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MUCIA/AID Project at
the Institute of Agriculture and Animal Sciences
of Tribhuvan University
Rampur, Nepal

Completion Report
Training program at the Research Management Center
University of the Philippines-Los Banos
11 June 1984 - 29 June 1984

End-of-Tour Report
Short-term assignment at the IAAS, Nepal
31 July 1984 - 16 August 1984

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Research Management Center
University of the Philippines-Los Banos

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COMPLETION REPORT OF THE COURSE-ON MANAGEMENT
OF ADMINISTRATIVE ASPECT OF HIGHER
EDUCATION IN AGRICULTURE*

1.0 Introduction

From June 11 to August 13 the Research Management Center (RMC) of the University of the Philippines at Los Baños conducted a management development course for eight senior personnel from the administrative services of the Institute for Agriculture and Animal Sciences (IAAS) situated in Rampur, Nepal. This was a four-way cooperative project between: USAID, the funding agency; MUCIA, the consulting executing agency; IAAS, the beneficiary institution; and RMC of UPLB, the short-term executing agency.

From the point of view of RMC, this involvement was highly beneficial as it enabled the university to get to know the conditions prevailing in higher education in agriculture in Nepal. The firsthand knowledge gained about Nepal from this contact are valuable inputs for our various curricular programs that Nepale students enroll in. It is hoped that with this insights, UPLB will obtain ideas on how to make its curricular programs become more relevant and high quality to Nepale students.

This completion report consists of several parts, namely:
a) course development, b) design and implementation, c) assessment,

* Prepared by the Research Management Center of the University of the Philippines at Los Baños.

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and d) directory of participants, resource persons and training
management staff.

2.0 Course Development

2.1 Historical background

Sometime in October 1983, the Director of Research Management Center was invited by MUCIA to visit Tribhuvan University's Institute of Agriculture and Animal Science in Rampur, Nepal. The intent of the October 1983 visit to Rampur by the RMC Director was to: 1) appraise the organizational development needs of IAAS particularly those related to personnel in the administrative services; 2) identify training needs of the senior administrative and support staff; and (3) develop initial plans for the training of senior administrative staff to upgrade their managerial skills and perspective.

2.2 Need Assessment

The determination of training needs involved many steps. For this the RMC Director interviewed and observed closely the tasks and activities of students, faculty, university administrators and heads of the non-academic units at IAAS.

- From this first hand observation, the RMC Director concluded that much impact can be derived by a management/supervisory course emphasizing on skills and perspective.

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2.3 Rationale

In his brief but fruitful interaction with the IAAS constituents, the Director learned that in the past much of the human resource development efforts have been focused on the faculty sector. Considering the vital function that the non-academic sector plays in an institution of higher education, it is imperative that the manpower in this sector should be just as competent, dedicated and performance oriented. To upgrade the quality of the supervisory level in the tools, skills and perspective of effective management, a supervisory/management course was proposed.

3.0 Course Design and Implementation

3.1 Purpose and Objectives

The ultimate intent of this supervisory/management development course for the heads of the various administrative units of IAAS was to raise the performance and status of this sector such that they can support more positively to the overall mission, long range goals and objectives of the various programs of IAAS through the learning of supervisory/management tools and perspectives.

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3.2 Specific Objective

More specifically, this course was designed to make the participants:

1. Understand the basic character and mission of higher education.
2. Develop the proper supportive orientation of the non-academic sector to the academic sector in higher education.
3. Acquire supervisory/managerial tools and concepts to make them more efficient on the job.
4. Develop a plan of action that identifies specific ideas and practices that are related to their specific functions and tasks that they might introduce in their workplace including developing a scheme on how to initiate the implementation of these plans.

3.3 Design

The course basically had three phases or parts:

- (1) seminar on supervision and management which was held at the UPLB campus
- (2) comparative case studies of three institutions of higher education in agriculture which took the participants to 3 institutions with varying levels of development, scale in size and programs.

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(3) Post-UPLB follow up to the Rampur campus

4.0 Course Syllabus

4.1.0 General Orientation

4.1. Film showing of U.P. Los Baños Story

4.2. Film showing Research Management Center Story

4.2.0 What is vocationally-oriented higher education

4.3.0 Alternative models of thinking

4.4.0 General systems theory

4.5.0 Organization as a social system and an institution

4.6.0 The world and tasks of management

4.6.1 Parameters of organizational performance

4.6.2 Factors affecting organizational performance

4.6.3 Management of change in an organization

4.6.4 Functions of management

o Planning function

o Organizing function

o Staffing function

o Directing and supervising function

a. Theory and practice of leadership

b. Motivation in management

c. Principles and practices of delegation

d. Techniques and principles of coordination

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- e. Conflict management
 - f. Interpersonal communication
 - g. Supervisor-supervisee relationship
- 4.6.5 Monitoring, evaluation and control function
 - 4.7.0 Systematic managerial analysis and decision-making
 - 4.8.0 The U.P. at Los Baños Administrative System
 - 4.8.1 UPLB organization and programs
 - 4.8.2 UPLB administrative support services
 - 4.8.3 Financial management (budget and accounting)
 - 4.8.4 Cost-saving techniques
 - 4.8.5 Office of the UPLB Registrar
 - 4.8.6 Personnel system
 - 4.8.7 Office of Student Affairs
 - 4.8.8 Office of the College of Agriculture Secretary
 - 4.9.0 Comparative case studies of other institutions
 - 4.9.1 The Don Mariano Marcos Memorial State
University model
 - 4.9.2 The Mountain State Agricultural College model
 - 4.9.3 The Central Luzon State University model
 - 4.10.0 Formulation of work plans for backhome situation
 - 4.11.1 Initiating implementation of workplans
(Rampur follow-up by RMC)

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5.0 Training Operation

For maximum effectiveness in the attainment of the course objectives, several training approaches and activities were used: These are the (a) classroom sessions; (b) in-campus visits; (c) off-campus institutional tours; (d) classroom presentation of administrative practices; (e) educational-cultural-recreational side trips; and (f) workshops and homeworks.

5.1 Classroom sessions

In the classroom a combination of teaching techniques and aids were used such as: educational films, case work, lecture-discussions, lectures supplemented with transparencies and workshops in groups.

5.2 In-campus visits

Visits to various administrative support services units at the U.P. at Los Baños campus were arranged for the participants to look and see actual operations and set-ups. The units visited were: Library, Property Division including property management and storeroom sections, Central Scientific Store House, and Physical Plant Office including its sections on transportation-mechanical, buildings and grounds, electrical-waterworks and other utilities and housing services.

A visit to the physical plant, facilities and experimental grounds of IRRI was also made. During the visit to IRRI a briefing on the operations and management of supplies procurement and utilization was given.

The group was also shown the Ferdinand E. Marcos Agricultural Research complex consisting of the National Institute of Biotechnology and Applied Microbiology or BIOTECH, the National Crops Protection Center, Farming Systems and Soils Research Institute, and the Institute of Plant Breeding; the College of Engineering and Agro-industrial Technology; College of Forestry; College of Agriculture; the Forest Research Institute; Forest Products Research Industry; the Makiling Botanical Garden and the staff houses including the Executive House, UPLB Guest House and SEARCA guesthouse.

5.3 Comparative case studies of three universities

The first university visited by the participants was the Don Mariano Marcos Memorial State University in Bacnotan, La Union Province. It is a multi-campus university consisting of College of Fisheries, College of Agriculture and Forestry, Colleges of Liberal Arts and College of Engineering and Technology at San Fernando, College of Arts and Sciences at Agoo, another College of

Fisheries at Sto. Tomas and College of Agriculture and Forestry Extension at Rosario, all in the province of La Union. Due to the far distances separating the units and in order to permit the exercise of initiative and creativeness in pursuit of their respective goals and objectives, the component colleges are given certain degree of autonomy.

The second institution visited was the Mountain State Agricultural College at La Trinidad, Benguet Province. This institution is regarded as the premier institution of higher education in semi-temperature agriculture because of its high elevation. Its curricular offerings range from primary grades in the elementary level up to the masteral courses in the graduate level. Research activities goes hand in hand with instruction and extension. It is the lead agency in Highland agricultural research in the Philippine Council for Agriculture and Resources Research and Development network. As such it programs, monitors, and coordinates all agricultural researches in high elevation locations in the Philippines. Its extension function is carried on through down-to-earth field studies on innovative extension strategies for agricultural and rural development at the barangay,

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municipal, provincial and regional levels.

The third and last institution visited by the participants was the Central Luzon State University whose main campus of 658 hectares is located at Muñoz, Nueva Ecija in Central Luzon Island. CLSU is the site of the Philippine Carabao Research and Development Center in its 939 hectares farm in another area. From being an agriculture-oriented institution, CLSU, has become a comprehensive university offerings at the undergraduate, graduate and post graduate levels. It has a science high school and an elementary laboratory school situated within the campus and in three outreach location just around the main campus.

5.4 Case presentations of UPLB administrative practices

The participants were presented actual administrative procedures and practices of UPLB. Topics covered were:

- (a) organizational structures, curricular programs;
- (b) UPLB administrative support services; (c) financial management (Budget and Accounting); (d) cost-saving techniques and practices; (e) procedures and practices at the UPLB Registrar's office; (f) processing of documents at the UPLB personnel division; (g) student affairs

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and (h) admission policies and procedures at the UPLB
College of Agriculture secretary's office.

5.5 Educational-cultural-recreational trips

Recreational and buying trips to Metro Manila were made
on weekends. The group was also conducted to a combined
educational, cultural and recreational trip to Villa-
Escudero at Tiaong, Quezon Province and the Rizal
(Philippines national hero) Shrine at Calamba, Laguna.

5.6 Workshop and homework in the Preparation of Re-entry workplans

Having had sufficient exposure to the various management
theories, administrative procedures and practices and
institutional models on organizational structures, the
participants were asked to prepare their individual proposals
to be introduced in their respective units. These proposals
were submitted to the RMC director for comments. The
comments were given to them orally in front of all the
participants.

6.0 The IAAS follow-up (July 31-Aug. 16, 1984)

This course on Administrative Aspect of Higher Education
was so designed such that after the UPLB phase (July 8-29, 1984)
the participants will be followed up by the course Director

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in their work setting in the campus of IAAS in Rampur. The idea was to provide assistance and coaching to the participants in analyzing the present situation with respect to the functions of their respective units and their duties and responsibilities; identify and diagnose problems and constraints; develop realistic plan of action to improve the situation; and develop the strategies to initiate the implementation of participants' plans.

This follow-up scheme was communicated to the Dean of IAAS and to the MUCIA representative for proper coordination and preparation (see letter on appendix A).

Upon arrival at the IAAS campus the consultant paid courtesy calls to the Dean and MUCIA representative. At these calls the purpose of the consultancy and specific activities of the consultant were discussed.

A group meeting with the participants was arranged to review the intent of the follow-up phase of the course and to draw up the time schedule of the individual sessions and group sessions.

During the individual sessions with the participants the consultant was briefed on the functions of the unit, duties and responsibilities of the participant, areas needing improvement, and measures which were thought of to improve the present situation. At these sessions the consultant asked questions to clarify certain points and help out the participants with details of their plan of work.

The plan of work was supposed to reflect two things:

(1) evidence that the participants had in fact internalized management analysis and program planning which were taught at UPLB and (2) evidence of applications of specific concepts and practices which the participants had identified or picked-up from their Philippine experience where they received inputs in higher education management through seminars and observations of four institutions of higher education in agriculture.

With respect to the actions and measures to be undertaken to improve the situation, the consultant reminded the participants of the previous guidelines which were given in UPLB. These are, that the proposed measures or actions should:

- Be within the scope of his duties, responsibilities and feasibility
- Not require approval of authorities beyond the IAAS campus
- Not require large amount of resources to implement
- Be relatively easy to implement and should take short term to complete.

After the session each participant was asked to revise his plan of work for submission to higher authorities (Assistant Deans and the Dean). These plans of work are found in appendix B of this report.

After the plans were revised, separate meetings were arranged with the two Assistant Deans - Academic Affairs and Administration -

for the participants under their supervision to present their respective plan of work. The intent was three-fold: (a) to show that the participants had in fact produced a useful output from this course, that there was some sort of pay off to the investment in money and time; (b) to obtain approval in principle or commitment/support to the ideas and practices being proposed; and (c) to give the immediate supervisor (the Assistant Deans) the opportunity to review the proposal before these are presented publicly by the participants at the closing program to be organized later for the purpose (see appendix C for copy of the program).

During the presentations of the different plans of work to the Assistant Deans, the participants were praised for their intention of doing something constructive and for taking this training rather seriously. Furthermore, some comments and suggestions were given to make the plans more realistic and additional ideas and practices were identified.

Management Seminar to Senior Staff

During his stay at the IAAS campus, the consultant gave a ten-hour seminar on management to the department Chairmen, two Assistant Deans, Farm Managers and Wardens (see appendix D for list of participants). The seminars were conducted two hours each day for five days.

The short course was called systematic managerial analysis and decision-making. The outline of the course is given below:

- 1.0 Modes of thinking
 - 1.1 Linear
 - 1.2 Analytical
 - 1.3 Judicious
 - 1.4 Systems
- 2.0 General Systems Theory, Concepts and Principles
- 3.0 Problem identification and analysis
- 4.0 Goal setting
- 5.0 Decision-analysis
- 6.0 Potential problem analysis
- 7.0 Programming

Throughout the seminar the need for upgrading managerial culture was emphasized. It was stressed that the different management levels need to develop their management competencies by internalizing certain modern management tools and practices so that the productivity of the institution and the attainment of its mission and goals will be enhanced. It was also pointed out that in the position they are now occupying, it is not sufficient to be technically competent or to be a good specialist in agriculture and other related fields. Their performance and contribution to the institution will in no small measure be determined by their managerial skills and approach.

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7.0 Feedback

During the individual sessions with the participants by the course coordinator, reactions and comments about the design of the course and how it was conducted were solicited. Two points were unanimously raised: (1) the course was too short for them to really grasp the various concepts, and make careful observations of the different practices in their own areas of work (property management, library, accounts, etc.) and (2) more opportunity for intership and to relate with their UPLB and other institutions counterparts.

8.0 Profile of participants

Name: Buddhi Lal Bhandari

Educational attainment and specialization:

Bachelor in Commerce, Tribhuvan University, 1974

Designation:

Accounts controller

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Name: Pushpa Bimal Bhandari

Educational attainment and specialization:

Diploma in Public Administration,
Tribhuvan University, 1977

Designation: Assistant Administrator

Name: Dinesh Raj Bista

Educational attainment and specialization:

A. B. (Political Science), Tribhuvan University, 1974

Designation:

Assistant Administrator

Name: Bishnu Hari Devkota

Educational attainment and specialization:

A.B. (Economics), Tribhuvan University, 1978
Bachelor of Library Science, Andhra University, 1979

Designation:

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Name: Devendra Devkota

Educational attainment and specialization:

Master in Business Management, Tribhuvan University, 1979

Designation:

Accounts Officer

Name: Nav Raj Khatri Chhetri

Educational attainment and specialization:

M.A., Tribhuvan University, 1977

Designation:

Deputy Administrator

Name: Khada Nanda Sharma

Educational attainment and specialization:

A.B. (Political Science), Tribhuvan University, 1977

Designation:

Assistant Administrative Officer

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Name: Ganga Lal Shrestha

Educational attainment and specialization:

Bachelor of Commerce, Tribhuvan University, 1977

Designation:

Deputy Administrator

9.0 Directory of resource persons

1. Wilhelmina D. Antonio, Secretary of the UPLB College of Agriculture;
Assistant Professor of Agriculture Education
B.S.H.T. (cum laude), University of the Philippines, 1958
2. Henry R. Tejada, Director of Student Affairs Office
Assistant Professor of Social Science
A. B. (Political Science), University of the Philippines
3. Rogelio V. Cuyno, Director of Research Management Center
—Associate Professor of Management
B.S.A., M.S., University of the Philippines, 1961, 1968
Ph. D., Michigan State University, 1974
4. Louie A. Divinagracia, Instructor in Management
B. S. A.B. (cum laude), University of the Philippines
at Los Baños, 1980
5. Romeo B. Obedoza, Jr., Assistant Professor in Management
B.S.A., University of the Philippines, 1968
M.S., University of the Philippines at Los Baños, 1975
Ph. D., University of the Philippines at Los Baños, 1983
6. Rodegelio B. Caayupan, Instructor in Management
A. B. Political Science, Liceo de Cagayan
M.A., UPLB (on-going)
7. Alvaro L. Soria, Instructor in Management
B.S.A., University of the Philippines, 1959
M.A.S., University of the Philippines at Los Baños, 1977

Appendix A

June 29, 1984

Dear Dean B. P. Sinha;

I wish to let you know how pleased I am of your decision to pushed through with this project. You will be happy to know that your participants - the heads of your administrative and support units - are taking the course quite seriously. While here with us they were attentive in the classes, punctual in coming to classes, conscientious in doing assigned tasks, alert and disciplined during field trips. On many occasions they expressed suggestions as to what they want to learn and see, indicating that they are conscious of their responsibilities backhome and so concerned of payoffs of the investments involved in connection with their training.

Their program here included general aspects of management and specific operations of university administration. They toured and studied few university/college models class A, B and C in terms of size, complexity and stage of development. This gave them also a chance to see the more scenic northern part of the country.

The three weeks period that they had already completed was only the first part in their total course. The second and final part will be done at your campus starting immediately upon arriving there. As we planned before, I will be going to IAAS for a follow-up to help the participants put into work whatever changes or improvements each of them proposes to undertake, of course, with your approval.

Each one was required to submit a plan of what he is planning to do. This will be presented to you for your guidance and approval. It is to be expected that these plans will be revised with your and your advisers comments and suggestions.

Their standing in the course will depend on these plans and what they are able to implement in these plans in their respective units upon proof of satisfactory performance, the participants will be issued by our university a certificate of satisfactory completion.

To give you an idea of our guidelines in identifying what they might be proposing, here are the criteria. The proposal must be:

- not too costly in relation to the resource capability of IAAS
- simple and easily done
- take a short time to complete
- within their control, power and authority to implement
- within the control, power and authority of the Dean to approve

As for my schedule in going to IAAS, I plan to be there from July 29 to August 12. Kindly telex Darrel Fienup about this information so that arrangements can be initiated as soon as possible.

While at IAAS, I can give a series of seminar-workshops on management for your Department Chairmen and other IAAS officials (let's limit the participant to about 20-25.) It is a principle in management that better coordination and organizational communication in an institution can be achieved for all levels in the institution undertake an interrelated professional enhancement program.

These seminar-workshops that I might conduct there could be done for 2 hours each day for 3-4 days.

This is all for now. I hope this plan of a follow up of your participants will materialize. By the way, we are planning with my wife to travel together there. For sometime now we have been planning this trip to Nepal.

Sincerely,

ROGER CUYNO

P.S.

Kindly share this letter with Herb Whittier. Thanks.

APPENDIX B

PARTICIPANTS INDIVIDUAL ENTRY PLAN OF WORK

BUDDHI LAL BHANDARI
Accounts Controller

Introduction

There are ten different institutes under Tribhuvan University of Nepal. Institute of Agriculture and Animal Science (IAAS) is one of them. IAAS is the only institute offering the study of agriculture and animal science in Nepal. The Dean is the head of the institute and he has the academic, administrative and financial resources to run the institute. There are two assistant deans to assist him. One, for academic affairs and another for administrative affairs. Financial administration is one of the important aspect among many activities under assistant dean for administrative affairs.

Functions of Account Section

It is obvious that any organization can not run its activities smoothly without money. If we want any organization to run well we need money. The management of the money for IAAS is done by the financial administration section (account section). It prepares budget for new financial year, submits it for approval, prepares justification and submits documents needed for approval. It makes all payments for goods purchased and services received for IAAS. It collects all incomes from different resources. It handles the research budget also.

In other words this section is helping to achieve the goals of IAAS. Thus we can not imagine the whole system of IAAS function properly without the Account Section.

Present Situation

Till now the Account Section of IAAS is divided mainly into two sub-sections. One is expenditure and recording and another is income section. Whereas income section collects all incomes the other financial transactions are done by expenditure and recording sections. Since the activities and scope of IAAS is growing day to day these two sections are not able to meet the growing needs of the institute.

As far as manpower is concerned there are six assistants, one accounts controller and one accounts officer. As a head of the section accounts controller is responsible for all financial transactions. He checks (examines) vouchers, signs the cheque, signs monthly and annual financial statements and controls the budget. He is also responsible for reporting financial data and position. Thus, the accounts controller is overloaded with details and responsibilities which can be minimized, delienated and delegated. Among the staffs in the section some have more work load and responsibilities than other.

There is an existing system of using log book to record activities for the day. But it has not been implemented regularly and effectively as it should be.

Staff meeting within the section are not held regularly until now. Since the size of the section is quite small there is no problem of communication. Still it is necessary to practice regular staff meeting for problem discussion, suggestions and to eliminate misunderstanding among staffs.

Suggestions

To improve the undesirable conditions mentioned above the following steps are suggested:

1. To divide account section into 4 sub-sections namely Payment, Record and reporting, budget and income section.
2. Revise the existing job description and work load of the staffs within the section.
3. To ask the staff to maintain daily work log book regularly and effectively.
4. To practice holding of staff meeting regularly.
5. To improve the working condition and physical arrangement (to keep tables orderly and make rooms more neat and clean).

APPENDIX B

PUSHPA BIMAL BHANDARI

Assistant Administrator, IAAS/Rampur, Chitwan, Nepal

INTRODUCTION:

Tribhuvan University is the only university in Nepal. Under this university there are ten institutions and four research centres. One of them is the Institute of Agriculture and Animal Science. Its central campus is located at Rampur, Chitwan. It has two branch campuses located at Lamjung and Paklihawa. The dean is the head of this institution. The main objective of this institution is to produce trained manpower in agriculture sector. Its three fold missions, are: Instruction, Research, and Extension. To efficiently perform its missions and objective, many administrative support services are provided to all sectors of the institution. Among the administrative support services is supply management. The store section is part of supply management. We have separate procurement section, property management section and store section. Though the nature of work among these sections are very co-related.

The functions of store section is to maintain and develop a sound supply and inventory record system of the institution. It is responsible for stocking of commonly requested items. It is the central pool of all kinds of properties of the IAAS/Rampur. This section accounts, maintains and keeps record of the institute properties.

THE PRESENT SITUATION:

The store section has 4 employees - Assistant administrator who is in-charge of this section, one assistant store-keeper, one typist cum-clerk and one peon.

There are two buildings for the use of store section. One building is used for office as well as for keeping office supplies, equipment, repairing and construction materials etc. Another one is used as junk house, where the unserviceable goods are collected.

The focus of performance is to receive and supply the goods needed by the faculties and staffs.

In receiving and storing the goods there are some procedures. First of all the store-keeper receives the goods and then places them in store room. If the goods are received from tender order it is necessary to form a committee in order to check the quality of goods according to the specification of tender order. If the goods are purchased from procurement section, there is no need for committee action. After checking, the rejected items will be returned to the supplier and ok items will be accepted and the inventory records will be maintained in proper way.

According to our T. U. rules and regulation the office supplies, equipments and materials are classified into two categories: expendable and non-expendable goods. Sometimes there may arise confusion on classifying the goods. Because there is no hard and fast rule classify it. In such cases common sense is the main tool to classify the goods.

As for the supplies needs of the faculties and staff, they are supposed to request their needs for the use of specific purpose. If the needed goods are in stock the requester will fill up a store issue note and it should be recommended by the concerned chairman or section head. Then the request is submitted to the assistant Dean (Adm. Affairs) for approval. Upon approval, the store-men will supply the goods to the concerned person. Three members of the committee are authorized to approve the requisition form as well as store issue note. If the needed goods are out of stock the store section is responsible to submit requisition to the procurement section for purchasing.

Store section is responsible to keep the sound inventory records of all kinds of properties and to proceed auction-sale for inservicable goods according to the rules and regulation of Tribhuvan University.

PROPOSED PLAN FOR ACTION:

In order to bring sound improvement to the existing situation of store management, I am going to propose some ideas, as follows:

1. Inventory Record of Building

Our inventory record of buildings is not completed yet. Just now we have recorded the old buildings, which were transferred from Panchayat training centre and Rampur Agri-Station Centre. The record of newly constructed buildings is not received in central store of IAAS/Rampur. To record these new buildings the project office as well as IAAS/administration should have to give the records for inventory in central store.

2. Property Number

The number of properties is increasing at IAAS. We can't count and identify them easily. Most of the properties are distributed to faculties, staffs and they are scattered every-where. To solve this problem I am going to propose to give permanent property number as well as code number to each non-expendable goods. Though it is complicated to finish this job. the management of property will be easier. To do this an additional person should be assigned for three months. To accomplish this job we need help from concerned units and specialist, especially in the case of lab equipments.

3. Orientation, Motivation to the Subordinates:

For my third proposal, I would like to give some ideas, procedures, techniques to my subordinates about the store management system, which, I have learned. It will give some feedback regarding their activities.

4. Sound Management In Keeping the Stocks:

In my fourth and last proposal, I propose to re-arrange the stocks in systematic way. All the office supplies (stationary goods) in one room, lab equipments in one room, construction and repairing materials in one room. For technical items like electrical, plumbing, etc., we can develop bin card system. To do this we need additional pegion-hole racks. Now, to arrange the stocks in this way, we need more space. To solve this problem, I would like to suggest to build a separate store building. Otherwise, there should be added three or four rooms in the existing store-building.

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BISHNU HARI DEVKOTA
Librarian

Introduction

At the Institute of Agriculture and Animal Science in Nepal the library plays an important function in its academic life which is the heart of the Institute. No other single man human factors is a closely related to the quality of education as the library. The library is directly under the supervision of assistant dean for the Academic Affair. Library services are supportive to the members of the faculties, administrative officials, researchers and bonafide students this institute. Besides them the farmers, students from other institutions, government employee and private individuals can also use the library.

The nature and the role of the library at IAAS is to make available to the clientele the necessary materials and references for professional development and other personal needs. The library is a place for individual study and research in every field of education.

Present Library Operations

The library collects materials by purchasing, subscribing, exchange basis, loan basis, inter library loan basis, getting donation, etc. A spacious and beautiful library building has built with assistance from USAID. At present the library gets budgetary allocation of one hundred and ten thousand rupees from the University, to purchase books and journals. Books and other library materials are purchased according to the needs of faculties and students decided through the library committee. At present the library holds 18 thousand books. We subscribe to 35 American journals, 25 Indian journals and more than 10 other journals from other countries. All these journals are in the field of agriculture and related areas. Besides these books and journals, we subscribe to 15 new papers and magazines. The reading space capacity of the library is good for more than two hundred chairs at a time. There is also beautiful conference hall in the library building.

The Dewey Decimal classification scheme has been adopted for the entire collection of the institute. There are two professional librarians and nine other supporting staff working in the library. The different sections in IAAS library are as follows:

1. Circulation section
2. Textbook section
3. References section
4. Reserve section
5. News paper section

Besides these sections IAAS library is providing documentation services to the user. It is very small in size but very useful to the user. The journal collections of IAAS library are housed in the second floor of the building. Current edition of the journals are kept on the open selves and bounded volumes are kept on the closed selves.

Every year at the opening of the classes, orientation programme is conducted to in-coming freshmen students on the use of the library. In regard to the system of borrowing of library books, the students of IAAS may become borrowing members by presenting their registration receipt and valid I.D. cards to the head of the circulation counter. The books are issued for 10 days to the students. The library hours is from 7 AM to 9 PM every week days and 5 PM to 9 PM on Saturday and other holidays.

Proposed plan of work:

1. To set up rules and regulation regarding the use of library facilities and books for faculties and administrative staff. At present there is no rules and regulations covering library materials for faculties and administrative staff. In this respect library committee should take step to formulate the rules and regulations. With these rules and regulations we can avoid difficulties and give more services to the more library users.
2. Working efficiency depends on trained hands of personnel, layman cannot work in particular field without any training. In our condition it is too difficult to get trained manpower to do library work so I propose that the IAAS should pay attention to training the library manpower within the country or outside the country.
3. As the library is a place of individual study and research, it is necessary to maintain an atmosphere of quietness and dignity inside the library. To maintain the atmosphere of quietness inside the library we have to run orientation programme for the freshman. Also we can hang sign of silence on the particular areas. If the library is still noisy the library staff should remind them to keep quite.
4. Repairs and maintenance of library materials is a must in every library. It makes material last for a longtime. So we should have to hire and train a person for this purpose.
5. The library should be provided a copier machine for copying the pages of books or other documents. Payments should be asked for its use to cover for cost of supplies and maintenance.
6. Money should be allocated to photocopy certain important books which are rare or out of print and limited in number.

DINESH RAJ BISTA
Assistant Administrator

Introduction

The Institute of Agriculture and Animal Science is one of ten Institutes under Tribhuvan University. IAAS plays a key role to produce trained manpower in the agricultural sector. To meet this objectives there are several support services in the institute. One of them is Property Management Section. This section was opened last March 1983 replacing the repair and maintenance unit. The property management section's primary concern is to provide condition conducive to Instruction, Research and Extension Work at IAAS.

Functions of Property Management Section

The section will look after the following functions:

1. Civil work services - analysis and design, estimate of cost of infrastructures projects, contract preparation and construction management and supervision.
2. Repair and maintenance service - Including civil works, water works and electrical works.
3. Electric supply - Supply, electricity, new line connections, transformers and power sub-stations, electrical controls.
4. Water supply - Water supply, new water line connections, sewerage treatment, plumbing system, pumping stations and reservoirs.
5. Cleaning, sweeping, mopping services and garbage collection - Cleaning of offices, lab, classroom, hallways, stairways, windows, toilets, removal of spiders webs on ceiling; dusting of furnitures; and garbage collection and disposal.
6. Security system - Installing street light, fencing, positioning the security watchman, checking system in the main campus and sub-entrances.

Existing Systems and Procedure

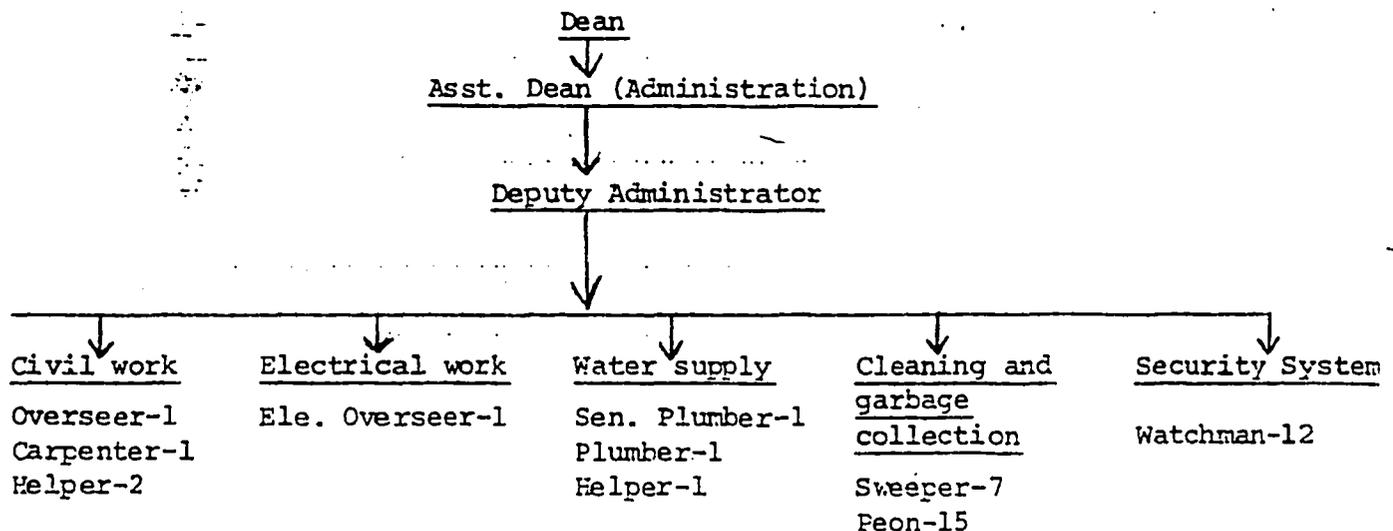
The procedure of doing things are as follows:

1. For construction work overseers are supposed to design, estimate and supervise the work. The property management officer (who is the chief of the section) is responsible to see to it that things are done right in this area. If needed he himself

2. For repair and maintenance services, there is a complaint book that is placed in the office of PMO to collect and record complaints and requests for repair and maintenance. As soon as the information is brought to the notice of the PMO, he checks and figures out the nature and condition of the work to be repaired and take necessary action. If the complaint or request is justified he immediately assigns persons to expedite the repair work. When the job is done the assigned person reports this back to the PMO.
3. The employee of the electricity and water supply units are under the supervision of PMO. Electricians and plumbers are responsible for their assigned work. If they are not carried out satisfactorily the PMO will take necessary action against them and reports the matter to the Asst. Dean for Administration.
4. The cleaning, sweeping and mopping services and garbage collections works is under the supervision of the PMO. Peons, sweepers and workers are assigned to do these works.
5. To protect the properties on campus, IAAS has applied strong security measures such as employing security watchmen in various areas, checking system in gate and fencing the campus compound.

Existing Personnel Chart

The property management section's existing personnel chart is like this:



Problems Identification

So here I want to describe what sort of problems the property management unit faces at the moment or the areas needing improvement. To improve the system I feel these problems are to be attended to:

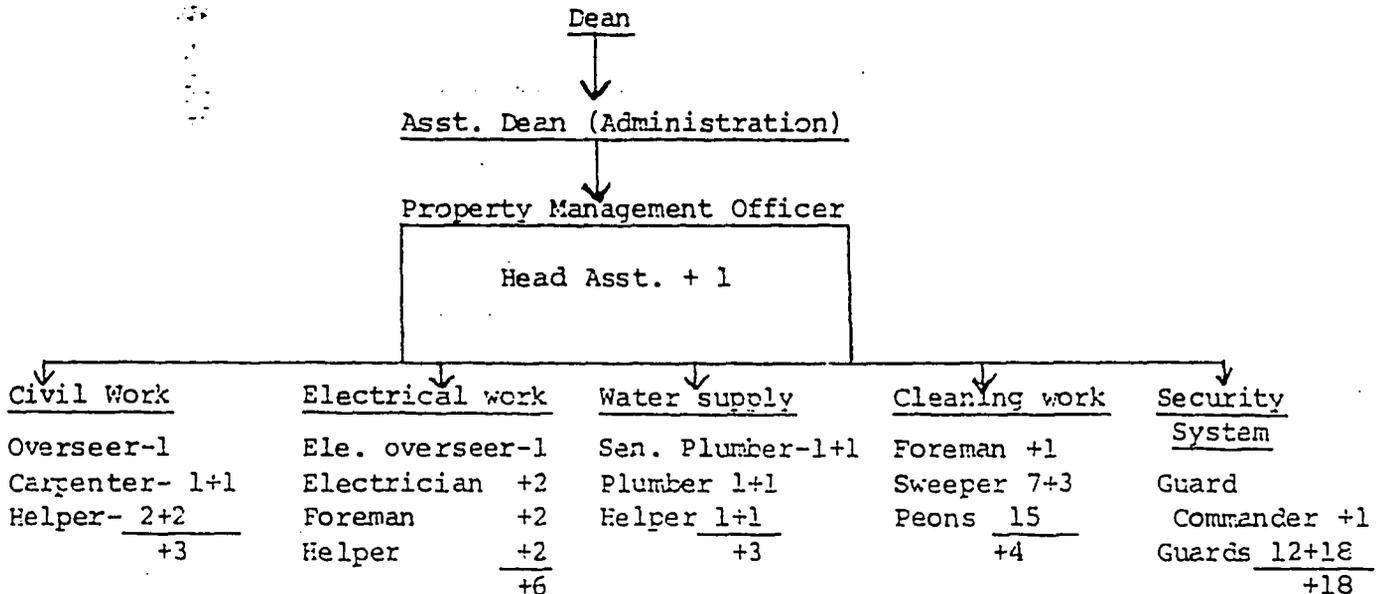
1. Lack of staffing (lack of human resources)
2. Lack of physical facilities
3. Weak security system.

Suggestions

Below are my suggestions on how to improve the existing system.

1. It is impossible to do anything without sufficient human resources. About 300 hct. of land is occupied by the campus for teaching, research and extension purposes. The campus is in two parts.

One part is in south and other part is in north. They are known as south farm and north farm respectively. In both places there are classrooms, lab. buildings, and residential houses. In the north farm is livestock farm while in the north farm is the crop production farm. Both parts of the campus need support services. In both sides there are several physical facilities provided by the campus. There are two transformer houses, two pumping stations and reservoirs. For these we only have one electrician and one plumber. The distances of the two farm is half an hour walking distances. So that we need additional staffing for doing work properly. I proposed a personnel chart for the section as follows:



(i) In the proposed set-up a total of 34 new positions are requested, broken down as follows:

Electrical - 6
Civil works - 3
Water supply - 3
Cleaning work - 4
Security - 19

In the meantime that new positions could not be made available, it is suggested that additional personnel be hired on daily wage basis. If daily wages is not possible, perhaps the exiting personnel can be asked to do overtime work with overtime pay.

Furthermore an assistant head is needed because of the wide scope and variety of the responsibility of the section.

2. In our section there is a need to have some bicycle for staff to round the campus.
3. We need additional facilities such as: office space; guards room; communication equipment for guards as well as equipment for cleaning, sweeping and mopping.
4. Security system. In this area we should do better prevention. First of all we have to trained our existing guards on self-defense and we should recruit trained guards only. (Specially those who are ex-military man). If possible we should provide them weapons and communication media.
5. Curfew system should be applied from 11 P.M. to 5 A.M.
6. We should talk with local Pancha leader concerning security system on campus. We should dialogue with student leader and other outsider dignitories to solve security problem on campus. Besides these we should arrange seminars and meetings inviting all the local leaders, student leaders, and representatives of local government administration to discuss how to solve the problem.

DEVENDRA DEVKOTA
Account Officer

Introduction

Tribhuvan University is the only university in the Himalayan Kingdom of Nepal. There are ten institutes and four research centres under the management of Tribhuvan University. His Majesty the king is the chancellor and the minister of education and culture is the pro-chancellor of T. U. His Majesty the king is the ceremonial head of the university and the Pro-chancellor is the nominal head of the TU. The university was established in 1956. Under the pro-chancellor there is a Board called Education Board. The vice-chancellor is appointed by His Majesty the king on the recommendation of a committee which is also formed by the king.

Institutional heads, the Deans are also appointed by the king on the recommendation of the Vice-Chancellor.

Under the Dean are two Asst. Deans-- for Administration and Asst. Dean for Academic Affairs. The asst. Dean for Academic Affairs is responsible for the academic affairs while personnel management and financial management are the responsibilities of Dean for Administration. Under the financial management is the Account Controller. Account controller is responsible in financial matters following rules and regulations of T.U.

Function of A/C Office

1. The financial administration is an organization is an important function just as the other sub-systems are also important. If this financial management sub-systems is weak, the total system also becomes weak. From the above points, we can say that in an organization all sub-systems, that is departments and sections, should be given attention and made to work harmoniously.
2. The main functions of the financial administration is budgeting, bookkeeping, record-keepings, vouching, account keeping, releasing the funds from the head office of T.U., making payment of obligations and receiving payments of income from different sources.

The Present Situation

In the income section all the personnel have job descriptions. My subordinates check the income from the different parts where the institute gets its income. In most situations my subordinates do not pay attention to the income side, though concerned parties make payments to the institute. If some concerned parties do not make payments to

the institute usually no one raise questions about the matter but me. At that moment my duty is to find out and investigate the matter. Our auditing section also does not look into the proposed income. They only care about the secured income.

To illustrate the problem, the livestock, the horticulture and the agronomy farms lack record of income and expenditure.

Areas Needing Improvement

Income section of IAAS is as important as other sections and other departments. So we cannot neglect this section. The areas needing improvement are listed below:

- a) Students admission section
- b) Income section of horticulture department
- c) Income section of the livestock and animal husbandry
- d) Income section of agronomy farm
- e) Income from miscellaneous factor
 - i) Bus fare from students, staffs and faculties
 - ii) Income from woods (fire woods)
 - iii) Income from grass
 - iv) House rent from bank
 - v) Income of electricity from Sharma and Co. + Bank

Proposed Plan of Action

1. Therefore there should be rules and regulations to insure regular payment of student dues. The organization should have quarterly payment system throughout the academic program.
2. The income from the livestock, horticulture and agronomy farms should be submitted weekly for entry in the ledger.
3. I will arrange for quick payment system of paddy, soyabeans, other legumes and wheat that we sell to agriculture inputs corporation (AIC). I will inform AIC to make the payments at the time of balancing goods.
4. In the institute we have a bus service once a week for the faculties and staffs and thrice a week for the students for marketing with minimum charge. The collections from these are not submitted by the conductor day by day. I propose that the fare collected be submitted weekly'

Below are additional sources of income that I would like to propose:

- a) Firewoods. The campus is surrounded by many trees, such as mangoes, guavas, pines, lemons, nims and so on. When there is strong wind branches of these trees break. These broken branches can be sold.
- b) We can sell the grasses in our grounds to the local people to increase our income. At present we are already selling the grasses to the local people but we are not doing it well. There should be a committee to fix the prices and there should be tender calling. After that the highest bids will get the contract. Also the contractor should submit the bidding price on a specified deadline.
- c) In our campus there is a bank called Nepal Bank Ltd. which is paying rent and electric bills to the Institute of Agriculture and Animal Sciences sometimes. But this bank does not make the payment on monthly basis. I propose to require this bank to make monthly payments for its rent and electric bills.

NAV RAJ K. C.

(Personnel and General Administrative Section of IAAS)

I. INTRODUCTION:

The Institute of Agriculture and Animal Science is one of the ten institutes of Tribhuvan University. The constituencies of IAAS include: administrators, faculties, staff (Administrative personnel) and students. The Dean is the Chief Administrator and he carries out his responsibilities through the faculties and staff members by assigning them tasks and delegating to them certain authorities as provided by university rules and regulations. There are eleven instructional departments and four major administrative sections. Among the four sections is the Personnel and General Administrative Section (PGAS). It provides administrative support services to all sectors of the institute to enable it to efficiently perform its mission.

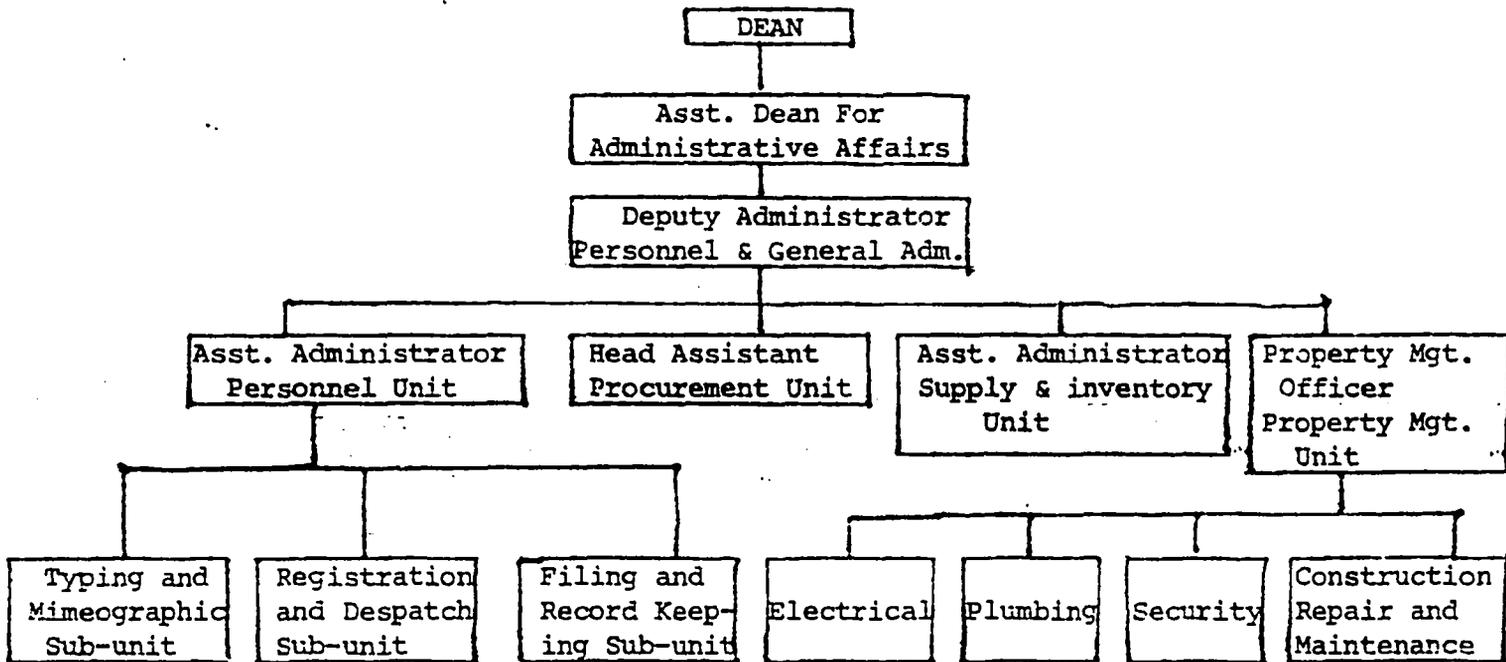
Among the PGAS functions are personnel records, procurement, management of supplies and equipment, inventory of properties, construction and maintenance of the physical facilities and maintenance of peace and order to IAAS. The PGAS sub-units are the following (a) Personnel Administration Unit (b) Procurement unit (c) Supply and inventory unit and (d) Property Management Unit. There are seven more sub-units under the above four units, such as (i) Filing and mimeographic sub-unit (ii) Registration and despatch sub-unit (iii) Filing and Record Keeping sub-unit (iv) Electrical sub-unit (v) Plumbing sub-unit (vi) Security sub-unit and (vii) Construction, repair and maintenance sub-unit. These units are headed by the administrative personnel as per the rules and regulations of the university and instructions of the Dean and Asst. Dean of IAAS.

II. THE PRESENT SITUATION:

Personnel and General Administrative Section (PGAS) is headed by a Deputy Administrator under the supervision, direction and Control of Asst. Dean for Administrative Affairs. The organization chart of PGAS is given.

The operation of these units and sub-units is carried out by 50 people. Each personnel has a job-description to carryout their day to day responsibilities. The function and job description of Deputy Administrator is as follows:

- (a) To maintain the subjectwise files of all correspondence
- (b) To maintain the individual files and records of faculties and personnel.



- (c) To prepare replies of correspondence
- (d) To handle the leave requests and records of the faculties and personnel
- (e) To supervise the administrative staff and advise them to carryout the day to day responsibility on time.
- (f) To prepare the monthly, quarterly, bi-annual and annual progress report of the institutional activities
- (g) To represent the administrative section in the different committees meetings
- (h) To act as a member secretary in the recruitment process of faculties and personnel and provide manpower for the academic and administrative units.
- (i) To prepare the documents for sending faculties and staff on higher-education, short-term trainings, seminars, workshops and educational tour
- (j) To maintain the minutes of the staff meeting and circulate the decision of the meetings to its members
- (k) To work according to the instructions of Dean and Asst. Dean
- (l) To assist in the formulation and implementation of policies on academic and administrative personnel matter.

III. AREAS NEEDING IMPROVEMENT AND PROPOSED PLAN OF WORK

Organization is like a machine and many parts are involved to run it in a proper way. If a part of the machine is weak and out of order the weaker part effects the whole functioning of the system. Institutional organizations are also like that. Its parts are administrators, faculties, personnel and students. These parts should be working together to achieve the goal and objective of the institute. Particularly we need the improvement in the following areas at this present situation.

1. More Incentives and Staff Development Should be Given to The Administrative Personnel: Lately IAAS has been giving more opportunities to administrative staff. There was nothing like this in the past. We should continue with this program of upgrading and professionalizing the administrative personnel. Administrative personnel have also a role in the development of the institution. A neglect of the administration sub-system could depress the moral of the personnel here. There should be a reward system to motivate the administrative personnel who are performing well. Motivation increases the productivity and working capability of the individual.
2. Hiring of or Assigning/Designating Somebody to Personnel Unit: At present the functions of the personnel unit is being performed by the Deputy Administrator of PGAS. There is lack of manpower in the personnel unit compared of the other units of IAAS. The Deputy Administrator is spending a lot of time doing things about personnel at the expense of the other units of PGAS. If Deputy Administrator is out of campus, most of the works of the personnel unit are unattended to. So it is recommended that an Assistant Administrator be assigned in the personnel unit to assist the Deputy Administrator.
3. Establishment of a Unit for Institutional Planning: - Planning is a very important function of management. As an institutional organization IAAS has its own objectives and goals. There should be a systematic planning to achieve the objectives and meet the goals of IAAS. Presently, there is no separate planning division in IAAS.

Functions of Planning Unit:

1. Assist the Dean in preparation of annual budget of IAAS
2. Assist the Dean in the preparation of development plans of the institution such as in: infrastructure, growth and expansion and new programs
3. Prepare concept papers that affect the present and future growth of the institution.

4. Establishment of Public Information and Public Relation Unit:

Functions of the proposed public information and public relations unit are:

1. To receive and brief visitors
 2. To prepare news releases to the mass media to inform the public about institute activities and new developments at the institute.
 3. To prepare in-house publication to inform students, faculty, administrators and employee about current events new development at IAAS.
 4. To prepare publications for public distribution to inform the general public about present activities and new developments at IAAS
 5. To organize and manage special events on certain occasions like King's Birthday, constitutional day, democracy day, etc.
5. In addition I would like to propose the following:
- (a) Conduct orientation briefing to newly hired personnel on their general duties, rights, benefits, and personnel systems and operation of procedures.
 - (b) Conduct meeting with subordinates at least once in a month.
 - (c) Maintain individual daily log book.
 - (d) Motivate subordinates by behavioral approach.
 - (e) Develop proper job description.
 - (f) Develop team work among personnel to accomplish the job.
 - (g) Implement cost saving techniques.

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GANGA LALL SHRESTHA
Deputy Administrator
Academic Administration

I. INTRODUCTION:

The institute of Agriculture and Animal Science is one of the ten institutes established within the T.U. under New Education Plan of Nepal. The Central Rampur Campus of IAAS operates four kinds of programs: the first and second year Proficiency Certificate Level in General (Basic) Science Program, Second Year Proficiency Certificate program in Agriculture, the Three Year B. Sc. (Ag.) program and the Five Year B. Sc. (Ag.) program which will be started this coming Academic Year - July 15, 1984.

The main objective of this institute is to produce middle level trained manpower in the field of Agriculture and Agri-business.

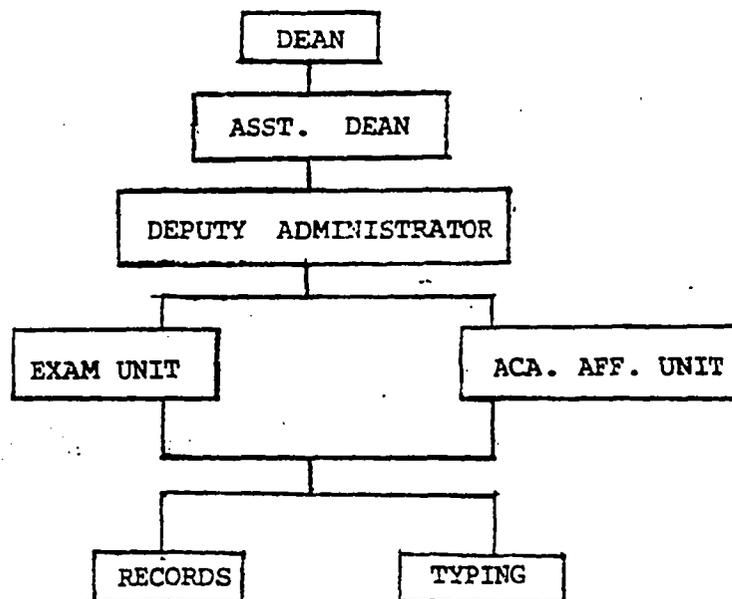
In IAAS, the Academic Administration Branch is one of the most important branches.

II. FUNCTIONS OF THE ACADEMIC ADMINISTRATION BRANCH:

The main functions of this branch are as follows:

- To administer admission of new students under the rules and regulations of T.U.
- To keep attendance records of the students
- To prepare class schedules
- To schedule use of class rooms
- To keep personal records of the students on file
- To administer internal quiz and make-up quiz exams and report result of these exams under the recommendation of IAAS Examination Committee;
- To administer the Scholarship program of IAAS students on the recommendation of IAAS Scholarship Committee;
- To provide clerical services to faculties such as: typing and cyclostyling, etc.
- To call the Standing Committee and Faculty Board Meeting and to prepare the minutes of these meetings under the guidance of Dean or Assistant Dean for Academic Affairs
- And to do other duties and tasks that might be given by Dean or Assistant Dean for Academic Affairs.

III. ORGANIZATION SET-UP:



The main clients of this branch are the students and faculty members.

IV. PRESENT SYSTEMS AND PROCEDURES FOR ADMISSION:

The admission procedure for freshman is as follows: Notice is announced through daily/newspaper and radio giving detailed information about deadline for applying and date of start of classes. Then the Admission Committee will act on the applications for admission on the basis of marks obtained in S.L.C. exam. or Proficiency Certificate Level Exam., or Entrance Exam. There is a maximum quota of number of students who are admitted each year.

V. PROPOSED PLAN OF ACTION:

The following improvements in the Academic Administration Branch are proposed:

1. A more systematic filing system of personal records of all the students. Before there was more systematic recording and filing when the number of student was not so much. To implement this proposal, more cabinets, folders and one additional staff (Asst. Administrator) are needed.

2. I will require my staffs members to regularly prepare a weekly plan of work. Every Frida- I will sit down with my staffs to plan for next weeks work load assignment and activity targets.
3. I will clarify in writing job descriptions, tasks, duties and responsibilities of individual staff members.
4. To improve the working condition by adding work space and sufficient furnitures and to put up a student counter so that every student come to the working desks to transact their business. This will minimize disturbance to other staff members who are not concerned with the transactions.
5. And also, there should be better coordination between General Administration, Accounts and Budget, Personnel, Store and Academic Administration to improve the existing systems and procedures.

KHADA NANDA SHARMA

Assistant Administrative Officer, IAAS

INTRODUCTION:

In every organization there must be units to achieve the goal of that organization as Planning, Personnel, General Administration, Property management, Supply, Budgetting, Accounting, Maintenance, Security etc. All section have their own type of work to achieve the final goal of that organization.

Of these functions, I am going to touch on the personnel office. Its function is to formulate and implement policies on academic and administrative personnel matter, plan organize and control human resources in the administrative section of IAAS. And also to keep management informed on personnel matter, maintain close relation with line staff and to keep personnel records.

In Nepal there is only one University named "TRIBHUVAN UNIVERSITY" and under that university there are ten Institutions. IAAS is one of them. The recruitment of faculties and staff is centralize and being done by T. U. Commission. We have no difficulty about recruitment, except lower staff and temporary faculty. When our Institute will be autonomous university in near future recruitment will become one of our responsibilities.

PRESENT SITUATION:

At present the personnel section has one Assistant Registrar, One Assistant Administrative Officer, three Assistant and some clerks. The section reports to the Assistant Dean for administrative officers. There are three sub section: general administration, records and typing and dispatching. There is no sufficient manpower in the personnel section. The personnel office keeps records of staff and faculty, and also assigns the human resources to various responsibilities and activities.

AREA NEEDING IMPROVEMENT:

Our Institute is not so old and experienced. It is gradually growing and there are a lot of things to improve particularly in personnel matters. I think personnel is an important part in organization to achieve the goal. So it should be very active in his affairs. To run personnel section efficiently there should be staff development. They should know how to perform their duty well. So I want to give job training to my staff. And also I like to distribute works and responsibilities to each person. There should be motivation, co-ordination and communication between one section to another, immediate boss to super boss.

PROPOSED PLAN:

Our Institute may be an autonomous University in the near future. So this Institute should upgrade administrative field. That is why we were given the chance to attend a management training in UPLB under the advisorship of Dr. Gwyno to get some orientation in management and to gain from the knowledge of working procedure at UPLB and some other colleges.

I will try my best to do well which ever section I may be assigned. When I will join the personnel section I will try my best to do the following:

- (i) I will try by myself to give job training to my subordinate staff. On those things I learned from this training.
- (ii) I will try to classify the work and job-description separately and give responsibility to concern subordinate staff. I will try to arrange for better comfort and working conditions for my staff.
- (iii) I will provide motivational inputs to my staff and hold regular meetings.
- (iv) I will try to improve internal communication and coordination.

Orientation briefing for newly hired personnel. I proposed that orientation briefing be conducted for all newly hired personnel to inform them of their right, benefits, priviledges as well as duties and obligation as employees of the Institute.

PLAN 'B'

I am supposed to be in personnel section in training. But the training was General and suitable for all section. Now I am engaged in project-Accounting and General Administration funded by USAID. This project was started from 1976 and I was there in middle of the project. It was difficult for me to handle the project account and administration because of changing of the Project Manager and other staff. There was no systematic filling of project papers and other valuable documents. Now I am trying to collect required documents and letters for the final Auditing.

If I will be assigned in second project from the very beginning, I will try to set project system properly from the very beginning and I will apply the knowledge which I have gain from the present project working system.

Planning and Budgeting is the main function of the project. If there will no good planning and budget allocation according to the need of the Institute, the project will suffer a lot and progress will be hampered.

If the progress will be hampered, the Institute will not get the achievement supposed by the the grant. If I will be in the project I will request to the Institute to have the following management so that the project will run smoothly:

- (i) To have a permanent Project Manager.
- (ii) To set a planning section in the project.
- (iii) To have a procurement and store section with sufficient project store.
- (iv) To set a maintenance office with proper Technical staffs under the Project Manager.
- (v) Account section with proper skilled staff under the Dean.

Closing Ceremony of the Training on
Management of Administrative Aspect of Higher Education in
Agriculture and Systematic Managerial Analysis
and Decision Making

Program

Date: August 12, 1984
Time: 1:00-3:00 P.M.
Place: Communication Hall, IAAS

1. Chairman - Mr. B. P. Sinha, Dean
2. Welcome speech - Mr. Ganesh P. Shivakoti
3. Presentation of plans prepared by the participants -

Mr. Buddhi L. Ehandari
Mr. Ganga L. Shrestha
Mr. Dinesh R. Bista
Mr. Khada N. Sharma
Mr. Bishnu H. Devkota
Mr. Devendra Devkota
Mr. Puspa B. Bhandari
4. Impression of the training on management of Administrative Aspect
of Higher Education in Agriculture -

Mr. Nav Raj K. C.
5. Impression on Systematic Managerial Analysis and Decision-Making

Mr. Gopi Upreti
6. Distribution of Certificates to various participants by

Dean Sinha and Rogelio V. Cuyno
7. Remarks - Herbert L. Whittier, Chief of Party, MUCIA
Remarks - Dr. Rogelio V. Cuyno
8. Closing remarks by Dean, Sinha
9. Dinner Party - 7:30 P.M. at IAAS, Guest House.

APPENDIX D

PARTICIPANTS IN THE SEMINAR ON SYSTEMATIC
MANAGERIAL ANALYSIS AND DECISION-MAKING
(August 6-10, 1984)

1. Uma Gupta - Agronomy
2. Ram Chandra Koirala - Farm Manager (Horticulture)
3. Dainik Bahadur Nepali - Farm Manager (Animal Science)
4. Ganesh Shiva Koti - Agricultural Economics
5. Moti Lal Prasad - Farm Manager (Agronomy)
6. Maheshwar Sapkota - Animal Science
7. Badri B.S. Dongol - Rural Sociology and Extension
8. Kailash N. Pyakural - Assistant Dean (Admin.) and Rural Sociology
9. Santa B. Gurung - Ag. Botany
10. Weslie Combs - MUCIA
11. Gopi Upreti - Ag. Statistics and Horticulture
12. Narendar Kemar Chandhary - Hostel Warden
13. Murari Subedi - Extension Coordinator
14. Chandra Kishor Mandal - Plant Protection
15. Narayan Kunwar - Assistant Dean (Academic)
16. Narsingh Prasad Gupta - Rural Sociology and Extension
17. Durga D. Dhakal - Horticulture
18. Satya Tiwari - Campus Head (Lumjung)
19. Padam P. Sharma - Soil Science