.68 respectively. The standard deviation of the opinion scores is 0.22, which is quite low and justified the consistency in opinion on this issue. Considering the opinion of most of the surveyed population regarding the IIUC management (academic and administrative), a conclusion may be drawn that the overall management of IIUC has been found to be 'fair'. The summated score in this regard is 2.67.

4.1 Problems relating to the administrative management of IIUC

An open ended question was included in the 'opinion survey' to identify the major problems of IIUC in terms of management. According to the opinion of the founders, trust members, teachers, students and officers of IIUC, the following problems have been found in the administrative management of this University:

- i. Formation of the Syndicate (Executive Council) has not included teachers' representation from each category. A good formation of Syndicate is essential for its effectiveness.
- ii. Lack of proper control is responsible for some unhealthy practices in the administration of IIUC. Accountability and transparency have not been ensured in all parts of management.
- iii. Infrastructure facilities of the university are not sufficient. The rented buildings of city campuses are very congested and not suitable for smooth functioning of the administrative activities.
- iv. It is alleged that some trust members try to interfere in the management practices of IIUC.
- v. The salary structure of IIUC is lower in comparison with that of other top graded private Universities in Bangladesh. Discrimination in the salary structure in the name of package system, technical allowance, special allowance etc. within the same category of teachers is a discouraging factor towards attaining team spirit.
- i. Some students exploit the provision for Islamicity as a criterion for consideration for scholarship breeding hypocrites.

- vi. The overall decision-making process of IIUC is found to be slow. It is alleged that sometimes, it takes a couple of weeks to get approval on a simple issue.
- vii. The jobs are not well defined. Moreover, the division of labor and the hierarchy of authority are not clearly described.
- viii. It is alleged by some students that behavior of some administrative staff of Accounts & Finance Division (ACFD) and Library & Information Division (LID) is not good mannered.
- ix. Transport facilities to permanent campus for the teachers and students are very poor. As a result, teachers and students of that campus are facing severe difficulties.
- x. IIUC has been found to be mostly dependent on the contribution of foreign trust members for the development of its infrastructure. But too much dependence on resources outside the country cannot ensure sustainable growth.

4.2 Problems relating to the academic management of IIUC

The following problems have been identified in the academic management practices of IIUC:

- i. Logistic supports like multimedia, overhead projector, photocopier, cafeteria, and students' common room are not sufficient. Hence, the students are suffering from adequate facilities.
- ii. Although there are about 50,000 books and journals in different libraries of different campuses at IIUC, but it is revealed from the study that this collection is not sufficient to ensure international standard education.
- iii. Case study method is not frequently used in the learning process. Supply of case study materials in the library is also poor.
- iv. Although IIUC has the highest number of full-time faculty members figuring 179 among all the private Universities in Bangladesh, there is a shortage of highly qualified senior teaching resources.
- v. Most of the teachers recruited for teaching at undergraduate level programs are qualified. But all of them do not possess necessary

- qualifications to teach in the highly professional programs like MBA for executives.
- vi. English is officially the medium of instruction for the students of Modern and Administrative Science Faculties. But some teachers use 'Bengali' along with English as medium of instruction in the classrooms.
 - vii. Presentation skill, ability to make participatory class, ability to make the students understand and degree of sincerity to the academic responsibilities of some teachers are not found up to the mark.
 - viii. A number of course outlines & course plans prepared by the teachers are to some extent substandard. These are neither comprehensive nor professionally designed.
 - ix. The quality level of the intakes is not satisfactory in comparison with that of public universities of the country.
 - x. The TER¹⁷ system is not effectively considered to enhance the quality level of the teachers. It is not regularly practiced at the Dhaka Campus of IIUC.

4.3 Suggestions for the development of administrative management of IIUC

The following suggestions may be considered for the development of the existing administrative management practices of IIUC:

- ii. Transparency and accountability should be ensured in all parts of administrative management. From ministerial staff to top of the executives should be accountable for their respective responsibilities. Accountability may be enhanced by strengthening mechanism of monitoring and evaluation.
- iii. The Syndicate should be formed including teachers from each category i.e. from Assistant Lecturer to Professor.
- iv. Open access to all kinds of information should be ensured. On the other side, annual report should be published regularly and it

¹⁷ At IIUC all course teachers are evaluated by the students at the end of each semester under the system of 'Teaching Efficiency Rating (TER)'.

- should be distributed to the UGC, students, guardians and staff of IIUC.
- v. A good relationship should be maintained with the Ministry of Education in order to surmount the legal requirements. Regular contact with the officials of UGC and Ministry can enhance mutual understanding.
 - vi. A credible financial control mechanism should be developed to prevent the arbitrary use of the university resources.
 - vii. Scholarships should be provided to meritorious and needy students.
 - viii. Admission unit and examination unit should not be handled under one division –ACAD. There should be a Professor who will act as the Controller of Examinations to protect academic corruption in future.
 - ix. Attempts should be made to ensure 'check and balance' in all parts of the management of IIUC. Opportunities to act corruptly should be reduced by cutting back on officials' discretionary authority.
 - x. The senior & experienced academicians should head all divisions of IIUC.
 - xi. The administrative staff of different divisions should offer heartiest cooperation to the students in order to facilitate the learning process.
 - xii. There should be required transport facilities for the teachers and students for ensuing smooth trip to and from permanent of IIUC.
 - xiii. Above all, organizational structure of IIUC should be redesigned in such a way that will enhance participatory management to act with esprit de corps.

4.4 Suggestions for the development of academic management of IIUC

The following suggestions may be considered for the development of academic management of IIUC:

- i. Sufficient logistic supports should be made available to create a congenial atmosphere for learning. Specially, arrangement should be made to provide textbooks to each student.

- ii. Necessary measures should be taken to enroll quality students. Mechanism must be made in such a way that the number of candidates becomes manifold than the number of seats available. Admission forms should be sold throughout the year.
- iii. Academic plan, academic calendar and course plan should be strictly followed¹⁸. A monitoring team can be formed to follow-up the regular academic practices.
- iv. For smooth functioning of the academic management, faculty members should be given due importance.
- v. For the enhancement of academic standard of the university, teachers should be sent systematically for higher studies abroad.
- vi. In order to encourage the sprit of research and study aptitude of the teachers, steps should be taken to publish research journal from each Faculty.
- vii. To meet the requirements of the students and teachers, a reference library with required materials should be ensured.
- viii. Initiative should be taken by the newly recruited faculty members to develop their English speaking efficiency. They should keep contact the faculty members of leading universities at home and abroad to develop their professional skill.
- ix. Students should be encouraged to speak in English during their stay in the University campus in order to ensure English-speaking environment.
- x. The curriculum of each program should be regularly revised with the requirement of the society and job market. The title of some courses should be changed complying with other schools at home and abroad.
- xi. The Faculty of Administrative Sciences should be renamed as 'School of Business.' Under the direct supervision of Dean, there should be separate Coordinator for BBA, MBA and MBM program.

¹⁸ A four-year program must be completed by four-year. If 40 classes are announced in the course outlines, 40 classes are to be taken.

- xii. Student securing the highest marks in the admission test of each semester in each program may be accorded exemption from tuition fees of 1st semester.
- xiii. Case study method of teaching is considered as a very good teaching device; therefore, necessary cases should be collected from different sources to equip the students with this method of learning.
- xiv. Necessary arrangement should be made for the students to visit different industries and historical places regularly to allow them to acquire practical knowledge.
- xv. TER system should be made more effective. It should regularly be practiced in the Dhaka Campus too.
- xvi. Above all, proper counseling should be arranged time to time for the students to reduce their resentment, if any. Each program should have an 'Ombudsperson'¹⁹ to whom the students of this program will convey their grievances and complaints regarding the examinations.

5- Concluding Remarks

The decision to permit the private universities to operate in Bangladesh seems to be a right step in the right direction to help reduce the acute shortage of skilled manpower in the country. Private universities have enormous opportunities to serve the nation and society with efficacy. It is necessary for these universities to be imbued with the ideas of providing quality education in a healthy learning environment. The promoters of these universities are in need of giving up commercial motive in running these institutions and should attempt to build up facilities conducive to effective learning. It appears that the government should play a supportive and controlling role to enhance the efficiency of these universities in imparting internationally acceptable academic programs. The malpractices

¹⁹ The 'Ombudsperson' would act as the mediator between examiners and examinees. He / she would be a faculty member, and be appointed by the Syndicate of IIUC at the beginning of each academic session. The ombudsperson would not take part in preparing question papers of the program. He / she would have the right to ask for any information about every examination. (IDPM, 2000: p.15)

and unethical behavior of some private universities must be ironed out through strict legal provisions and their enforcement. It is widely admitted that private universities may create a competitive environment in the educational market thereby compelling the public universities to improve their academic atmosphere and performance. It is hoped that the private universities in Bangladesh will play their role like those of Oxford, Harvard, Cambridge and Princeton universities, which have been operating as private universities. It is also expected that private universities will leave no stone unturned to bring about a new era in our higher education resulting in faster growth of our national economy. The implementation of suggested measures by the private universities might help in creating a new era in the academic arena of Bangladesh.

On the other side, it is apparent from the case study that International Islamic University Chittagong is in the process of development. The management of IIUC has been evaluated in terms of a five-point scale and it has been found to be 'fair'. In fact, handling of management affairs at university level is becoming more complex day by day. Top-level management of a private university like IIUC should be competent enough to face the academic and administrative complexities and challenges. Suggestions have been given for the development of academic and administrative management at IIUC. Particularly, transparency and accountability should be ensured in all parts of IIUC management. The organisational structure should also be designed in such a way that the management staff can perform their duties and responsibilities smoothly, effectively and efficiently with team spirit. In addition, attempts should be taken to remove the obstacles to performance caused by confusion and uncertainty of assignments, which is a common phenomenon of the traditional management in Bangladesh. Clearly distinguished division of labour, well-developed decision-making process and communication networks are essential to achieve the management objectives of IIUC. It is hoped that IIUC will move ahead rapidly overcoming managerial challenges in the days to come if the recommendations are entertained properly.

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