Heavy Job or Heavy Top?

Role of Vice Chancellor, Deputy Vice Chancellors, University Secretary, Bursar and Academic Registrar at Makerere University

Jude Ssempebwa

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Acronyms

AR	Academic Registrar
DHR	Director of Human Resource Management and Development
DPD	Director of Planning and Development
DVC-A	Deputy Vice Chancellor-Academics
DVC-FA	Deputy Vice Chancellor-Finance and Administration
MBO	Management by Objectives
PBM	Project Based Management
TQM	Total Quality Management
UB	University Bursar
UL	University Librarian
UOTIA	Universities and Other Tertiary Institutions Act, 2001
US	University Secretary
VC	Vice Chancellor

Abstract

Triggered by fears that the top administration of Makerere University is overstaffed, this paper delved into the rationale underlying the positions of Deputy Vice Chancellor-Academics (DVC-A) and Deputy Vice Chancellor-Finance and Administration (DVC-F&A), despite the existence of the positions of Academic Registrar (AR), University Secretary (US) and University Bursar (UB). Noting that the five positions are in place to assist the vice-chancellorship, the paper purposely starts with outlining the role of the Vice Chancellor (VC) after which an effort is made to determine whether the positions of DVC-A, DVC-F&A, AR, US and UB assist the vice-chancellorship in some distinct way(s). Qualitative data were collected from the (amended) Universities and Other Tertiary Institutions Act, 2001 (UOTIA) and the university's restructuring report, 2001. The findings were that, in practice, the roles of DVC-A and DVC-F&A are distinct from those of AR; and UB and US respectively. Specifically, it was established that the DVCs assist the VC in policy formulation and the supervision of operations while the AR, US and UB are deployed in the execution of operations. It was concluded that all these positions, as well as those of the University Librarian (UL); Director of Human Resources Management and Development (DHRM/D); and Director of Planning and Development (DPD), have been necessitated by the university's phenomenal expansion; diversified sources of funding; and changed/changing administrative approaches. The paper notes that, nevertheless, the UOTIA lacks in detail (on the job descriptions of these officers) and establishes dysfunctional responsibility lines between the offices of VC, DVC, AR, UL, US and UB. It is, therefore, recommended that parliament amends the act to: 1) describe the roles of these officers; and 2) make the AR, US, UB, DPD and DHRM/D responsible to the relevant DVCs rather than the VC.

Keywords: Makerere University; Organizational structure; Universities and Other Tertiary Institutions Act, 2001

Introduction

A gold standard in Human Resource Management (HRM) necessitates that organizations put the right worker in the right job (Maicibi, 2003 & Baker, 2000)—to meet the requirement that each component of the organization's work is attended to; each worker contributes to the organization's total effort in some specific way(s); there is no overlapping jurisdiction and duplication of effort; only the necessitated workers are employed; and each individual worker's contribution is synchronized with that of other workers to attain the organization's overall goals. Indeed, this is one of the major contentions of the scientific, operational, humanistic, contingent, bureaucratic and contemporary management approaches alike, as is clear from the works of F. W. Taylor, H. L. Gantt and Frank and Lillian Gilbreth (scientific management), H. Fayol (principles of management), Chester Bernard and Max Weber (bureaucratic model) variously cited by Kreitner (2003), Koontz and Weirich (1998), D'souza (2000), Mullins (2002) and Bennett (1997) among others organizational management scholars.

Discussing the major arguments of the scientific, operational and bureaucratic models, for instance, Bennett (1997) observes that scie

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