

Sukuna Multiple Campus
Sundarharaincha, Morang

Organization and Management (O & M) Survey Report



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Submitted to:
Research Management Cell (RMC-Sukuna)
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Table of Contents

1. Introduction	1-3
1.1 Background of the Study	1
1.2 Introduction of Sukuna Multiple Campus.	1
1.3 Objective of the Study.	2
1.4 Significance of the Study.	2
1.5 Conceptual Review	2
1.6 Methodology	3
2. Analysis and Presentation of Organizational Structure and Management of SMC.	4-19
Organizational Structure of SMC	4
Campus Council	5
Campus Management Committee	5
Campus Administration Section.	6
Faculty and Department of Sukuna Multiple Campus	6
Physical Infrastructure of the Sukuna Multiple Campus.	7
Presentation of Teaching Faculties and Administrative Personnel	8-10
Classification of students on the basis of Faculties	11-14
Analysis of Respondent's Responses	14-19
3. Major Finding, Conclusion and Recommendation	20-22
Major Finding	19-20
Conclusion	21
Recommendation	21
Appendices	
References	

M. B. Singh

J. K. Singh

Dr. P. K. Singh



List of Tables

Tables	Page No
1. Classification of Teaching Faculties of SMC	8
2. Classification of Administrative Personnel	9
3. Classification of Faculty Members based on Faculty	10
4. Total no. of Students of Plus 2 Programs.	11
5. Total no. of Students of Management Faculty	12
6. Total no. of Students of Science and Technology Faculty.	13
7. Total no. of Students of Humanities Faculty.	13
8. Total no. of Students of Education Faculty.	14
9. Degree of Effectiveness for Fulfilling Council Objectives.	15
10. Clarity of Council Member's Role and Responsibility.	16
11. Collaboration of Team Work within Members.	16
12. Means of Communication used by Council Members.	17
13. Strategic Plan of SMC.	18
14. Involvement of Stakeholders in Decision Making Process.	18
15. Level of Satisfaction of Council members on Campus Performance.	19

Mouf.

J. Adani

Report



List of Figures

Figures	Page No.
1. Organizational Structure of Sukuna Multiple Campus.	4
2. Classification of Teaching Faculties of SMC.	9
3. Classification of Administrative Personnel.	10
4. Classification of Faculty Members based on Faculty.	11
5. Total no. of Students of Plus 2 Programs.	12
6. Total no. of Students of Management Faculty.	12
7. Total no. of Students of Science and Technology Faculty.	13
8. Total no. of Students of Humanities Faculty.	14
9. Total no. of Students of Education Faculty.	14
10. Degree of Effectiveness for Fulfilling Council Objectives.	15
11. Clarity of Council Member's Role and Responsibility.	16
12. Collaboration of Team Work within Members.	17
13. Means of Communication used by Council Members.	17
14. Strategic Plan of SMC.	18
15. Involvement of Stakeholders in Decision Making Process.	19
16. Level of Satisfaction of Council members on Campus Performance.	19

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Report



Abbreviation

BA	: Bachelor in Arts
BBA	: Bachelor in Business Administration
BBS	: Bachelor in Business Studies
B.ED	: Bachelor in Education
BICTE	: Bachelor in Information and Computer Technology
B.S.	: Bikram Sambat
B.SC	: Bachelor in Science
HOD	: Head of Departments
ICT	: Information in Computer Technology
IFC	: Internal Functionary Committee
IQAC	: Internal Quality Assurance Committee
MBS :	Master's in Business Studies
M.ED	: Master's in Education.
O & M	: Organizations & Management
PSC	: Public Service Commission.
SQC	: Student Quality Circle
PUCTA:	Public Campus Teachers Association
QAA	: Quality Assurance Accreditation
RMC	: Research Management Cell.
SAT	Self Assessment Team
SMC	: Sukuna Multiple Campus
TSC	: Teacher's Service Commission.
VDC	: Village Development Committee.



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Executive Summary

This survey study is carried out entitled with “organization & management survey” of Sukuna Multiple Campus, Sundarharaincha-Morang. The survey is designed to provide basic understanding about the organizational structure and management practices of Sukuna Multiple Campus. It aims to review the existing organizational structure and management system.

This research is based on small survey conducted by the small group of researchers (lecturers) of Sukuna multiple campus. This research adopted both qualitative and quantitative research design. The primary source of information is mainly considered. The secondary method of data collection is also used. The close-end questionnaires were asked to the related respondents along with face to face survey. The six respondents' groups were formed for data enumerations. The respondents of the study were: Campus Council Members, Management Committee, Campus Chief, Assistant Campus Chief, and Program Coordinators, Head of the Department, Administrative personnel Head and RMC.

SMC has well designed its organizational structure defining the various job positions with rights and responsibilities. It has permanent campus council as an apex body of campus. Campus chief, assistant campus chiefs, various faculties and department comprising their respective heads and coordinators are found fully responsible towards their jobs and responsibilities. Campus is running different programs at different levels with different streams intending to fulfill the interest and expectation of students. The campus has satisfactory level of infrastructure and physical facility. RMC, AQMC, IFC, PSQC, PUCTA, SAT, etc. as the key constituents are acting combindly in achieving the organizational objectives.

Campus needs to make necessary provision to overcome the existing problems. For this, it needs move with well designed strategy and support and suggestions of stakeholders.

Key Words: O & M, Sukuna Multiple Campus, Positions, Faculties, Departments & Sections, Physical Infrastructure

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1. Introduction

1.1 Background of the Study

Various types of research can be conducted on organizational structure and management system of the institutions. There is a close relationship between the organizational structure and management system of any institutions. In general Organization and Management survey is the process of evaluating and analyzing an organization's structure and other major components to determine whether they are suitably meeting the organization's current and future needs. Similarly, O & M survey of Sukuna Multiple Campus is the process of evaluating and analyzing the current organizational structure and management to determine whether they meet the institution's current and future needs. For SMC O & M survey is important as it helps to review the existing position, structure and activities of SMC. At present, SMC has undergone to an appropriate degree of transformation to meet the national and international goals of higher education. It has sound organizational structure with well defined jobs, positions with rights and responsibilities. Organization and Management of Sukuna Multiple Campus is concerned with the understanding and analysis of existing position of SMC. It tries to reveal the coordination and cooperation among the various functionary units of SMC. This research is carried out on the topic of organization and management of Sukuna Multiple Campus, Sundarharaicha thorough survey methods.

1.2 Introduction of Sukuna Multiple Campus

Established in 2048 B.S. (1992) and located in Sundarharaincha Municipality in the Mid-Morang of Koshi Province Nepal. Sukuna Multiple Campus (SMC) is a community based public educational institution. Sukuna Multiple Campus offers BA, BBA, B. Ed., BICTE, B. Sc, BBA, BBS, MBS and M.Ed. program with affiliation from Tribhuvan University. With affiliation from National Examination Board Sukuna Multiple Campus offers grade XI & XII program with the subjects of Science, Humanities, Education and Management.

It aims at providing higher education at an affordable means with all and special privileges for the promising students. Initially, the college took its birth in Sukuna Secondary School, the then Indrapur VDC ward no.3. Using the physical facilities of the school and the existing manpower of different schools and neighboring colleges, Sukuna started to grow and develop.

At present, the campus has its own land with enough physical space to carry out extra -curricular activities and buildings, comfortable rooms to study for the students, to hold administration and to provide library facilities.

The Mission of SMC is "to impart quality, technical as well as practical education to produce advanced, research oriented competent manpower based on the people's participation expanding physical facilities and optimal utilization of manpower management."

Sukuna Multiple Campus has been awarded Quality Assurance and Accreditation (QAA) certificate on 12 August, 2015 as per maintaining the quality standards set by the University Grants Commission, Nepal. It is, perhaps, one of the most significant achievements earned in the life of the Sukuna Campus itself.

SALIENT FEATURS

- i. Peaceful location.
- ii. Run by experienced, qualified and dynamic teaching and non-teaching faculties.
- iii. Sound environment for teaching and learning
- iv. Sufficient Premises for co and extracurricular activities.
- v. Non-profitable public institution

1.3 Objective of the Study

The survey is designed to provide basic understanding about the organizational structure and management practices of Sukuna Multiple Campus. It aims to review the existing organizational structure and management system. Beside this, the survey research has following two objectives.

- a. To analyze the organization structure of the SMC.
- b. To study the present management system of SMC.

1.4 Significance of the Study:

This survey report is also equally benefited to all the key stakeholders. The top-level management gets complete basic understanding about the current organization structure and management system which helps in formulating new policies and programs. It also provides information about the current status of the departments, administration sections and other functional units. After the completion of this report, the real position and picture of the campus is understood, which helps to detect the strengths and challenges of the organization? The campus administrative body can enhance more strength to get its improvement.

1.5 Conceptual Review

Organization structure is the framework of the relations on jobs, system, operating process, people and groups making efforts to achieve the goals (Danzfuss, 2012). It defines the set of methods dividing the task to determined duties and coordinates them (Harold, K. and Heinz, W. 2015). The organizational structure of any organization is affected by goals, strategy, environment in which there are structural variables. An organization can design various types of structure like simple structure, functional structure, multidivisional, matrix and hybrid organizational structure.

Harold Koontz stated that the management is the art of getting things done through and with the people in organized groups.

Management is the process of managing things in the best way in attaining the stated goal of an organization.

Setting an effective organizational structure is the key part of management. The efficiency of management depends upon how the institution has developed its structure.

This research has analyzed the organization and management of the SMC. It also shows the relationship between the organizational structure and management system.

1.6 Methodology

This research is based on small survey conducted by the small group of researchers (lecturers) of Sukuna Multiple Campus. The three researchers are involved in this study. This research adopted both qualitative and quantitative research design.

The primary source of information is mainly considered. The secondary method of data collection is also used. The close- end questionnaires were asked to the related respondents along with face to face survey. The seven respondents' groups were formed for data enumerations. The following are the respondents of the study.

- a. Campus Council Members.
- b. Management Committee.
- c. Campus Chief.
- d. Assistant Campus Chief.
- e. Program Coordinators/ (HOD).
- f. Chairman of Research Management Cell.
- g. Head of Personnel Administration.





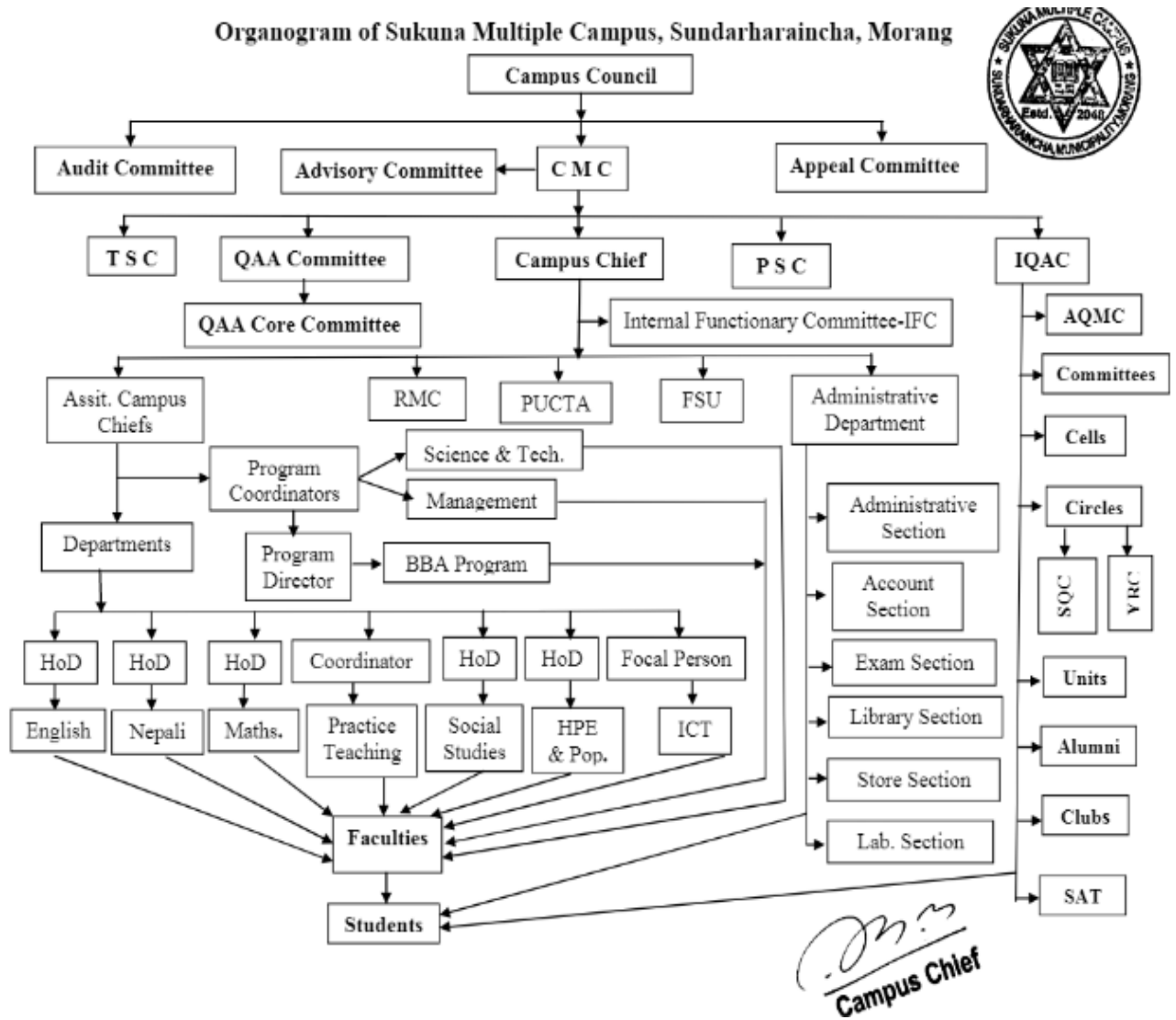

The respondents were asked closed end questionnaire directly in the printed form of question. No single respondents failed to give response. There were 30 campus council members to whom research questions were asked. All the respondent groups were also asked the question in respective manner. The researchers also physically visited campus to gather relevant data and information. The direct observation method was also applied as per requirement. The nature of questions for each group of respondents were set and asked separately. Questions for respondents were designed distinctly intending to meet the stated objectives.

2. Analysis and Presentation of Organizational Structure and Management of SMC.

Organizational Structure of SMC.

Figure 1:

The organizational structure of SMC.



Source: SMC Statute

Sukuna Multiple campus has designed its organizational structure defining the various job positions with rights and responsibilities. The structure defines the various job hierarchies of people associated to the organization. The campus council is an apex body of the campus. The campus has Campus management

committee under the council. There are also audit committee, advisory and appeal committee working at parallel level of the CMC. Under CMC, there is a post of campus chief which is top administrative body of the campus. Its immediate subordinate level is Assistant campus chief and its parallel levels are RMC, PUCTA, FSU and administrative head. There are various HoDs and one program coordinator for management faculty. The administrative department has various subordinate sections including administrative section, account section, exam, library, store and lab section. Faculties are classified based on departments. Campus IQAC has also different functional units. It constitutes AQMC, Committees, Cells, Circles, Units, Alumni, Clubs and SAT.

Campus Council

Sukuna Multiple Campus has a campus council. It is a supreme body of the campus. It is an advisory or legislative body of the campus having total 221 members. Its membership is categorized into six types: promoter member, life-term, ex facto, institutional, nominated and honorary member. Its general meeting is conducted in every year before Ashoj. The main responsibility of the council is to form the campus management committee and approving of annual plans and policies submitted by the campus council.

Campus Management Committee:

There is separate campus management committee. It is formed through the democratic voting system of council members. The council meeting elects the management committee members in special meeting conducted in every three years. The management committee has total 25 members including 1-president, 1-vice-president, 1 general secretary and 22 members. It works under the instruction of campus council. Its major right and duties are as follows:

- i. Implementation of policies and programs approved by the campus council.
- ii. Finding the sources of fund.
- iii. Appointment of campus chief, asst. campus chief and HODs.
- iv. Formations of committee as per the requirements.
- v. To supervise the overall performance of the campus.

There are also parallel committees beside the campus management committee formed by the campus council:

- a. **Audit Committee.** This committee is directly formed by the meeting of the council. It has 3 members. Its main rights and duties are to supervise the books of account internally maintained by the campus and suggest the management committed for the same.

- b. Appeal Committee.** This committee is also parallel to the campus management committee. It is formed by the campus council. It has total 5 members including one coordinator remaining 4 general members. It is responsible to campus council. It provides justice relating any issues raised by council members, teachers, staffs and students.

Campus Administration Section

Campus Chief

Campus chief is a head of the campus administration section. It is appointed by the campus management committee among the working lecturers of the campus on the basis of defined criteria. The maximum tenure of the campus chief is eight year dividing 4/4 years. The decisions taken by the campus management committee is implemented by the campus chief. The campus chief is also responsible to administrate the day to day operation of the campus.

Assistant- Campus Chief:

There is the provision of assistant campus chief in the campus. Under which, two assistant campus chiefs are appointed representing morning shift and evening shift. The campus management committee appoints the assistant campus chief based on the recommendation of campus chief .The maximum tenure of the assistant campus chief is four year dividing 2/2 years. The responsibility of assistant campus chief is assigned by the campus chief.

Faculty and Department of SMC

Faculty:

There are four faculties under the provision of SMC. Faculty of SMC comprises management faculty, science faculty, education faculty and humanities and social-science faculty. Each faculty is led by faculty head with the certain number of faculty members. The short description of each faculty is mentioned below.

Management faculty

Management faculty is one of the important faculties among other faculties in SMC. This faculty has altogether 20 members led by faculty head or by program coordinator. Its chief role is to manage, motivate, mentor, appraise and guide the entire team and activities of all levels including +2, BBS and BBA. BBA program is led by its program coordinator. Faculty of management is also engaged in conducting its regular meetings, planning and managing the workflow. This faculty majorly includes account, finance, marketing and general management.

Humanities Faculty

Humanities faculty is another important faculty in SMC. This faculty has altogether 25 members led by faculty head. This faculty majorly includes Nepali, English and social sciences. The chief role of this faculty is to manage, mentor, motivate and plan to achieve its desired goals.

Education Faculty

Education faculty of SMC includes Nepali, English, Education, curriculum, political science, Health, social studies, population and Teaching practice & BICTE. It has altogether 36 members. Excluding BICTE, other faculties are led by faculty heads. BICTE is majorly guided by the focal person. This faculty is engaged in producing its planning, programming and effective implementation and evaluation.

Science & Technology Faculty (Faculty of Science & Technology)

S & T faculty majorly includes the field of +2 and B.SC sciences. S & T faculty of SMC is currently running various disciplines like physics, chemistry, Botany & zoology. This faculty has altogether 18 members led by the program coordinator. This faculty is indispensable in SMC and sincerely engages in producing various plan and program and their effective implementation.

Departments

There are only few departments under the provision of SMC. Education department of SMC majorly includes distinct fields like Nepali, English, Education, Curriculum, political science, Social studies, Health, population Teaching practice & BICTE. There is no provision of departments for other fields like Management, humanities & social science and Science & Technology.

Research Management Cell:

There is provision of Research Management Cell (RMC) which is separately established and operated in Sukuna Multiple Campus. It is formed by campus management committee with the recommendation of AQMC. It has total 11 members including 1 chairperson. It has one secretariat with 3 members (one chairperson and two members).which formulates its plan and policies. All the academic research is being carried on under the facilitation of RMC.

Administrative Department

The campus has separate administrative department with administrative officer. There are total 26 administrative staffs under this department. It also includes account section, library section, store section, examination section and lab section. These sections are handled by the administrative officer under the direction of campus chief.

Physical Infrastructure of the Campus

Sukuna Multiple Campus has one separate administrative building and three teaching buildings. There is a provision of separate motorbike and teacher's car parking station. The campus has also one security section, one cycle station for students, one beautiful temple of Saraswati, one honorary monument and newly constructed teacher's room. It has one beautiful play ground covering 4-15-0 area which has separate volley ball, football and table tennis court. The almost class rooms are with projector based class room. There is a good provision of drinking water and CC camera for security. The campus has one physical library, one E-library, one first aid unit and well furnished lab for science and computer also.

Campus Canteen

There is a separate campus canteen. It is well managed. It is found that there is a good physical location of canteen with good accommodation facility. The variety of snacks items are found to be provided at reasonable price. The full capacity of canteen is to serve its services to 120 students at a time.

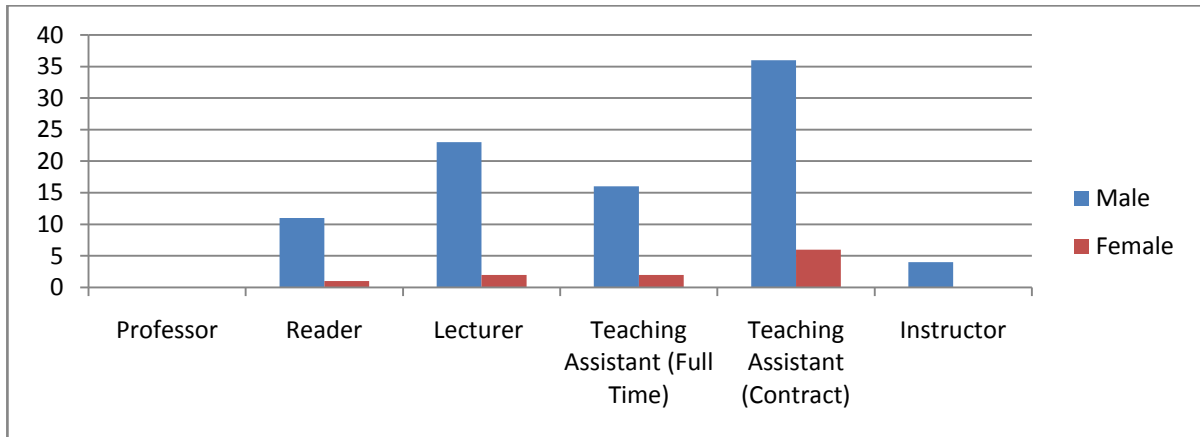
Presentation of Teaching Faculties and Administrative Personnel

Table 1:

Classification of Teaching faculties of SMC

Post	Male	Female	Total
Professor	-	-	0
Reader	11	1	12
Lecturer	23	2	23
Teaching Assistant (Full Time)	16	2	18
Teaching Assistant (Contract)	36	6	42
Instructor	4	-	4
Total	90	11	99

Source: SMC Annual Progress Report -2079/80.

Figure 2:*Classification of Teaching faculties of SMC*

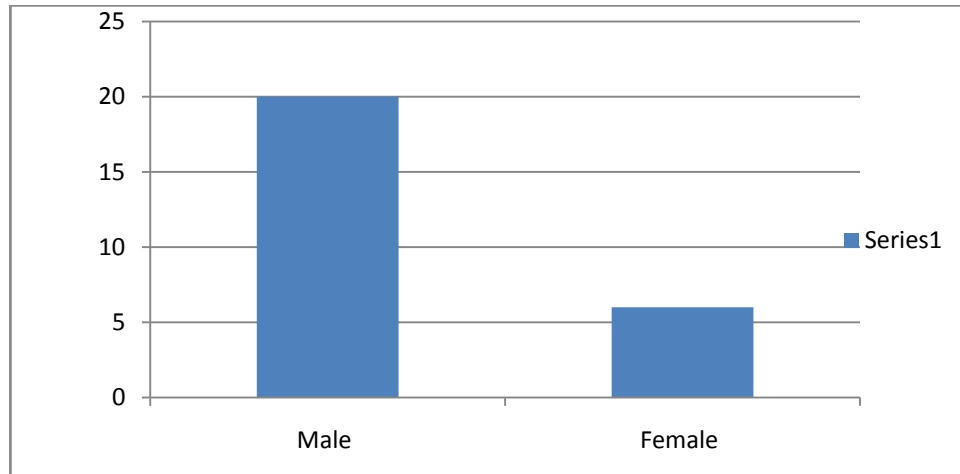
Source: SMC Annual Progress Report -2079/80.

The above table1 and figure 2 show the total number of faculties currently teaching in Sukuna Multiple Campus in distinct positions. There are 99 lecturers teaching at +2 levels to master level under different faculties. The teaching faculties are categorized into six categories. Most of the teachers are contract based teacher and no single professor level teacher is found. In comparing male and female number of lecturers, the number of female teacher is only 11 out of total 99 teachers.

Table 2:*Classification of Administrative Personnel*

Position	Type(Status)	Male	Female	Total
Officer	Permanent	1	-	1
Nayab Subba	Permanent	2	1	3
Kharidar	Permanent	6	2	8
Office Assistant	Permanent	5	0	5
Bus Driver	Permanent	1	-	1
Driver Assist.	Permanent	1	-	1
Sweeper	Temporary	0	3	3
Security Guard	Temporary	4	-	4
Total		20	6	26

Source: SMC Annual Progress Report -2079/80.

Figure 3:*Classification of Administrative Personnel*

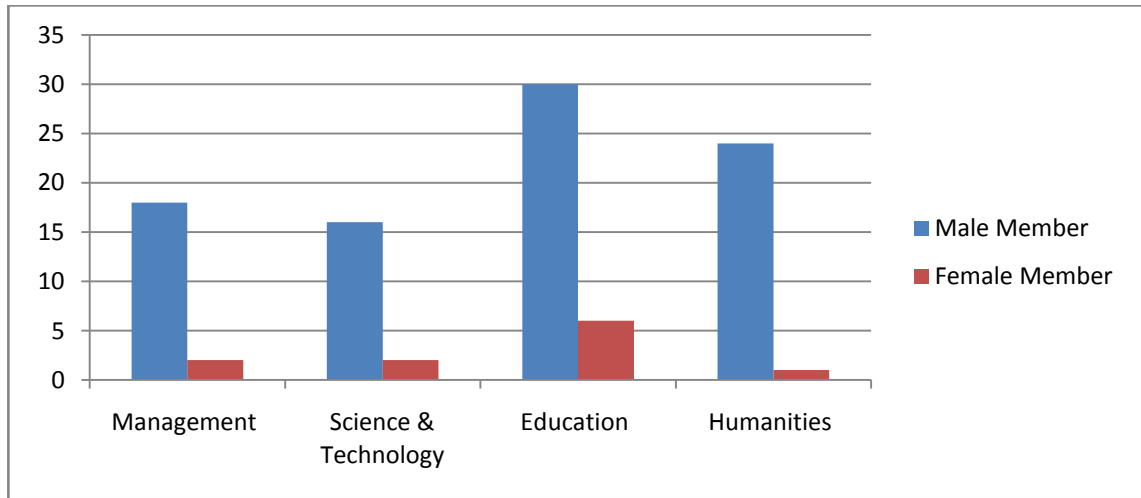
Source: SMC Annual Progress Report -2079/80.

The table 2 and figure 3 show the total administrative personnel currently working in Sukuna Multiple Campus in different job positions. There are eight types of job positions which include security guard to officer level. Besides, one administrative officer and 25 subordinates are found. The number of female staffs is less than male staffs.

Table 3:*Classification of Faculty Members Based on Faculty*

Faculty Name	Male Member	Female Member	Total
Management	18	2	20
Science & Technology	16	2	18
Education	30	6	36
Humanities	24	1	25
Total	80	11	99

Source: SMC Annual Progress Report -2079/80.

Figure 4:*Classification of Faculty Members Based on Faculty*

Source: SMC Annual Progress Report -2079/80.

The above table 3 and figure 4 describe the total number of male and female teachers teaching into four faculties of Sukuna Multiple Campus. According to this, more no of faculties are found in education faculty and then followed by humanities and management faculty.

Classification of Students on the basis of Faculties.**Table 4:**

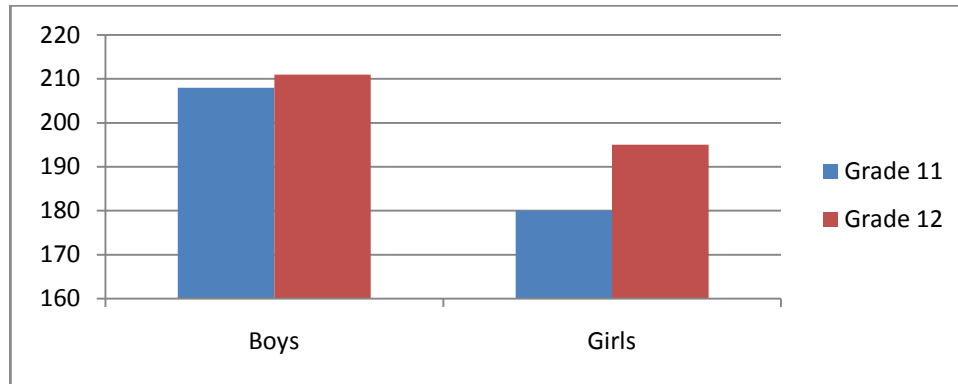
Total no. of Students of Plus 2 Programs.

Level	Boys	Girls	Total
Grade 11	208	180	388
Grade 12	211	195	406
Total	419	375	794

Source: SMC Annual Progress Report -2079/80.

Figure 5:

Total no. of students of plus 2 programs.



Source: SMC Annual Progress Report -2079/80.

The table 4 and figure 5 explain the total number of students studying at plus 2 levels. There are total 794 students including 419 boys and 375 girls. It is found that number of boys' students is more than that of girls' students.

Table 5:

Total no. of students of management faculty

Level	Boys	Girls	Total
Bachelor (BBS)	756	1131	1887
Bachelor (BBA)	81	71	152
Master	78	131	209
Total	915	1333	2248

Source: SMC Annual Progress Report -2079/80.

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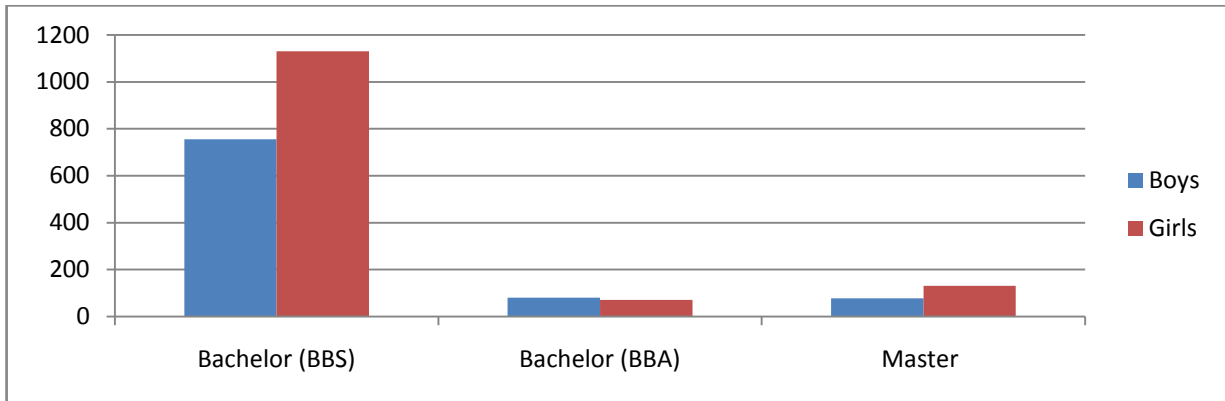
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Figure 6:

Total no. of Students of Management Faculty



Source: SMC Annual Progress Report -2079/80.

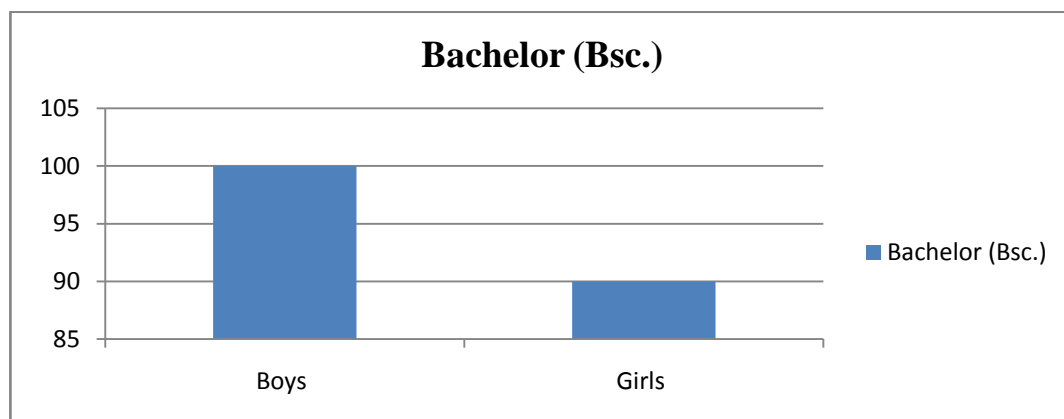
The table 5 and figure 6 display the total number of students currently studying under management faculty of Sukuna Multiple Campus at different level. It seems that large number of students are in BBS level. The number of girls in BBS and Master’s Level are comparatively more than boys, where as in BBA program, number of boys are more than that of girls.

Table 6:

Total no. of students of Science and Technology.

Level	Boys	Girls	Total
Bachelor (Bsc.)	100	90	190

Source: SMC Annual Progress Report -2079/80.



Source: SMC Annual Progress Report -2079/80.

The above table 6 and figure 7 explain the number of students studying in faculty of science and technology of Sukuna Multiple Campus. There are 190 students in this faculty including 100 boys and 90 girls.

Table 7:

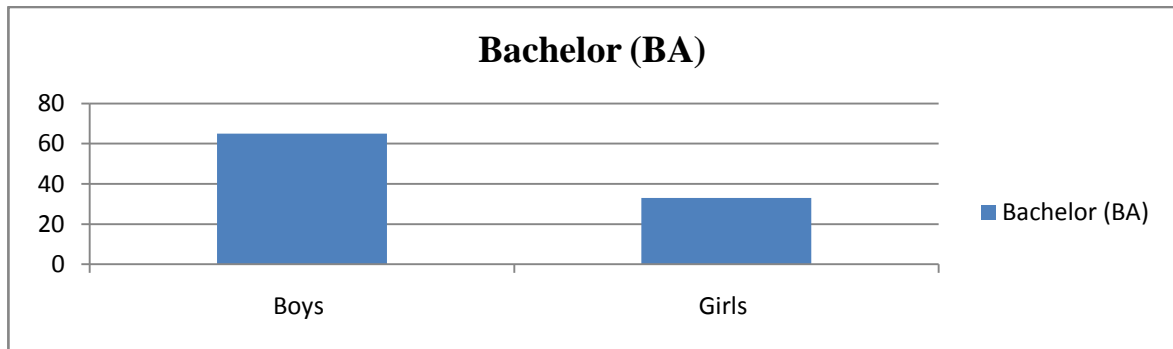
Total no. of Students of Humanities.

Grade	Boys	Girls	Total
Bachelor (BA)	65	33	98

Source: SMC Annual Progress Report -2079/80.

Figure 6:

Total no. of Students of Humanities.



Source: SMC Annual Progress Report -2079/80.

The above table and figure picture the total number of students studying in humanities faculty of Sukuna Multiple Campus. This faculty has only 98 students. The number of female students is less than that of boys.

Table 8:

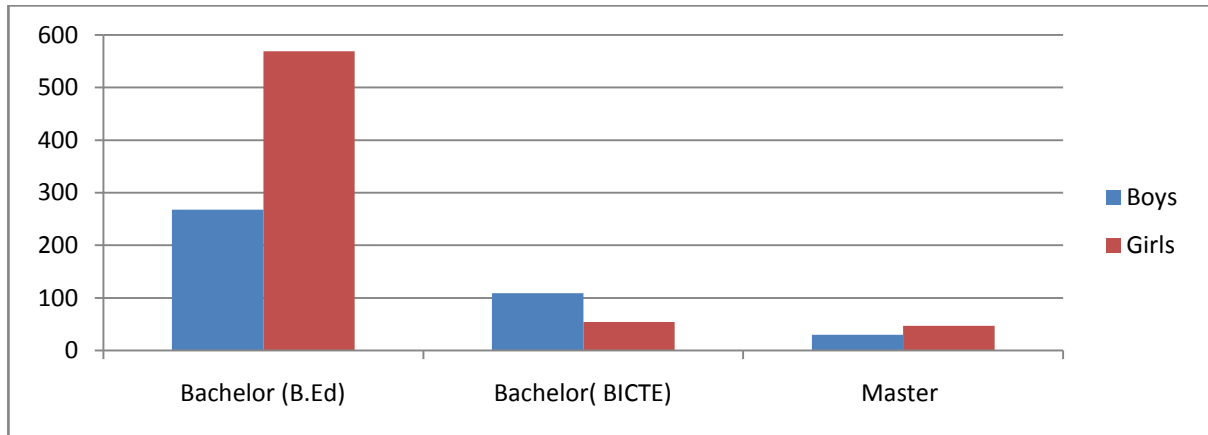
Total no. of students of Education

Grade	Boys	Girls	Total
Bachelor (B.Ed)	268	569	837
Bachelor(BICTE)	109	54	163
Master	30	47	77
Total	407	670	1077

Source: SMC Annual Progress Report -2079/80.

Figure 7:

Total no. of students of Education.



Source: SMC Annual Progress Report -2079/80.

The table 8 and figure 8 state that the number of boys and girls students studying in education faculty at B.Ed, BICTE and Master level. The number of boys in B.Ed and Master's Level are more than girls' students; the number of girls is less in BICTE program.

Analysis of Responses of Respondents

a. Council Members Response Analysis

This report has included the responses of total 20 Council members on seven different constructs. The closed ended questions were asked and the analysis is done based on the given responses.

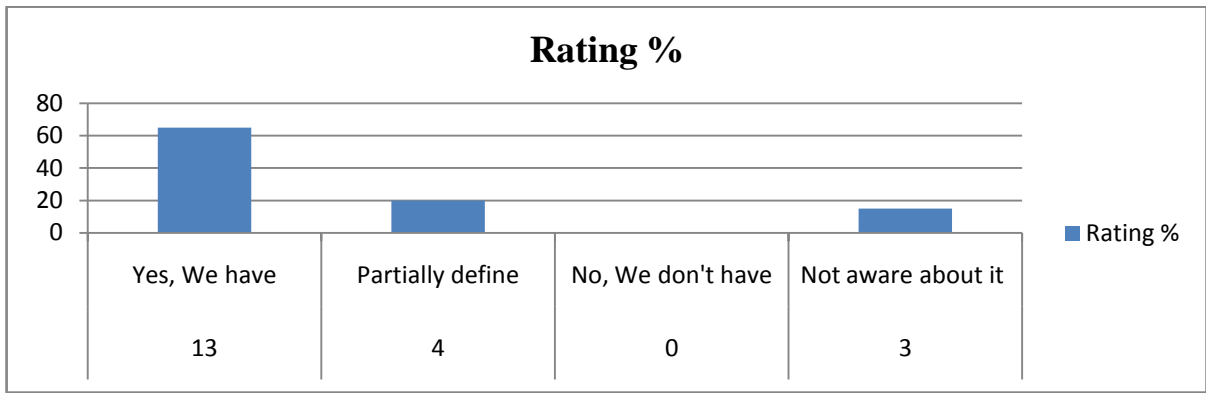
i. Effectiveness of fulfilling council objectives:

Table 9:

Degree of effectiveness for fulfilling council objectives.

No. of Respondent	Degree of Effectiveness
4	Highly effective
13	Moderately effective
3	Somewhat effective
0	Ineffective

Source: Appendices -I



Source: Appendices -I

The above figure shows the rating scale of the effectiveness of fulfilling council objective.65% respondents said that the fulfillment of the objective of council of SMC is moderately effective and 0% said ineffective.

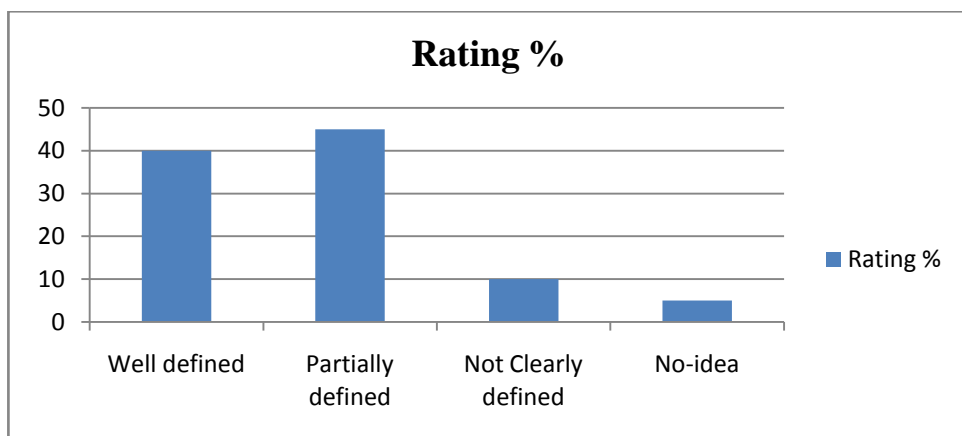
ii. Clarity of council member’s role and responsibilities.

Table 10:

Clarity of Council Members’ Roles and Responsibility.

No. of Respondent	Defining of role and responsibilities	Rating %
8	Well defined	40
9	Partially defined	45
2	Not Clearly defined	10
1	No-idea	5

Source: Appendices -I



Source: Appendices -I

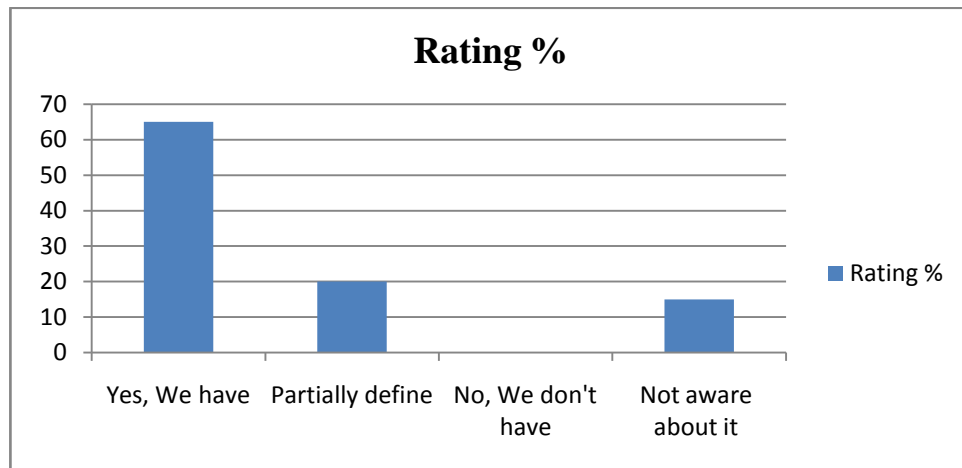
The table and figure display the rating percentage of defining role and responsibility of council members. The figure ... indicates that the role and responsibility are partially defined.

iii. Collaboration and Team work within Members:

Table 11:*Collaboration and Team work within Members.*

No. of Respondent	Collaboration and Team work	Rating %
2	Excellent	10
11	Good	55
5	Fair	25
2	Poor	10
20	Total	100

Source: Appendices -I



Source: Appendices -I

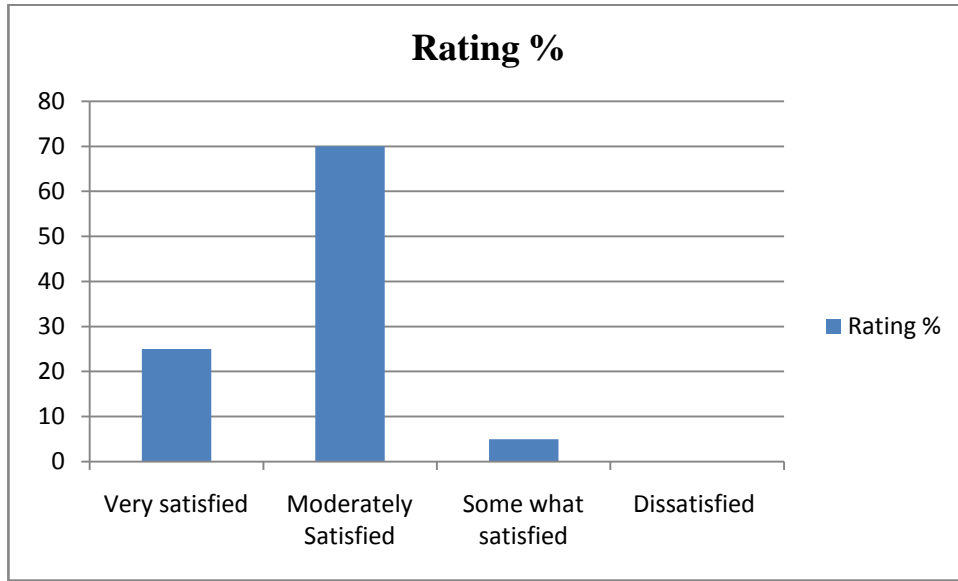
The above table and figure postulate the degree of collaboration and team work within the council members in its activities. It seems that there is good collaboration and team work among the members.

iv. Communication Means used Among Members

Table 12:*Means of communication used by council members.*

No. of Respondent	Means of Communication	Rating %
5	Regular Meeting	25
2	Email	10
10	Instant Message Tools	50
3	Others	15
20	Total	100

Source: Appendices -I



The above figure explains the means of communication used by the council members to communicate among them for the campus activities. It is shown that most of the members are communicated through the instant message tools.

v. Does the campus council have a strategic plan for SMC.

Table 13:

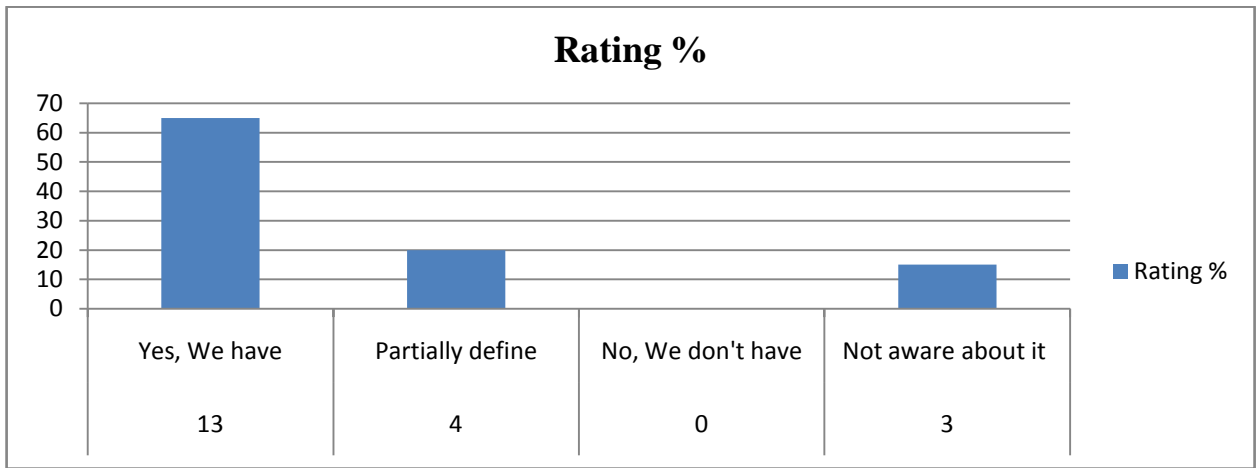
Strategic plan of SMC.

No. of Respondent	Means of Communication	Rating %
13	Yes, We have	65
4	Partially defined	20
0	No, we don't have	0
3	Not aware about it	15
20	Total	100

Source: Appendices -I





The above table and figure show the current strategic plan of MC. It means that Sukuna Mutiple campus is operating with its strategic plan or not. It is shown that the campus has formulated strategic plan. Most of the members are also aware about it.

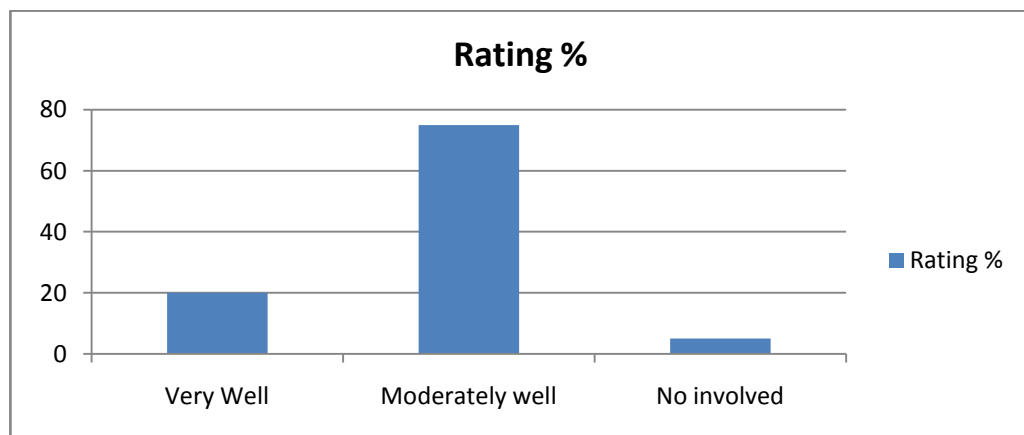
vi. Involvement of key stakeholders (faculties, students and staffs) in decision making process.

Table 14:

Involvement of stakeholders in decision making .

No. of Respondent	Involvement of stakeholders in decision making	Rating %
4	Very Well	20
15	Moderately well	75
1	No involved	5
20	Total	100

Source: Appendices -I



The above table and figure show the involvement of campus faculties, non-teaching staffs and students in decision making process. It is concluded that the campus council has normally consulted with the stakeholders in its major course of actions.

vi. **Level of satisfaction of campus council on the campus performance**

Table 15:

Level of satisfaction of council member on campus performance.

No. of Respondent	Level of Satisfaction	Rating %
5	Very satisfied	25
14	Moderately Satisfied	70
1	Somewhat satisfied	5
0	Dissatisfied	0
20	Total	100

Source: Appendices -I



The above table and figure display the degree of satisfaction of council on the performance of SMC and it is concluded that most of the members are moderately satisfied and no one is dissatisfied.

3. Major Finding, Conclusion and Recommendation

Major finding

- i. The campus has designed its organizational structure defining the various job positions with rights and responsibilities’.
- ii. The campus has a permanent campus council with total 221 members categorized into six types: promoter member, life-term member, ex facto member, institutional, nominated and honorary members. Most of the members are found remaining at position more than four years having effective role in fulfilling its objective.
- iii. There is strategic plan formulated by the campus council but the level of collaboration and team work within the campus council is found excellent.

- iv. There is a separate campus management committee with 25 members which implements the policies and programs approved by the campus council.
- v. The meeting of management committees held on the regular basis as well as its urgency. It has good team work and clearly defined their roles and responsibilities.
- vi. The management committee is working with a defined strategic plan. It is fully aware and also facilitating to solve the issues and problems faced by teaching faculties and administrative personnel.
- vii. There is a campus chief under which two assistant campus chief are working. The maximum tenure of campus chief is 8 years and assistant campus chief is 4 years.
- viii. The available resources are effectively mobilized within the departments and sections.
- ix. It is found that there is good communication and coordination among the operating department and units. It shows the harmonious relationship among them. The quality of work life is maintained.
- x. The campus has currently 3 academic buildings with good infrastructure but it has no separate teaching building for faculties or academic programs.
- xi. The campus has recently four faculties including management, science and technology, education and Humanity and social sciences with distinct departments.
- xii. It is found that there is satisfactory level of infrastructure.
- xiii. There are total 99 teaching faculties which are classified into six categories of instructor to professor level. No single professor level faculty is found. Most of the teachers are contract based teachers. There are only 11 female teachers out of 99.
- xiv. The campus administrative section has total 26 personnel including 20 male and 6 female. The administrative personnel are categorized into eight types including security guard to officer level. Most of the personnel are found as permanent position.
- xv. Campus is running grade 11 and 12 as a supportive program. There are total 388 students in grade 11 and 406 in grade 12.
- xvi. There are two bachelor level programs including BBS and BBA and one master's level program under management faculty. There are total 2039 students in bachelor level and 209 students in master level.
- xvii. Beside this, Sukuna Multiple Campus is also running other three faculties like Science, Education and Humanities. The humanity and science faculty have only bachelor level program.
- xviii. The objective of the council is moderately effective. And the role and responsibility are partially defined.
- xix. The council members have good collaboration and teamwork on the performance of campus. They are timely communicated through instant messaging tools.

- xx. The involvement of stakeholders in decision making process is moderate level.
- xxi. Most of the members are moderately satisfied on performance of the campus.

Conclusion

The organizational structure of Sukuna Multiple Campus is well designed with perfectly defined job positions with rights and responsibilities. The campus Council acts as an apex body of the campus. The campus management committee and all departments and sections provisioned are operating under the close supervision of campus council. Concerned faculties and department led by respective heads are engaged in conducting their regular meeting, planning and its effective implementation. Presently, SMC offers BA, BBA, B.ED, BICTE, B.SC, BBA, BBS, MBS and M.ED program with affiliation from Tribuvan University. Campus has its own land with enough physical space to carryout extra-curricular activities & buildings. Campus is led with well crafted vision & mission and is fully devoted to impart quality, technical as well as practical education to produce smart, competent & easily saleable manpower to the market. The attraction of students & feeder services towards SMC is in increasing trend. Campus offers grade 11 & 12 program for different faculty which seems popular & satisfactory program for students.

Currently, campus is facing various problems. So, it needs to make necessary provision to overcome these problems. It is necessary to manage the department for management, humanities, social-science & Science & technology on achieving its desired goals. Campus management committee meeting needs to be held on regular basis along with special and urgency meeting. Campus does not have provision of hostel for students that has caused a big problem, uneasiness and cost burden to them. Occasionally, campus organizes training and orientation which is not sufficient for professional as well as career development of working staffs and teaching faculties of Sukuna multiple campus. SMC must focus on providing necessary training, & orientation for skill development, research activity and academic brilliancy concerned heads, faculties and administrative personnel. As the needs and urgency of SMC are multiplying, so it needs to re-think and plan to widen the spectrum of raising funds through its plan and initiations. Still, humanity and science faculty are running bachelor program only. So they need to run those programs at master's level to fulfill the demand of students and to beat the competitive rivalry among the competitors.

Recommendations

Based on the theoretical & empirical works reviewed, research methodology adopted, data and information analyzed and major findings of the study, the study deserves to provide some recommendations.

- i. SMC should separately manage the department of management for effective operation of its different programs at different levels.
- ii. Campus should manage separate teaching buildings for each faculty and program.
- iii. Campus should manage separate hostel for boys and girls students. It makes their leaving comfortable, secured and economy.
- iv. All buildings and infrastructure of campus should be designed & developed disabled friendly.
- v. Campus meeting is found to be held as per its need and urgency. So, it is suggested to hold this meeting on regular basis.

- vi. Collective efforts and initiations should be made to develop campus as reputed and cultured organization among society and stakeholders.
- vii. Feelings of cooperation and harmonious environment should be geared to enhance campus public image.
- viii. The meeting campus council should be held at least twice in a year.
- ix. Each member of council should be assigned a with proper and defined jobs.
- x. There should be equality in entrance fee for each & interested individual to become the member of campus council.
- xi. The provision of open access for council members should be assured.
- xii. Regular performance evaluation should be conducted.
- xiii. There should be the provision of rewards and punishment. This makes each individual/member to be alert, honest & liable in carrying out their responsibilities.
- xiv. Meeting at guardians should be held to collect creative and fruitful feedback from them.
- xv. Effective performance & quality education should be prioritized.
- xvi. It is necessary to allocate minimum of 5% of total budget for effective operation of Research Management Cell.
- xvii. It would be better to adopt the provision of faculty promotion on the basis of research activities.
- xviii. Campus has no master level program for Science and Humanities faculty. So, it would be better to run such programs for the betterment of students and campus as well.
- xix. It is also recommended to run autonomous and sustainable academic programs at both the bachelor and master's level.

Mouj.

J. Adani

Prasad



APPENDICES-I

Survey / research questionnaire-(For Council Members)

Dear respondent

We are conducting a small scale survey research titled – **Organizational and Management Survey of Sukuna Multiple Campus Sundarharianchha Morang**. This is going to conduct to ensure that the research questions raised by the researchers are accurately addressed and stated objectives are fulfilled. Your given responses will be taken as basis of whole analysis and depend upon the reliability of the research work done.

We humbly request for your cooperation in completing the close- ended questionnaire. The questions seek your honest responses regarding the research topic. Your responses are disclosed nowhere directly and not used for any other purposes.

If you have any questions regarding this study, please feel free to contact us.

Thank you for your time and cooperation.






Sincerely

Umesh Upreti

Dipak Bhandari

Maya Dewan

Faculty Members, Faculty of Management

Sukuna Multiple Campus, Sundarharaincha, Morang.

Questionnaire to be answered by the respondent

1. Name

2. Age

3. Gender a. Male b. Female c. others

4. Please indicate your role within the Campus Council:

a. President b. Vice President c. Secretary d. Treasurer e. Council Member

5. How long have you been a member of the Campus Council?

a. 1 year b. 2 year c. 3 year d. 4 year and more.

6. How would you rate the effectiveness of the Campus Council in fulfilling its objectives?

a. Highly effective b. moderately effective c. Somewhat effective d. Ineffective.

7. Are the roles and responsibilities of each council member clearly defined?

- a. Yes, they are well-defined
- b. Partially; some roles need further clarification
- c. No, roles are not clearly defined
- d. I have no idea

8. How would you rate the level of collaboration and teamwork within the Campus Council?

- a. Excellent
- b. Good
- c. Fair
- d. Poor

9. How do you ensure effective communication among council members?

- a. Regular meetings
- b. Email communication
- c. Instant messaging tools.
- d. Other (please specify)

10. Does the Campus Council have a strategic plan or roadmap for Sukuna Multiple Campus?

- a. Yes, we have a well-defined strategic plan
- b. partially, some aspects are defined
- c. No, we do not have a strategic plan
- d. I am unaware of it

11. How well does the Campus Council involve and engage stakeholders (students, faculty, staff, etc.) in decision-making processes?

- a. Very well
- b. Moderately well
- c. Does not involve.

12. Are there any specific challenges or obstacles the Campus Council is currently facing? If yes, please describe.

.....

13. How satisfied are you with the overall performance of the Campus Council?

- a. Very satisfied
- b. Moderately satisfied
- c. Somewhat satisfied
- d. Dissatisfied

14. What suggestions or recommendations do you have for improving the effectiveness of the Campus Council?

.....

.....

APPENDICES-II

Survey / research questionnaire-(For SMC Management Committee)

Dear respondent

We are conducting a small scale survey research titled – **Organizational and Management Survey of Sukuna Multiple Campus Sundarharianchha Morang**. This is going to conduct to ensure that the research questions raised by the researchers are accurately addressed and stated objectives are fulfilled. Your given responses will be taken as basis of whole analysis and depend upon the reliability of the research work done.

We humbly request for your cooperation in completing the close- ended questionnaire. The questions seek your honest responses regarding the research topic. Your responses are disclosed nowhere directly and not used for any other purposes.

If you have any questions regarding this study, please feel free to contact us.

Thank you for your time and cooperation.






Sincerely

Umesh Upreti
Dipak Bhandari
Maya Dewan

Faculty Members, Faculty of Management

Sukuna Multiple Campus, Sundarharaincha, Morang.

Questionnaire to be answered by the respondent

1. Name
2. Age
3. Gender a. Male b. Female c. Others
4. How long have you been a chairperson of the Campus management committee?
a. 1 year b. 2 year c. 3 year d. 4 year and more.
5. How often does the management committee meet?
a. Weekly b. Monthly c. quarterly d. Annually e. Others
6. Are the roles and responsibilities of each committee member clearly defined?

APPENDICES-III

Survey / Research Questionnaire-(For SMC Campus Chief)

Dear respondent

We are conducting a small scale survey research titled – **Organizational and Management Survey of Sukuna Multiple Campus Sundarharianchha Morang**. This is going to conduct to ensure that the research questions raised by the researchers are accurately addressed and stated objectives are fulfilled. Your given responses will be taken as basis of whole analysis and depend upon the reliability of the research work done.

We humbly request for your cooperation in completing the close- ended questionnaire. The questions seek your honest responses regarding the research topic. Your responses are disclosed nowhere directly and not used for any other purposes.

If you have any questions regarding this study, please feel free to contact us.

Thank you for your time and cooperation.






Sincerely

Umesh Upreti

Dipak Bhandari

Maya Dewan

Faculty Members, Faculty of Management

Sukuna Multiple Campus, Sundarharaincha, Morang.

Questionnaire to be answered by the respondent

1. Name
2. Age
3. Gender a. Male b. Female c. others
4. How long have you been in your current position as the Campus Chief?
 - a. 1 year b. 2 year c. 3 year d. 4 year and more.
5. How would you rate the effectiveness of the current organizational structure at Sukuna Multiple Campus?
 - a. Highly effective b. Moderately effective c. Somewhat effective d. Ineffective

6. Are the roles and responsibilities of each department and unit clearly defined and communicated?
- Yes, they are well-defined and communicated
 - Partially, some roles need further clarification
 - No, roles are not clearly defined and communicated
7. How satisfied are you with the current allocation of resources (budget, staffing, and infrastructure) across different departments and units?
- Very satisfied
 - Moderately satisfied
 - Somewhat satisfied
 - Dissatisfied
8. Does the campus have separate teaching buildings for different faculties/programmes ?
- Yes
 - No
9. Is there a system in place to ensure effective communication and coordination among departments and units?
- Yes, a well-established system is in place
 - partially, some areas require improvement
 - No, there is no established system for communication and coordination.
10. How would you rate the level of collaboration and teamwork among different departments and units?
- Excellent
 - Good
 - Fair
 - Poor
11. How often do you conduct performance evaluations for departments and units under your supervision?
- Annually
 - Biannually
 - Quarterly
 - Irregularly
 - Never conducted
12. Are there opportunities for professional development and growth within the organization?
- Yes, ample opportunities are provided
 - Partially, there is room for improvement
 - No, there are limited or no opportunities
13. How would you rate your own leadership and management style in promoting a positive organizational culture?
- Highly effective
 - moderately effective
 - Somewhat effective
 - Ineffective
14. Are there any specific initiatives or measures you have implemented to improve organizational structure and management? If yes, please describe.
-
15. How satisfied are you with the overall performance of the organization under your leadership?
- Very satisfied
 - Moderately satisfied
 - Somewhat satisfied
 - Dissatisfied
16. How do you rank the performance of faculty? Write 1 for best, 2 for satisfactory, 3 for bad and 4 for worst .
- Management faculty
 - Science and Technology faculty
 - Education faculty
 - Humanities faculty

APPENDICES-IV

Survey / Research Questionnaire-(For SMC Asst.Campus Chief)

Dear respondent

We are conducting a small scale survey research titled – **Organizational and Management Survey of Sukuna Multiple Campus Sundarharianchha Morang**. This is going to conduct to ensure that the research questions raised by the researchers are accurately addressed and stated objectives are fulfilled. Your given responses will be taken as basis of whole analysis and depend upon the reliability of the research work done.

We humbly request for your cooperation in completing the close- ended questionnaire. The questions seek your honest responses regarding the research topic. Your responses are disclosed nowhere directly and not used for any other purposes.

If you have any questions regarding this study, please feel free to contact us.

Thank you for your time and cooperation.

Sincerely






Umesh Upreti
Dipak Bhandari
Maya Dewan

Faculty Members, Faculty of Management

Sukuna Multiple Campus, Sundarharaincha, Morang.

Questionnaire to be answered by the respondent

1. Name
2. Age
3. Gender a. Male b. Female c. others
4. How long have you been in your current position as the Assistant Campus Chief?
 - a. 1 year b. 2 year c. 3 year d. 4 year and more.
5. How would you rate the effectiveness of the current organizational structure at Sukuna Multiple Campus?
 - a. Highly effective b. Moderately effective c. Somewhat effective d. Ineffective
6. Are the roles and responsibilities of each department and unit clearly defined and communicated?
 - a. Yes, they are well-defined and communicated

- b. Partially, some roles need further clarification
- c. No, roles are not clearly defined and communicated
- 7.** How satisfied are you with the current allocation of resources (budget, staffing, and infrastructure) across different departments and units?
 - a. Very satisfied b. Moderately satisfied c. Somewhat satisfied d. Dissatisfied
- 8.** Is there a system in place to ensure effective communication and coordination among departments and units?
 - a. Yes, a well-established system is in place b. Partially, some areas require improvement c. No, there is no established system for communication and coordination.
- 9.** How would you rate the level of collaboration and teamwork among different departments and units?
 - a. Excellent b. Good c. Fair d. Poor
- 10.** How often do you conduct performance evaluations for departments and units under your supervision?
 - a. Annually b. Biannually c. Quarterly d. Irregularly e. Never conducted
- 11.** Are there opportunities for professional development and growth within the organization?
 - a. Yes, ample opportunities are provided b. Partially, there is room for improvement c. No, there are limited or no opportunities

11. How would you rate your own leadership and management style in promoting a positive organizational culture?
a. Highly effective b. Moderately effective c. Somewhat effective d. Ineffective

12. Are there any specific initiatives or measures you have implemented to improve organizational structure and management? If yes, please describe.

.....

13. How satisfied are you with the overall performance of the organization under your leadership?
b. Very satisfied b. Moderately satisfied c. Somewhat satisfied d. Dissatisfied

14. Does the campus have separate teaching buildings for different faculties/programs?
a. Yes b. No

APPENDICES-V

Survey / Research Questionnaire-(For SMC Faculty Coordinator)

Dear respondent

We are conducting a small scale survey research titled – **Organizational and Management Survey of Sukuna Multiple Campus Sundarharianchha Morang**. This is going to conduct to ensure that the research questions raised by the researchers are accurately addressed and stated objectives are fulfilled. Your given responses will be taken as basis of whole analysis and depend upon the reliability of the research work done.

We humbly request for your cooperation in completing the close- ended questionnaire. The questions seek your honest responses regarding the research topic. Your responses are disclosed nowhere directly and not used for any other purposes.

If you have any questions regarding this study, please feel free to contact us.

Thank you for your time and cooperation.

Sincerely



Umesh Upreti
Dipak Bhandari
Maya Dewan

Faculty Members, Faculty of Management

Sukuna Multiple Campus, Sundarharaincha, Morang.

Questionnaire to be answered by the respondent

1. Name
2. Age
3. Gender a. Male b. Female c. others
4. Please indicate your Faculty:
 - a. Management b. Education c. Humanities e. Science
5. How long have you been in your current position as the coordinator?
 - a. 2 years b. 3 years c. 4 years d. More than 4 years
6. How would you rate the effectiveness of the current organizational structure within your faculty?

- a. Highly effective b. Moderately effective c. Somewhat effective d. Ineffective

7. How many departments are there in your faculty?

- a. 2 departments b. 3 departments c. four and more than four departments d. no departments

8. Are the roles and responsibilities of each departments within your faculty clearly defined and communicated?

- a. Yes, they are well-defined and communicated
- b. Partially, some roles need further clarification
- c. No, roles are not clearly defined and communicated

9. How satisfied are you with the current allocation of resources (budget, staffing, facilities) within the campus?

- a. Very satisfied b. Moderately satisfied c. Somewhat satisfied d. Dissatisfied

10. How would you rate the level of collaboration and teamwork among the faculty members in your faculties?

- a. Excellent b. Good c. Fair d. Poor

11. Are there any specific challenges or obstacles related to the current organizational structure and management within your faculties ? If yes, please describe.

.....

12. Are there opportunities for professional development and growth within your faculty/ campus?

- a. Yes, ample opportunities are provided b. Partially, there is room for improvement
- c. No, there are limited or no opportunities

13. How would you rate your own leadership and management style in promoting a positive organizational culture within your faculty?

- a. Highly effective b. Moderately effective c. Somewhat effective d. Ineffective

14. Are there any specific initiatives or measures you have implemented to improve the organizational structure and management within your faculty? If yes, please describe.

.....

15. How satisfied are you with the overall performance of your faculty under your leadership?

- a. Very satisfied b. Moderately satisfied c. Somewhat satisfied d. Dissatisfied

16. What suggestions or recommendations do you have for improving the organizational structure and management within your faculty ?

.....

APPENDICES-VI

Survey / Research Questionnaire-(For SMC Department Heads)

Dear respondent

We are conducting a small scale survey research titled – **Organizational and Management Survey of Sukuna Multiple Campus Sundarharianchha Morang**. This is going to conduct to ensure that the research questions raised by the researchers are accurately addressed and stated objectives are fulfilled. Your given responses will be taken as basis of whole analysis and depend upon the reliability of the research work done.

We humbly request for your cooperation in completing the close- ended questionnaire. The questions seek your honest responses regarding the research topic. Your responses are disclosed nowhere directly and not used for any other purposes.

If you have any questions regarding this study, please feel free to contact us.

Thank you for your time and cooperation.






Umesh Upreti
Dipak Bhandari
Maya Dewan

Faculty Members, Faculty of Management

Sukuna Multiple Campus, Sundarharaincha, Morang.

Questionnaire to be answered by the respondent

1. Name
2. Age
3. Gender a. Male b. Female c. others
4. Please indicate your department:

a. English Department b. Nepali Department c. Health and population Department d. Other (please specify)

5. How long have you been in your current position as the department head ?

a. 2 years b. 3 years c. 4 years d. more than 4 years

6. How would you rate the effectiveness of the current organizational structure within your department ?

a. Highly effective b. Moderately effective c. Somewhat effective d. Ineffective

7. Are the roles and responsibilities of each department members within your department clearly defined and communicated?

a. Yes, they are well-defined and communicated b. Partially, some roles need further clarification c. No, roles are not clearly defined and communicated

8. How satisfied are you with the current allocation of resources (budget, staffing, facilities) within the campus ?

a. Very satisfied b. Moderately satisfied c. Somewhat satisfied d. Dissatisfied

9. How would you rate the level of collaboration and teamwork among the departments in your campus ?

a. Excellent b. Good c. Fair d. Poor

10. Are there any specific challenges or obstacles related to the current organizational structure and management within your departments? If yes, please describe.

.....

11. Are there opportunities for professional development and growth within your department?

a. Yes, ample opportunities are provided b. Partially, there is room for improvement c. No, there are limited or no opportunities

10. How would you rate your own leadership and management style in promoting a positive organizational culture within your department?

a. Highly effective b. Moderately effective c. Somewhat effective

d. Ineffective

11. Are there any specific initiatives or measures you have implemented to improve the organizational structure and management within your department? If yes, please describe.

.....

12. How satisfied are you with the overall performance of your department under your leadership?

- a. Very satisfied b. Moderately satisfied c. Somewhat satisfied d. Dissatisfied

13. What suggestions or recommendations do you have for improving the organizational structure and management within your department?

APPENDICES-VII

Survey / Research Questionnaire-(For SMC Administrative Head)

Dear respondent

We are conducting a small scale survey research titled – **Organizational and Management Survey of Sukuna Multiple Campus Sundarharianchha Morang**. This is going to conduct to ensure that the research questions raised by the researchers are accurately addressed and stated objectives are fulfilled. Your given responses will be taken as basis of whole analysis and depend upon the reliability of the research work done.

We humbly request for your cooperation in completing the close- ended questionnaire. The questions seek your honest responses regarding the research topic. Your responses are disclosed nowhere directly and not used for any other purposes.

If you have any questions regarding this study, please feel free to contact us.

Thank you for your time and cooperation.






Sincerely

Umesh Upreti

Dipak Bhandari

Maya Dewan

Faculty Members, Faculty of Management

Sukuna Multiple Campus, Sundarharaincha, Morang.

Questionnaire to be answered by the respondent

1. Name
2. Age
3. Gender a. Male b. Female c. others.
4. Please indicate your position as the Administrative Head:
 - a. Administrative Head b. Deputy Administrative Head c. Assistant Administrative Head

5. How long have you been in your current position as the Administrative Head?

- a. 2 years
- b. 3 years
- c. 4 years
- d. more than 4 years

6. How would you rate the effectiveness of the current organizational structure at Sukuna Multiple Campus?

- a. Highly effective
- b. Moderately effective
- c. Somewhat effective
- d. Ineffective

7. Are the roles and responsibilities of each administrative department clearly defined and communicated?

- a. Yes, they are well-defined and communicated
- b. Partially, some roles need further clarification
- c. No, roles are not clearly defined and communicated

8. How satisfied are you with the current allocation of resources (budget, staffing, and facilities) across different administrative departments?

- a. Very satisfied
- b. Moderately satisfied
- c. Somewhat satisfied
- d. Dissatisfied

9. Is there a system in place to ensure effective communication and coordination among different administrative departments?

- a. Yes, a well-established system is in place
- b. partially, some areas require improvement
- c. No, there is no established system for communication and coordination

10. How would you rate the level of collaboration and teamwork among the administrative staff members?

- a. Excellent
- b. Good
- c. Fair
- d. Poor

11. Are there any specific challenges or obstacles related to the current organizational structure and management at Sukuna Multiple Campus? If yes, please describe.

.....

b. How do you ensure transparency and accountability within the administrative departments?

- a. Coming into work at a schedule time
- b. completing daily duties as assigned
- c. honesty in communication
- d. report any violations that occur across
- e. above all.

.....

13. How often do you conduct performance evaluations for administrative staff members?

- a. Annually
- b. Biannually
- c. Quarterly
- d. Irregularly
- e. Never conducted

14. Are there opportunities for professional development and growth within the administrative departments?

- a. Yes, ample opportunities are provided
- b. Partially, there is room for improvement
- c. No, there are limited or no opportunities

15. How would you rate your own leadership and management style in promoting a positive organizational culture within the administrative departments?

- a. Highly effective
- b. Moderately effective
- c. Somewhat effective
- d. Ineffective

16. Are there any specific initiatives or measures you have implemented to improve the organizational structure and management at Sukuna Multiple Campus? If yes, please describe.

.....

17. How satisfied are you with the overall performance of the administrative departments under your leadership?

- a. Very satisfied b. Moderately satisfied c. Somewhat satisfied d. Dissatisfied

18. What suggestions or recommendations do you have for improving the organizational structure and management at Sukuna Multiple Campus?.....

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Manoj

Jordan

Manoj

