THE ROLE OF COMMITTEES IN THE MANAGEMENT OF THE RAMAT POLYTECHNIC MAIDUGURI

By

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DECLARATION

I hereby declare that this project has been written by me after thorough research work and extensive readings.

This work has not been presented before in any previous application for the award of a higher degree.

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The Above Declaration is confirmed.

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Date:- 26 November, 1985

CERTIFICATION

This Project titled "The Role of Committees in the Management of the Ramat Polytechnic Maiduguri, by Paul Mele Gadzama, meets the regulations governing the award of the degree of Masters of Business Administration (M.B.A.) of Ahmadu Bello University, Zaria, and is approved for its contribution to Business knowledge and Literary presentation.

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DEDICATION

This work is dedicated to
Becky and Asindy.

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There are many individuals who have one way or the other contributed to the success of this project whose names may not appear here. Nevertheless, I express my sincere gratitude for their contribution to the success of this project.

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ABSTRACT

From the vast field of study which collective group action provides not only for the business manager, but also for the Political Scientist, Economist, Sociologist and the Social Psychologist, I have selected for study the role of committees in the management of an organization, in this, case the Ramat Polytechnic Maiduguri.

The committee is one of the most maligned, most frequently errrployed forms of organization structure. Despite the criticisms, committees are fact of organization life.

It is the contention of this study that committees have too often boon recklessly employed in performing the managerial activities in an organization without the due considerations of the whole principles involved in the use of committees in an organization.

This study is undertaken therefore to examine the role of committees in the management of the Ramat Polytechnic Maiduguri, having in mind such activities as planning, coordination, policy making, advising and execution. The study goes further into examining the most significant problems faced by the committee system in performing its role in management, and what possible solutions could be employed to minimize these problems.

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Chapter One

INTRODUCTION

1.1 The Importance of Committees

The committee is a conspicuous landmark on today's organization. It is the conduct of Business through groups of people acting collectively as distinct from its conduct by single individuals. Committees are found whereever people are working together for some common objectives - in trade unions, in churches, in musical and literary societies, in sports clubs, in business and professional organizations, in employers associations, in schools and universities. In many organizations, certain policy matters are required by law to be decided upon by committees. Much of the rationale behind the committee system is the desire to gain the benefit of group deliberation and in other words, the adage "two heads are better than one".

Therefore, committees have come to be considered as very important tool in management processes, hence the relevance of the present study to Management Practices.

1.2 Objectives of The Study

The objectives of this study is:-

- To explain why committees exist in the Ramat Polytechnic, Maiduguri.
- To describe the various functions performed by the committees in the management of the Polytechnic.
- To try to understand the range of authorities committees have in the Polytechnic.
- To describe how selection of memebers are done into the various committees in the Polytechnic.
- To appraise and analyze the various problems associated with the committee system in the Polytechnic, and to suggest possible solutions to these problems and suggestions for an effective use of the committee system in the management of the Ramat Polytechnic.

1.3 Definitions

The relevant term that needs definition in this study is the term committee. A committee as used in this project refers to a meeting which has a formal constitution and normally has a formal proceedings with sessions on a regular basis; it comprises of gathering of people representing different interests, functions and spheres of knowledge, coming together to promote a common purpose or to fulfil a common task by the

interchange of ideas.

It is necessary to distinguish between two types of committees.

(a) Standing Committees

Standing committees are permanent features of the top levels of an organization. They are typically elected or appointed under the laws establishing the organization, or by the Board or Council of the organization, or by the Chief Executive of the organization.

(b) Ad-hoc Committees

Ad-hoc committees are temporary, appointed for specific tasks or projects. They are usually formed to assist decision makers by conducting studies, pooling information, gathering data, or investigating problems. Their decisions take the form of recommendations, which must usually be adopted or accepted by appropriate decision makers.

1.4 Scope and Limitations of the Study

If one wants to classify the study of committees and management, it can be done in two ways. One can study "committees in management" which focuses mainly on

relationships between committees and the different managerial functions in an organization, or management of committees which focuses specifically on the procedures in committees.

The present study is confined to committees forming part of the machinery of management and some aspect of the management of the committees. It does not by any means go into the details and intricases of committee procedures. This study is therefore limited to only some of the management activities as carried out by committees, and an appraisal of the functioning of committees in the organization from the point of view of members of the committees.

1.5 Methodology of Presentation

This study has been divided into six chapters.

Chapter one is the introductory chapter which presents the basic preliminary information to the whole study.

Chapter two is the literature review which relates the objectives of the study to what has been found in text books and researches on the topic of committee. Much research has been done on the topic, "the rationale behind the committee system", therefore much citations are made

to cover the topic.

The third chapter is basically the description of the Ramat Polytechnic in terms of the history, ownership and control of the institution, objectives and functions of the Polytechnic, the size, the organizational structure and lastly, a brief description of the various committees in the Policytechnic is made in terms of their membership and terms of reference.

Chapter four is a description of the methodological procedures followed to conduct the research in terms of the sample selection, methods of collecting data and the method of data analysis.

Chapter five is analysis of the data collected and findings from this analysis.

The study is then concluded with the sixth chapter which presents a summary of the findings as they relate to the objectives of the study. Recommendations are then given as the final conclusion.

Chapter Two

LITERATURE REVIEW

Much has been said in the literature on the subject of committees in an organization. The review in this chapter is concerned mainly with the objectives of the study stated in the introductory chapter.

The following sub-titles are covered in the review.

(1) Definitions of a committee
(2) The purposes of a committee
(3) The Rationale behind the committee system
(4) The Authorities of a committee
(5) Membership of committees
(6) Problems of the committee

2.1 Definitions of a Committee

It is important to have some idea of what is meant by a committee, if only because there are some bodies called committees which are not really such, and there are many committees called by other names. Brech et al (1972)[1] defines a committee in terms of its formal proceedings and constitution and regularity and then goes on to distinguish it from "a meeting" and "a conference".

- A committee - a meeting which has a formal constitution and normally has formal proceedings with sessions on a regular or periodic basis, it comprises of gathering of people representing different functions or spheres of knowledge, coming together to promote a common purpose or to fulfil a common task by the interchange of ideas.

while on the other hand, "a meeting - any other systematically constituted meeting, in which the proceedings are not necessarily formalized nor regularly recurrent, and which has only a loosely established constitution".

And "a conference - a large gathering of people brought together to hear an exposition of chosen subjects, followed by informal suplementary discussions and questionings by those in attendance".

Wheare (1955)[2] defines a committee from the view point of status, when he said that it is "a body to which some task has been referred or committed by some other person or body. The notion of a committee carries with it the idea of a body being in some manner or degree responsible or subordinate or answerable in the last resort to the body or person who set it up".

From this definition, there is the idea of a derived or secondary or dependent status, in form at least.

2.2 The Purposes of a Committee

According to Hampton et al (1978)[3], "committees are set up to pursue economy and efficiency within the enterprise. They do not create direct salable value, nor do they supervise operative employees who create such value.

Koontz et all (1981)[4] discussed the purposes of a committee in an organization under eight headings namely:-

- Group deliberation and judgement. This is a variation of the adage that "two heads are better than one".

  A group of people offer a wider range of experience, a more thorough probing of facts, and a more diverse and specialized background than one person can possibly bring to a problem. The stimulation resulting from oral interchange can clarify problems and help develop new ideas and solutions.

- The second purpose of the committee is to difuse too much authority in a single person. Especially in religious and educational institutions.

- Third is the representation of different interest groups inside and outside the organization.

- Fourthly is the co-ordination of departments, plans and policies.

- Fifthly is for the purpose of transmission and sharing of information simultaneously within a short time.

- Sixthly, is for the purpose of consolidating authority. Some matters call for the exercise of authority that the manager at the level concerned does not posses. The head of department may establish purpose committee to study the problem and to use the combined authority of its members to approve.

- Purpose number seven is to motivate through participation.

- Lastly, committees are established for the purpose of avoidance of action. One of

> the surest ways to delay the handling of a problem and even to postpone a decision indefinitely is to appoint a committee.

In a much similar pattern, Brech et al (1972)[5] discussed the purposes of a committee under the heading; joint consultation, co-ordination among executives, consultation among executives, technical study, uniform information, advisory purpose, executive, formal governing and educational.

2.3 The Rationale Behind The Committee System

It is clear that as the accumulation and fractionalization of knowledge increases, creative solutions to complex problems will increasingly involve group processes. This fact partly explains the proliferation of numerous committees in complex organizations.

Although the functions of the committee have long been recognized in management literature, contemporary research do not seem to agree on the rationale behind the setting up of the committee, that is "two heads are better than one". Findings from several researches concludes that it all depends upon the processes followed in most committee meetings. For example, Ven and Delbec (1971)[6] in their research on "Nominal versus

Interacting Group Process for Committee Decision-making effectiveness made a comparison of the measure of group processes o^ nominal groups as opposed to brain storming or interacting group performance in terms of (1) the mean of number of unique ideas, (2) the mean total number of ideas of perf rmance and (3) the quality of ideas produced. Based upon these three measures of performance, nominal groups have been found to be significantly superior to brain storming groups in generating information relevant to a problem.

Similarly, in a study by Dunnette et al, (1963)[7] on the effect of Group Participation on Brain storming Effectiveness for two industrial samples, it was found that "individuals produced not only more ideas than groups, but they accomplished this without sacrificing quality. The net superiority of individual performance over group participation is highlighted by the fact that 23 of 24 groups produced larger number of different ideas under the individual condition". The above cited research was concluded by the following: "Group Participation may be useful in 'warming up' for individual brain storming sessions. Research personnel produced more ideas when individual brain storming followed group participation than when it preceded it. Advertising men also exhibited relatively greater superiority in the individual sessions when they had been preceded by a group session.

In an earlier study by Barlund and Dean (1959)[8] on a comparative study of individual, Majority and group Judgements, the performance of individuals working alone, under majority rule, and as members of discussion groups was compared on a complex intellectual task. The results indicated that majority decisions, when deadlocks are evenly divided between right and wrong, are not significantly different from those made by the average individual and are inferior to those of the best members of the group working alone.

Group decisions, reached through cooperative deliberation, are significantly superior to decisions made by individual members working alone and those made under majority rule.

On the other hand, some study does seem to concur to the adage of "two heads are better than one". Osborn (1957)[9] concluded that the average person can think up twice as many ideas when working with a group than workine alone. When comparing the mean number of ideas produced by a group with the mean number of ideas produced by individuals, brainstorming groups were found to be superior to an equal number of individuals who were brain storming indepently.

Also Taylor et al (1958)[10] found interacting

groups to be superior to individuals in problem solving situations when comparing the performance of individuals working alone with that of a group in which the same individuals participate at another time, They state; "such group superiority may very well account for the wide-spread impression that group participation does facilitate the production of ideas".

Likewise, Faust and William (1959)[11] made an investigation to answer the question; Is the performance of a group superior to the performance of an individual? Using problems solving spartial and verbal variables, the research findings indicated that group solutions were superior to individual ones.

Therefore from the findings of various researchers, there doesn't seem to be a definite conclusion on whether the individuals problem solving capabilities are best under a group process or independent process. The leanings are more toward the former. However, it is agreed that there are certain inhibiting factors on the individual's performance while participating in interacting groups for problem solving.

Tersely, (1957)[12] summerized the nature of inhibiting influences which act to reduce performance of interacting groups in problem-solving.

1) A "Focus" effect where in interacting groups "fall

into a pit" and pursue a single train of thought for long periods.

2) The self-weighting effect, where in an individual participate in the group to the extent that he feels equally competent with others.

3) The fact that covert judgements are made but are not expressed as overt criticisms.

4) The inevitable presence within most organizational groups of status incongruities, where in low-status participants may be inhibited, and "go along" with the opinions expressed by high status participants, even though they feel their opinions are better.

5) Group pressures for conformity and implied threat of sanctions from the more knowledgeable members

6) The influence of dominant personality-types upon the group.

7) The amount of time and effort spent by the group to maintain itself. As orientation to maintain group interaction increases, quality of solutions decreases.

8) A tendency to reach "speedy decisions" before all problem dimensions have been considered.

As a result of these inhibitive factors, the latent resources of individual group members are often not brought

to bear on problem-solving.

2.4 Authorities of a Committee

There are varied views on what should be the range of authority of the committee in an organization. Such opinions were expressed by executives in a survey conducted by Tillman (1960)[13] for the Havard Business Review, the May/June edition. An extract of the findings on this topic is given below.

> Those executives who advocates group management believe that the committee should have the authority to vote policy or decisions implementing policy. Other executives, however feel that committees should vote recommendations or give advice, but that one executive only (usually the Chairman) should be charged with the final responsibility for the decision. Still another group of executives contends that committees serve best when they perform only the function of exchanging information, and that the members of a committee should return to their respective departments and apply the information to whatever problems are at hand.

The question executives were asked to survey how they felt about the amount of authority a committee should have was the statement: "A committee should be able to recommend, but never to decide".

There reaction was:

Agree 49.0%

Disagree 51.0%

2.5 Membership Of Committees

Any serious study on the role of committees in an

organization will have to focus some of its attention on the membership of committees in terms of its size and composition.

Current practice and opinion recommend sizes ranging from 3 to 9 members Hampton (1978)[14] Surveys have confirmed these prescriptions. Of the 1,658 committees recorded in the Havard Business Reveiw Survey Tillman (1960)[15], 70 per cent who answered suggested an ideal committee size that averaged 4.6 members. Similarly, Kriesberg (1950)[16] reported that, for the 75 conferences analyzed, there were typically 5 or 6 conferences in the meetings studied.

Inferences from small-group research reported by Hampton (1978)[17] show the "extent to which a number is "ideal" measured in part in terms of the effects that size has on socio-emotional relations among group-members and thus the extent to which the group operates as an integrated whole, rather than as fragmented sub-units. Another criterion is "how size affects the quality of the groups decision and the time required to reach it".

The other dimension of committee membership that has received a lot of comments is the kind of composition. Many authors are of the opinion that the effectiveness of a committee is determined to a large extent by the type of composition.

On this account, executives surveyed by Tillman (1960)[18] suggest a number of criteria for selecting effective committee members. They describe the effective committee man as "able, possessing judgement, objective, interested, knowledgeable, and prepared".

2.6 Problems of the Committee System

The often cited problems of the committee system in an organization falls into three categories as Tillman (1960)[19] found in his survey. They are: objection to the time involved, desire to pin-point responsibility for bad decisions, and the fear of undue compromise. Similarly, Koontz et al (19)[20] presented these problems as the disadvantages of committees.

They are:

i) High cost in time and money

ii) Compromise decisions, that is the danger of watered down conclusions in an effort to find a common ground

iii) Indecision - that is difficulty at ariving at a decision may force adjournment without action.

iv) Tendency to be self-destructive. Indecision could be exploited by the chair person or a strong member an opportunity to force the committee into a decision.

v) Splitting of responsibility. Individuals feel less degree of responsibility when it is a group decision.

vi) Minority Tyranny. Usually, committees tend to seek unanimous or near-unanimous conclusions or decisions. Minority members are therefore in a strong position. By their insistence upon acceptance of their position, they exercise an unwarranted tyranny over the majority.

However, not much has been done in terms of research in trying to determine the extent of these problems in committees in organizations. In the chapter on data analysis of this study, the result of the survey on these problems and the extent to which they are found in the committees in the Ramat Polytechnic is presented.

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17. Hampton op. cit., pp.264-266

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19. Ibid. pp. 6-12, 166-168

20. Koontz op. cit., pp. 453-479

Chapter Three

DESCRIPTION OF ORGANIZATION

3.1 History, Ownership and Control of The Ramat Polytechnic

The Ramat Polytechnic Maiduguri was established by Edict NO.7 of 1978 as Ramat College of Technology by the Borno State Government. It was up-graded to the status of a Polytechnic in 1979.

The Polytechnic is an autonomous institution controlled by a Governing Council which is appointed by the Borno State Government. The Council is the highest policy making body in the Polytechnic. The State Government exercises an indirect control on the Polytechnic through the council.

The powers of the council as spelt out in the Edict establishing the Polytechnic are as follows:

i) The council is responsible for the general management of the affairs of the Polytechnic and in particular the control of the property and the finances of the Polytechnic and shall also have power to do anything which in its opinion is calculated to facilitate the carrying out of the purposes of the Polytechnic and to promote its best interests,

ii) To exercise on behalf of the Polytechnic the powers conferred on the Polytechnic by Section 5 of the Edict.

iii) To have power to delegate to its chairman, any committee appointed by it, the Board or the Rector of the Polytechnic all or any of its powers subject to such conditions as it may think fit.

iv) To have power to make rules for the purpose of regulating its own procedure or the procedure of any committee appointed by it.

The next body to the Council in the hierarchy of policy making and general management of the Polytechnic is the Academic Board. The Academic Board exercises direct control of the academic work of the Polytechnic.

The powers of the Board include:

i) Directing and managing all academic matters of the Polytechnic including the general regulations of admission of students, the conduct of examinations, the award of certificates and diplomas, scholarships, prizes and other academic distinctions;

ii) Making such reports to the Council as the Board deems fit on any academic matter;

iii) Performing any other function which may be delegated to it by the Council.

An important office in the management and control of the Polytechnic is that of the Rector of the institution who is the Chief Academic and Administrative Officer, appointed by the Military Governor on the advice

of the Council on such terms and conditions as it may think fit and to exercise general authority over the staff and is responsibile for the discipline of the Polytechnic.

3.2 Objectives And Functions Of The Polytechnics

The objective for establishing the Polytechnic was clearly spelt out in the Edict setting up the Polytechnic and is summarized as follows:-

The production of technical manpower who will render selfless service to the state in particular and the whole country in general. To achieve this objective, the Polytechnic provides studies, training and research, and encourages the development of science, engineering, management, commerce and other felds of study. Specifically, the following functions are performed to realize the above stated objectives.

1. The provision of courses of instruction leading to the award of the National Diplomas, Higher National Diplomas, Certificate courses and other distinctions in scientific, technology, managerial and such other subjects at the senior and intermediate level of manpower.
2. The provision of special training courses whether leading to distinctions or not taking into account

at all times the requirements of the intermediate level of manpower needs of the state in particular and the country in general.

3. Working in the development of techniques and new technological innovations.

4. The organization of conferences, seminars, study groups and like activities.

5. And such activities as may in the opinion of the council serve to promote the objectives of the Polytechnic.

3.3. The Size Of The Polytechnic

Generally speaking, the Polytechnic had been growing steadily over the past five years in terms of its student enrollment, number of employees, and total expenditure in fixed and current assets.

Table 3.1 shows students enrollment and the academic staff strength for the past five years.

Table 3.1 showing the students enrollment and the academic staff strength for the years 1979-1985 in Ramat Polytechnic Maiduguri

Year	Student Enrollment	Academic staff strength
1979/80	500	44
1980/81	700	73
1981/82	1200	101
1982/83	1600	130
1983/84	1800	140
1984/85	1800	176

Source - Academic Office.

Expressed as a ratio of students to the academic staff, we have the following data.

Table 3.2 showing ratio of students to staff for the years 1979 to 1985

Year	Ratio of students to staff
1979/80	1:11
1980/81	1:10
1981/82	1:12
1982/83	1:12
1983/84	1:13
1984/85	1:10

When plotted on a graph, the above ratio shows the following histogram.

Figure 3.1 showing the histogram of the ratio of students to staff for the years 1979 to 1985

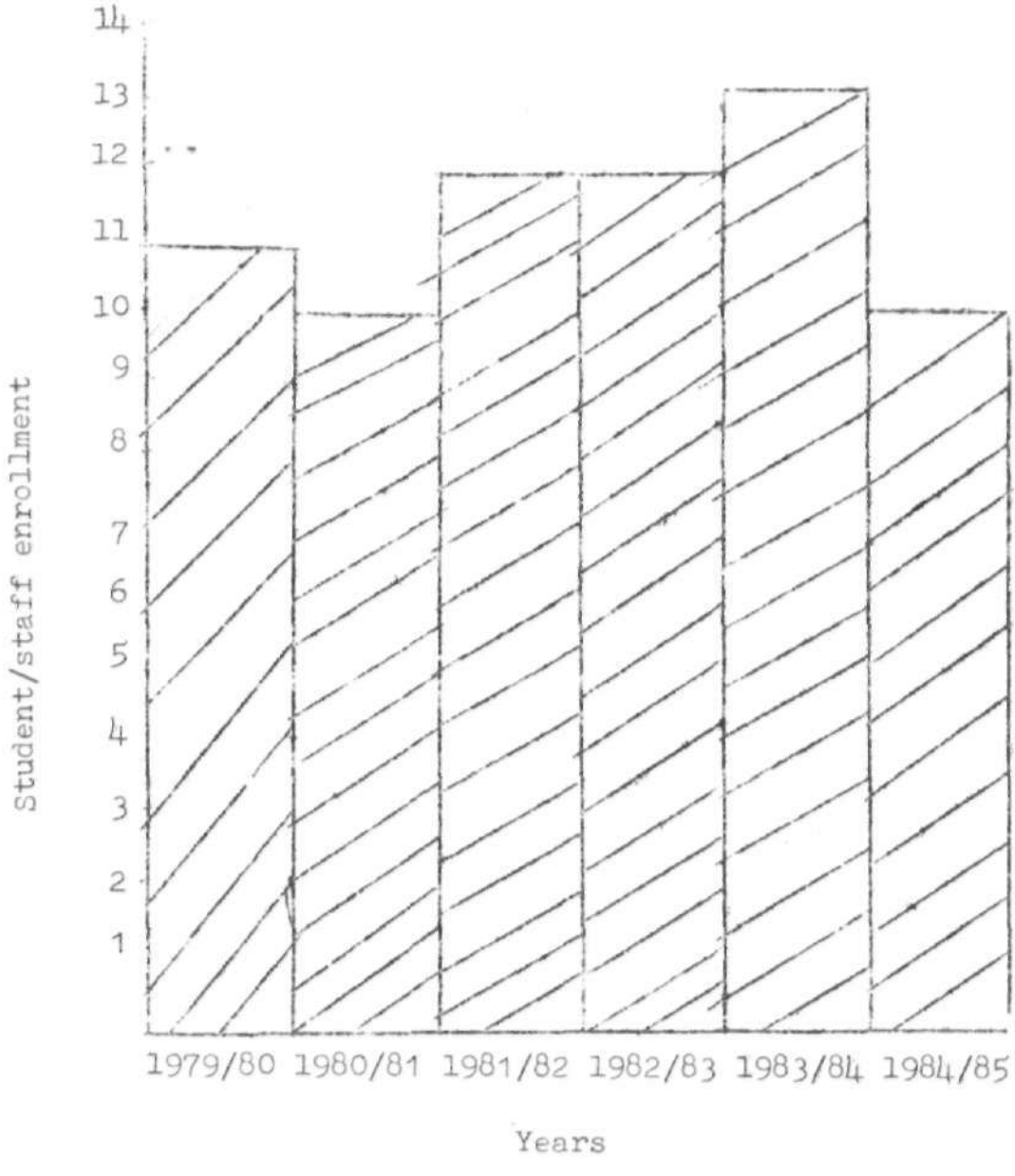


Table 3.2 showing the total value of expenditure on fixed and current assets of Ramat Polytechnic Maiduguri

Years	Fixed Investment	Percentage Increase	Recurrent Expenditure	Percentage Increase	
1980	₦2,881,400	-	1,945,480	-	
1981	₦5,588,413	93%	4,288,377	120%	
1982	₦6,741,712	20%	4,858,325	13%	
1983	₦7,078,798	5%	5,101,241	5%	
1984	₦7,291,162	3%	5,305,291	4%	

Source - Bursary Department, Ramat Polytechnic Maiduguri.

From these tables and figure, one can safely conclude that the Polytechnic had been growing in size over the years.

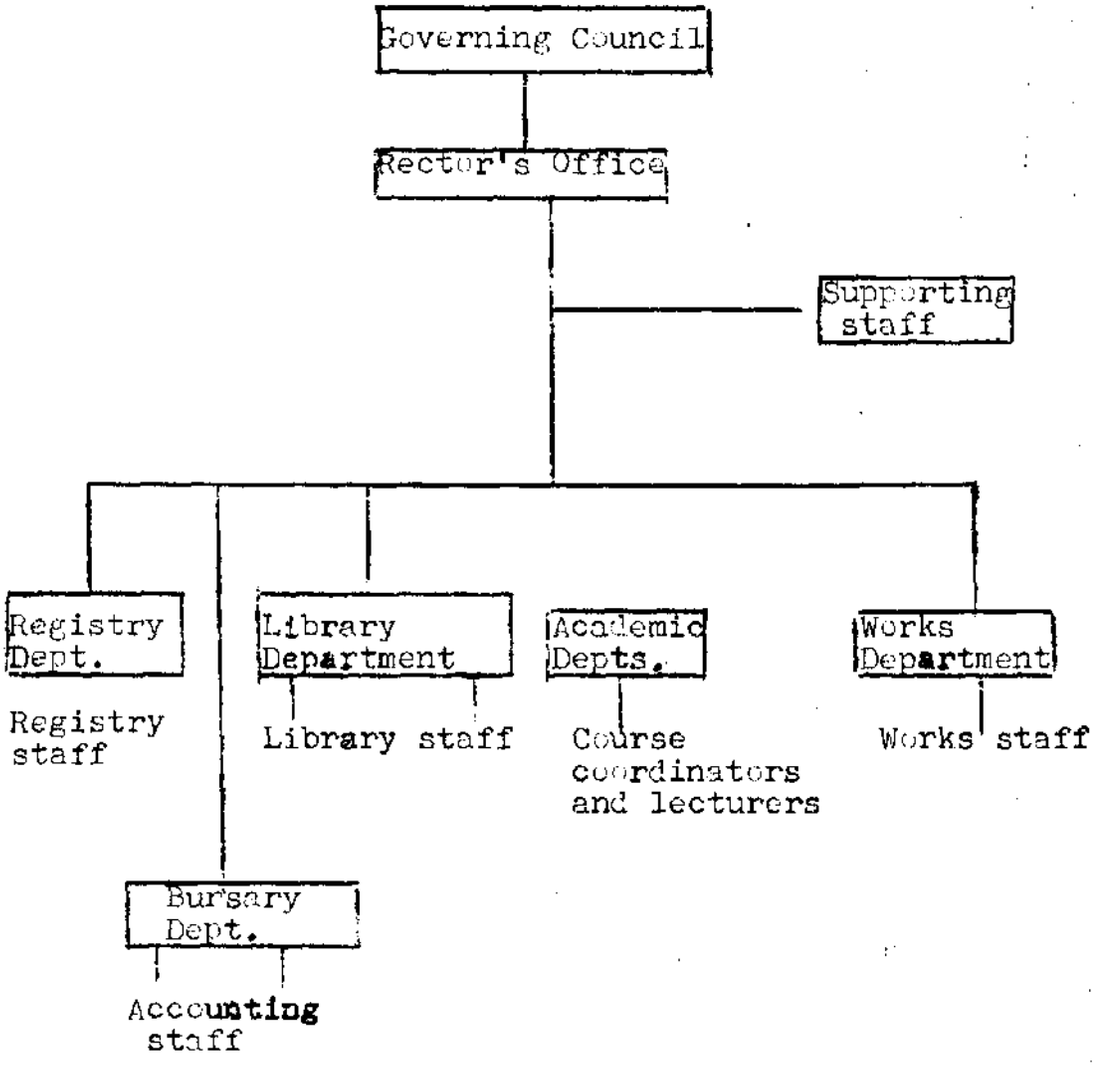
3.4 The Organizational Structure of the Polytechnic

Basically, it is the functional type of organizational design that is in practice in the Polytechnic although some elements of the matrix organization can be seen when one looks at the execution of special projects and programmes requiring the setting up of ad-hoc committees. In view of this, at least three organizational chart can be drawn of the Polytechnic

depending upon what one is trying to view.

The first in figure 3.2 below shows the simple functional organizational chart.

Figure 3.2 Functional Organization Chart of Ramat Polytechnic Maiduguri



The overall control of the Polytechnic is done by the Governing Council. Then at the next level of control is the Rector who is the chief executive of the Polytechnic as well as the accounting officer. He is assisted by his Deputy. The various activities performed in the Polytechnic are divided into various departments namely: the Registry department which is headed by the Registrar and reports directly to the Rector. The registry is further subdivided into various units such as the senior staff establishment, intermediate and junior staff establish, both of which serve as the Personnel department of the Polytechnic. Other units are the Academic division, Housing and Passages, Information and Publicity, Students affairs and Industrial liason unit. Each of these units are under the direct charges of the assistant registrars of various ranks.

The next department is the Bursary, where it is headed by a Bursar who reports directly to the Rector and assisted by various categories of accountants.

The Librarian heads the Library department with all the other units in the library taken charge of by the various library staff.

The next are the various Academic departments which are headed by various heads of departments and who also report directly to the Rector. There are

presently sixteen of such academic departments.

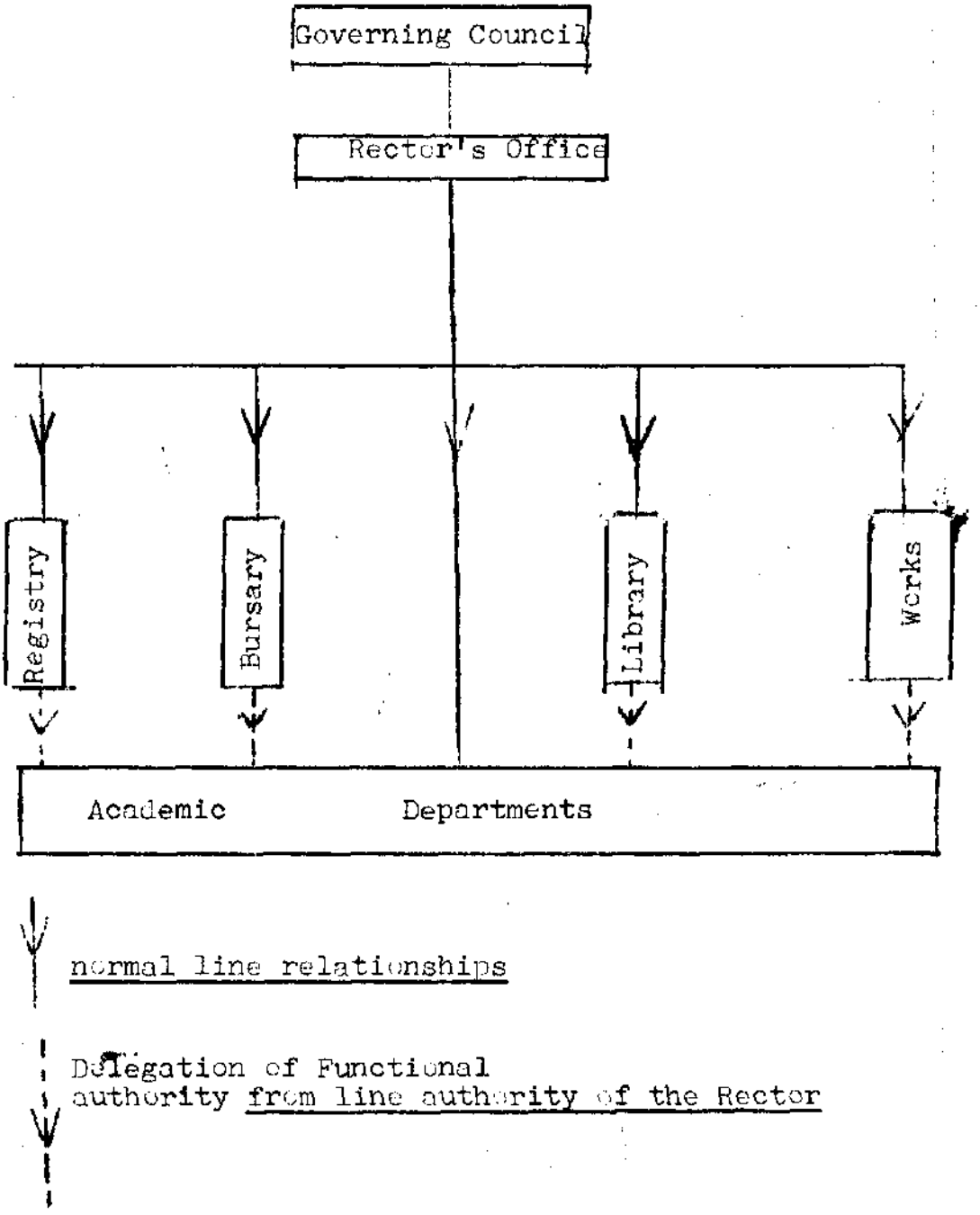
It is worth noting that, these departments are directly involved in accomplishing the objectives of the Polytechnic while all the others serve in staff positions. It is in these departments that the various courses leading to the certificate and diploma qualifications are taught.

Depending upon the charactertistics and needs of each of the departments, various units and sections are established in each department with various lecturers coordinating their activities.

The last Department is the Works department which is headed by the Director of Works. The structural planning of the Polytechnic, supervision of building contracts, and all maintenance works are performed by this department. Like the other departments, it has various units under it, and each headed by the works department staff.

The second way of viewing the organizational structure of the Polytechnic is from the angle of staff and line relationships. Figure 3.3 indicate such relationships.

Figure 3.3 Line and Delegation of Functional Line Authority Relationship



As already mentioned in passing, except the Academic departments which are the line departments, all the other departments are staff departments which perform activities that support the academic department in accomplishing the objectives of the Polytechnic.

However, because of the significance of these activities performed in the staff departments, two kinds of authority relationships runs through the Polytechnic.

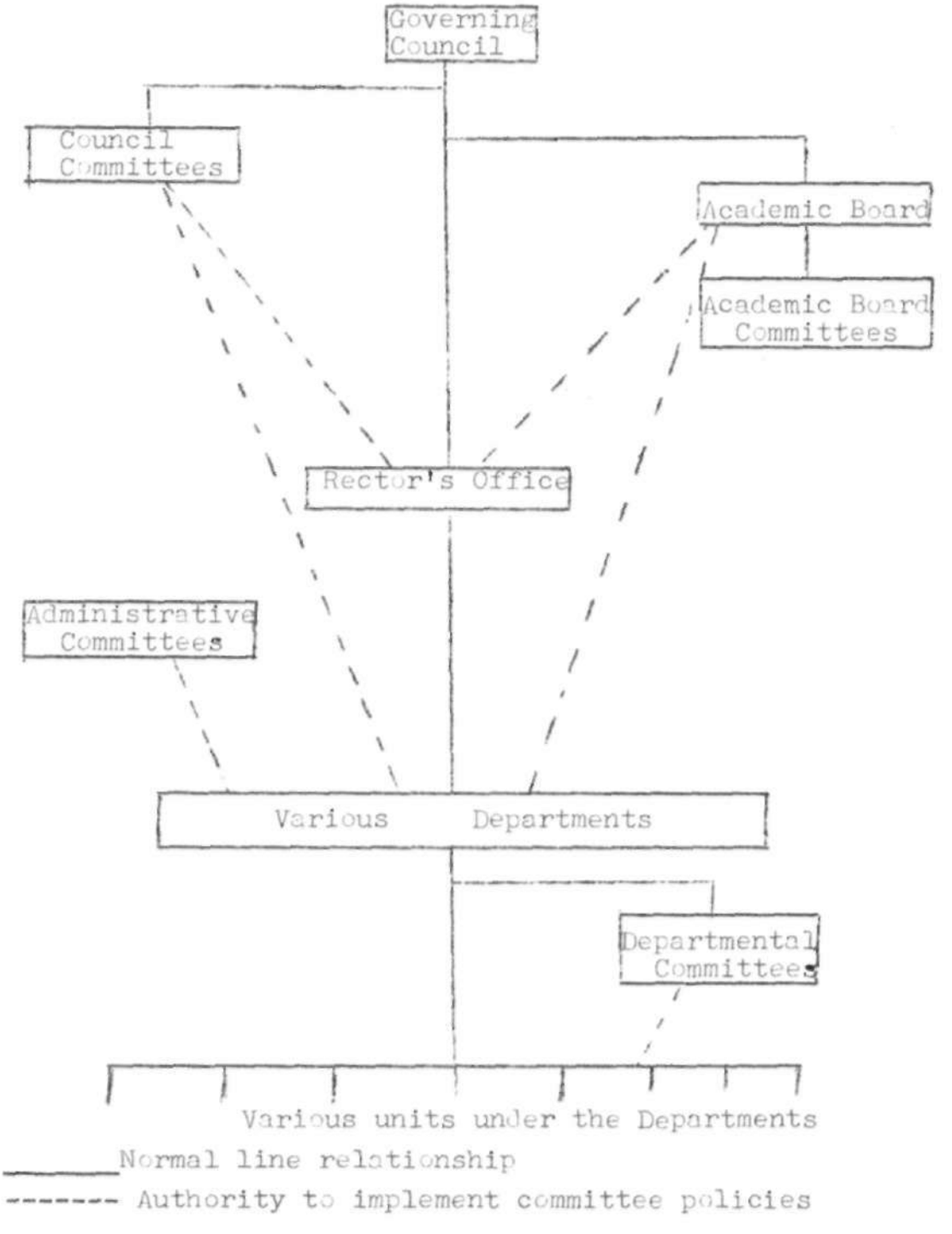
The first type is the normal line relationships which is depicted by the unbroken lines in figure 3.3. All of the normal line authority comes directly from the Rector.

While in the second case, we have a delegation of functional authority from the line authority of the Rector. This means the permission to issue directions to people not under the supervision of such departments. Such directions deal only with specified activities or certain aspect of those activities. For example, the Registrar issues directives to all the other departments with matters such as students affairs, staff matters and information and publicity. While the Bursar issues directives with matters that concerns the disbursement of funds.

Except for their source of issuance, these directives are to be treated as though they came from the senior executive.

The third way of looking at the organizational structure of the Polytechnic is one which incorporates the various committees. This is where some elements of matrix organization is applied in the organizational design of the Polytechnic.

Figure 3.4 An organizational chart intergrating the various committees



From the figure 3.4 above, one can see the various positions of the standing committees of the Polytechnic. The ad-hoc committees cannot be placed on the chart because of their nature of being basically temporary. However, they are usually set according to the need of the moment and appear at all levels of the organization.

The unbroken lines shows the normal line relationship, while the broken lines shows the authority to implement committee policies.

3.5 The Various Committees and Their Functions

The various committees in the Polytechnic can be categorized in different ways depending upon the perspective at which one is looking at them.

From the time perspective, the committees are either standing or ad-hoc. From the perspective of formation, the committees are either statutory committees like the Governing Council and the Academic Board or Administrative formations known as the administrative committees. And finally, from the perspective of functions, the various committees in the Polytechnic can be categorised under either policy making committees or the advisory committees.

However for the purpose of the analysis of data that come in the next chapter, the committees have been categorized into four on the basis of nature of formation. The categorization are: the Governing Council Committee(s), Academic Board, Administrative Committees and the Ad-hoc Committees.

Below is a brief discription of the functions of the various committees in the Polytechnic.

The Governing Council Committees

1. Tenders Board

   a) Membership

      All council members along with the Registrar as its Secretary.

   b) Terms of Reference

      i) Determination of the procedure for tendering and award of contracts.

      ii) To arrange for the registration of contractors eligible to tender for contracts within the Board's power of award.

      iii) To authorize the award of all contracts for works, services and supply of goods to the Polytechnic involving a sum greater than ₦100,000.

2. Finance and General Purpose Committee

   a) Membership

      Nine members selected by the council from among the members of the Governing Council.

b) Terms of Reference

i) To direct the deposit and investment of all monies due to the Polytechnic

ii) To cause proper account to be kept and audited.

iii) To examine the draft annual estimate of revenue and expenditure of the Polytechnic and make recommendations to council.

iv) To consider and make recommendations to council on proposals for capital expenditure.

v) To make recommendations to Council concerning the conditions of employment of staff of the Polytechnic.

vi) To deal with any matter urgently requiring decision during intervals between council meetings and to report any such decision to the council at its next meeting.

viii) To authorize the award of all contracts for works, services and the supply of goods to the Polytechnic involving a sum between ₦25,000 and ₦100,000.

3. Senior Staff Appointments and Promotions Committee

a) Membership

Seven members of the Governing Council with the Rector as Chairman.

b) Terms of Reference

i) Responsible for the appointment, promotion and discipline of the senior academic, administrative and technical staff of the Polytechnic up to grade level 14.

ii) To ratify temporary appointments made by the Rector on behalf of the committee.

4. Intermediate and Junior Staff Appointments and Promotions Committee

a) Membership

Six members. Three from the council and three from the academic Board.

b) Terms of Reference

i) Responsible for the appointment, promotion and discipline of the intermediate and junior staff of the Polytechnic.

ii) To ratify temporary appointments made by the Polytechnic Administration.

5. Minor Works Committee

a) Membership

Five members with four coming from the council while one is the academic Board representative.

b) Terms of Reference

i) To determine the procedure for tendering and awarding contracts within the committee's power of award.

ii) Authorize contracts for the sale of used equipment.

iii) Authorize the award of contracts for works, services and the supply of goods to the Polytechnic involving a sum not greatet than ₦25,000.

iv) Decide all matters concerning maintenance; repair or improvement of the Polytechnic's physical facilities which are beyond the power of the administration to decide.

Administrative Committees

1. Physical Planning Committee

a) Membership

Five members with the Rector as the Chairman, and the remaining membership composition being drawn from the staff of the Polytechnic.

2. Staff Development Committee

a) Membership

Three members with the Rector as chairman and the other two being the Registrar, and the Deputy Chief Inspector of Education from the Ministry of Education, Maiduguri.

b) Terms of Reference

i) To consider and approve application for study leave/fellowship from members of staff of the Polytechnic.

ii) To handle other matters relating to staff development.

3. Students Consultative Committee

a) Membership

The Rector is the chairman, and all the principal officers of the Polytechnic being members, plus all Hall advisers, two representatives of the congregation, all of the off.cial of the students union.

b) Terms of Reference

To consider all matters relating to students welfare.

4. Students Disciplinary Committee

a) Membership

The Deputy Rector is the chairman, while all the principal officers of the Polytechnic are members plus the Hall advisers, the security officer and the President of the Students Union.

b) Terms of Reference

To consider all cases of indiscipline involving students.

5. Library Committee

a) Membership

The Rector is the chairman of the committee while all the Academic heads the chief Librarian, the Registrar, the President of the Students Union and two representatives of congregation are the other members.

b) Terms of Reference

i) To advise the Rector on matters relating to the development of the Polytechnic Library.

ii) To con ider any matter relating to Library service which may be referred to it by the Rector.

6. Publications Committee

a) Membership

Five members, all drawn from the Polytechnic.

b) Terms of Reference

i) Responsible for printing of the Polytechnic Prospectus, calendar and dairy.

ii) To handle the printing of other materials which may be referred to it by the Registrar.

7. Budget Committee

a) Membership

The Rector is the chairman with all the other principal officers of the Polytechnic.

b) Terms of Reference

i) To collect and vet Annual Estimates submitted by Heads of departments for forwarding to the Council for approval.

ii) To produce the final Estimates for the Polytechnic based on the approved Annual subvention for onward transmission to Council for approval.

The Academic Board

a) Membership

The Rector is the chairman, while all the Heads of academic department, the Deputy Rector, the Librarian, and six members of the teaching staff make up the membership.

b) Terms of Reference

i) To direct and manage all academic matters of the Polytechnic including the general regulations of admission of students the conducts of examinations, the award of certificates and diplomas, scholarships, prizes and other academic matters.

ii) To make such report to the council as the Board deems fit on any academic matter.

iii) To perform any other functions which may be delegated to it by the Council.

Chapter Four

METHODOLOGY

4.1 Selection of Sample

There are three different populations involved in this study, hence necessitating different techniques of sample selection.

The first population is the organization studied. Since it is a case study, the single case technique was used to select the organization for study.

The second set of population are the committees in the organization studied. While all of the standing committees were taken as samples, random sampling technique was used to select from the list of past and present ad-hoc committees.

Having got the sample of committees for the study, the next set of population for sample selection was the members of these various committees to be selected as respondents. In this case, the subjective (judgement) sampling technique was used.

The following criteria was used to select a respondent.

i) strive at fifty percent of the total number on a committee,

ii) A respondent should be on at least two committees so as to minimize number of questionnaires to be issued.

iii) A fair representation of various interest groups on each committee as indicated by the kind of composition of membership set out in the documents setting the committees.

Following the above technique of sample selection, twenty five questionnaires were distributed. Four did not respond at all and one did not respond properly. Therefore, in total, there were twenty interviewees for the study.

However, it should be noted that although only twenty interwees responded, the number of cases of response for the various categories of committees would exceed twenty since all of the interviewees reported on at least two different committees, and as much as twelve committees.

4.2 Methods of Data Collection

Both the secondary and primary type of information were collected.

4.2.1 Secondary Data

The secondary or bibliographical data was collected from printed documents like the Edict NO.7 which establishes the Polytechnic, the Polytechnic prospectus, annual progress reports, and other official documents from

different files. Much of the data so obtained were used in chapter three which dealt with the organizational description.

4.2.2 Primary Data

The primary data was collected through personal interviews and the questionnaire interview.

i) Personal Interviews

The personal interview with a guided questionnaire (see appendix A) was conducted with two key officers of the Polytechnic, namely the Deputy Rector and the Registrar. The interview was conducted in their offices at different times after an appointment. Each lasted one and half hours. Topics covered in the interview were the managerial activities performed by the committees in the Polytechnic, rationale behind establishing the committees, the nature of formation, and the authorities of the committees. The purpose of this interview was get the general information about the Polytechnic and the committees.

In the data analysis, differences between the two respondents were reconciled to get a uniform information.

ii) Questionnaire Interview

The second method of interview used was the the questionnaire type. It was designed to meet the objective of the study just as was the case with the personal interviews. (See Appendix B). The questionnaire was tested on a small sample to discover ambiguous questions before it was finalized.

The intention of this questionnaire was to obtain opinions on issues such as how members were appointed into the committees, what interest they represented, their attitudes, towards committees, problems faced by the committees, and the degree of the disadvantages in committee as seen in the Polytechnic.

4.3 Methods of Data Analysis

Basically two simple statistical tools were used to analyse the data so obtained from interviews.

For a nominal type of question, percentages were used, while for the questions that required a ranking, the mean of all the responses was used to analyse the data.

Chapter Five

DATA ANALYSIS AND FINDINGS

5.1 General Information

The following analysis is from the reconciliation of the responses of the Deputy Rector and the Registrar of the Polytechnic.

5.1.1 Managerial Activities Performed by Committees

The different level of importance of managerial activities performed by the various categories of committees in the Polytechnic.

Table 5.1

The Degree of Importance of the Managerial Activities Performed by Different Committees

Scale 5 - Very important 4 - Fairly important 3 - Important 2 - Less important 1 - Not important Types of Committees	Advisory	Execution	Review and Coordination	Policy making	Planning
1. Governing Council	1.00	3.00	3.00	5.00	3.00
2. Academic Board	1.00	2.00	5.00	5.00	3.00
3. Administrative	5.00	1.00	3.00	1.00	2.00

As can be seen from the table, among the various managerial activities performed, policy making is dominant for council committees while the advisory function is the least important for the same category of committee.

For the Academic Board, policy making and review and coordination are the predominant or most important functions, while advisory function is the least important.

On the other hand, it is the advisory function that is the most important for the administrative committees while policy making is least important.

5.1.2 Reasons for Establishing Committees

Table 5.2

Degree of Importance of the reasons for Establishing The Committees

Scale 5 - Very important 4 - Fairly important 3 - Important 2 - Less important 1 - Not important Types of Committees	Group deliberation (i.e. two heads are better than one)	Fear of too much authority in a single person	Representation of "interest groups" in the management	To motivate through participative management	Coordination of departments, plans, and policies.	Transmission and sharing of information	Avoidance of action
Governing Council	5	5	4	1	1	1	1
Academic Board	5	2	1	1	5	3	1
Administrative	4	1	1	4	3	2	3

Following the same pattern of ranking, the most important reason for establishing the Governing Council Committees are; to take the advantages of group deliberation and to avoid confering too much authority in a single individual. The next important reason is the representation of various "interest groups", while all the other reasons are not important for establishing the council committees.

The two most important reasons for the Academic Board are: for group deliberation and the coordination of departments plans and policies.

Most important reason for the administrative committees are for the benefits of group deliberation and motivation through participation management.

5.1.3 Nature of Committee Formation

This is a straight forward case. Both the Governing Council and Academic Board Committees are statutory committees. That is they are established by the law setting up the Polytechnic, while the Administrative committees are all set by the action of the Chief Executive of the Polytechnic, in this case, the Rector.

5.1.4 Authority of the Committees

This is also a straight forward case. The Governing Council has the authority to make policies and also to coordinate and control. Likewise the Academic Board. While the authority of the Administrative committees is limited to mainly advisory function.

5.2 Appraisal of Committees

The following analysis and findings which appraises the role of committees in the Polytechnic was obtained from the responses in the second questionnaire.

Question 3

5.2.1 Mode of Appointment into the Various Committees

Table 5:3 showing Nature of appointment into the various categories of committees in the Polytechnic

Types of Committees	By virtue of position occupied in the Polytechnic	By the Direct Appointment of some Higher Authority	By cooptation	By Election	Total Percentage
1) Council Committees					
Number of cases	41	41	41	41	
Frequency	9	15	4	11	
Percentage	22%	37%	10%	27%	96%
2) Academic Board Committees					
Number of cases	25	25	25	25	
Frequency	20	2	-	2	
Percentage	80%	8%	-	8%	96%
3) Administrative Committees					
Number of cases	37	37	37	37	
Frequency	26	6	-	3	
Percentage	70%	16%	-	8%	94%
4) Ad-hoc Committees					
Number of cases	27	27	27	27	
Frequency	8	14	-	5	
Percentage	29%	52%	-	19%	100%

By virtue of position in the Polytechnic, the Academic Board has the highest with 80%, followed by the Administrative committees which is 70%, and lastly the Governing council which has only 22%.

If it is by direct appointment of some higher authority, the ad-hoc committees has the highest with 52%, followed by the Governing council which has 37%, while the lowest is the Academic Board which has only 8%.

It is only in the Governing Council that appointment by cooptation was tainable representing 10%.

Appointment through election is highest in the Governing Council with 27% while it is closely followed by the Ad-hoc committees.

Question 4

5.2.2 Type of Interest Representations

Table 5.4 showing the different interest representations on committees in the Ramat Polytechnic

Type of Committee	Administrations Interest	Professional Interest	Societal Interest	Interest of an outside Authority	Interest of another organization	Any other interest	Total Percentage
1) Governing Council							
Number of cases	41	41	41	41	4.	41	41
Frequency	20	5	2	4	5	3	
Percentage	48%	12%	5%	9%	12%	7%	93%
2) Academic Board Committees							
Number of cases	25	25	25	25	25	25	
Frequency	13	6	1	-	1	4	
Percentage	52%	24%	4%	-	4%	16%	100%
3) Administrative Committees							
Number of cases	37	37	37	37	37	37	
Frequency	23	5	-	2	3	1	
Percentage	62%	14%	-	5%	8%	3%	92%
4) Ad-hoc Committees							
Number of cases	27	27	27	27	27	27	
Frequency	13	10	1	1	-	-	
Percentage	48%	37%	4%	4%	-	-	93%

In all the committees, the highest interest represented is that of the administration with the administrative committee topping them all with 62%, while the least are the Governing Council and the Ad-hoc committees with each having 48%.

The highest representation of professional interest is in the Ad-hoc committees - 37%, followed by the Academic Board with 24% while the least representation of professional interest is in the Governing Council with only 12%.

On the other hand, the highest representation of societal interest is in the Governing Council with 5%, while there is no societal interest representation in the Administrative committees.

Likewise, interest of an outside authority is most represented in the Governing Council with 9%, while non of such is found in the Academic Board.

Interest of another organization is highest on the Council committees, while non of such interest is represented on the Ad-hoc committees.

Responses of any other interest was mainly personal interest, and it had its highest representation on the Academic Board with 16%, while non is found on the Ad-hoc committees.

Question 5

5.2.3 Attitude of Respondents Towards Committees

The seven statements in question five represents how positively or negatively respondents' attitudes are towards committees. The first three statements are positive statements, while the last three are negative statements. The fourth statement is the middle point where we have both positive and negative attitudes combined. The mean of all the responses are presented below on a 5 point scale as follows:-

5 - Always true
4 - Most of the time true
3 - Frequently true
2 - Occasionally true
1 - Not at all true

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Table 5.5 showing the attitude of respondents towards committees in the Ramat Polytechnic

Type of Committees	(1) The committee is the best way to insure informed decisions	(2) Committee promotes creativity through exchange of ideas	(3) Committee promotes co-ordination among departments	(4) While they may be useful, Committee waste too much time	(5) The net result of committees is usually 'uck-passing and compromise	(6) Committees breed conformity and stifle creativity	(7) The senior executive always get their way, so no need of committees
Governing Council	4.00	3.73	2.19	2.07	1.13	1.87	1.50
Academic Board	4.30	3.93	4.27	1.85	1.43	2.14	1.83
Administrative	3.00	2.71	2.64	2.18	1.75	1.75	2.08
Ad-hoc Committees	4.00	4.08	4.33	2.25	1.61	2.31	1.36

Generally speaking, one can say that respondents have a positive attitude toward committees in the Polytechnic. Of course there are instances in which the negative statements are occasionally true. The statement committees breed conformity and stifle creativity is occasionally true in the Academic Board and the Ad-hoc committees, while the statement: The senior executive always get their way, so no need of committees is occasionally true in the case of Administrative committees.

Question 6

5.2.4 Extent of Problem Faced

Different types of problems are listed. Respondents were required to rank the extent of such problems faced by the committees on a 5-point scale as in question 5.

5 - This problem is always there
4 - Most of the time
3 - Frequently
2 - Occasionally
1 - Not at all

Table 5.6 showing the degree of problems faced by the committees in the Polytechnic

Type of Committees	Low participation due to poor composition of membership	The misfit of a committee in the area it is now established	Meetings are not frequently held as required	The domination of meetings by a minority due to poor leadership	Delayance of minutes which hampers implementation of decisions	Decisions are not executed at the appropriate time	Agenda is not circulated among members on time
1. Governing Council Committees	2.60	1.21	1.70	2.7	1.33	2.04	1.15
2. Academic Board Committees	1.00	1.29	1.25	1.00	1.63	1.38	2.75
3. Administrative Committees	1.04	3.56	2.04	2.18	3.00	3.59	2.00
4. Ad-hoc Committees	1.15	1.42	1.25	1.08	1.46	2.00	3.54

There are three problems that occasionally appears in the Governing Council committees. They are the problem of poor participation due to membership composition, domination of discussions by a few minority due to poor leadership, and lack of prompt implementation of committee decisions.

On the Academic Board committees, there is only one problem that occasionally appears, and that is the problem of late circulation of agenda for meetings.

Many problems abound in the Administrative committees. Those problems that are frequently appearing are that of lack of prompt execution of committee decisions, delayance of minutes of meetings and the inappropriateness of some administrative committees which performs mainly advisory functions which are not often taken by the executive in exercing executive authorities. Three problems are occasional. Lack of enough meetings, domination of meeting by a few minority and lack of prompt circulation of agenda among members.

There are only two problems with the Ad-hoc committees. Frequently, agenda are not circulated on time, while occasionally decisions are not executed promptly.

The two problems that has the highest frequency of recuring in the four categories of committees are the delay in execution of committee decisions and the inprompt circulation of agenda among members.

5.2.5 Disadvantages of Committees

The last set of data to be analysed is that of respondents' opinions on the significance of the different disadvantages of committees often quoted in text books. The significance of such disadvantages are ranked on a 5-point scale given as follows:

5 - Very significant

4 - Fairly significant

3 - Just significant

2 - Less significant

1 - Not significant

Table 5.7 showing the significance of the different disadvantages of the committee system in the Ramat Polytechnic Maiduguri

Types of Committees	High cost and time	Compromise decisions	Indecision	Domination by chair person or group of persons	Responsibility cannot be pin-pointed on an individual
Governing Council Committees	4.93	3.80	2.05	2.29	4.57
Academic Board Committees	4.86	4.14	1.67	2.00	3.67
Administrative Committees	2.50	2.25	1.21	1.64	1.64
Ad-hoc Committees	4.0	4.07	1.57	1.50	3.21

From the mean of the responses by the different respondents, the following conclusions can be made.

All of the disadvantages are significant to varying degrees in the council committees. The most significant disadvantages are high cost and time and inability to pin-point responsibility for bad decision. Both of these disadvantages are fairly significant according to the scale. The next disadvantage which is just significant is that of compromise or watered down decisions. The other two

are less significant.

In the Academic Board committees, two disadvantages are fairly significant. They are high cost and time and compromise decisions, while inability to pin-point responsibility is just significant.

Not much of the disadvantages are seen in the Administrative committees with high cost and compromise decisions indicating less significant.

Just as in the Academic Board committees, the Ad-hoc committees have fairly significant disadvantages of high cost and time and compromise decisions. While inability to pin-point responsibility is showing just significant.

5.2.6 Comments and Recommendations by Respondents

The concluding part of this chapter on analysis and interpretation of data focuses attention on the open-ended questions in the question.

Question 8

Free comments on the disadvantages of committees

Most of the respondents did not comment on this question. Those that commented confirmed the above findings and added a little dimension to it. Quoting from a Head of Department's comments, we have the following.

According to my experience, major disadvantages of committees may include:

1) Unnecessary waste of valuable time when selected members are not properly informed or experts on matters being discussed.

2) Deviation from agenda resulting into partially wrong results.

3) Buck-passing may result sometimes.

4) Influential chair-person who is not properly enlightened usually tends to dominate meetings and gear decision to lean on his side, or to favour some interest groups.

Comment by another Head of Department says;

"Committees become a disadvantage if a lot of time is wasted in discussing trivial issues.

Question 9, The response to whether they will abolist committees in the Polytechnic was one hundred per cent No.

Question 10

Recommendation for an Effective Functioning of the committee system

From the various recommendations given by the respondents, eight of them are outstanding. One that has received majority attention is the recommendation for a proper composition of the membership of the committees. Others are:-

2) Size of the membership
3) Regular meetings
4) Prompt execution of committee decisions
5) Role of the chair-person
6) Timely circulation of agenda
7) Ad-hoc committees
8) Area of establishment of a committee

Comments by the Chief Planning Officer covers three of the above points.

"Composition of a committee should be small and made of eminent and knowledgeable persons in the particular field. Should concern with purely matters of policy not routine".

Another comment goes thus;

"For effective functioning of committee in an organization, experts should be appointed on the membership of the committee. An effective and accommodating chairman must head the committee".

A head of department listed his recommendations, some of which goes thus,

1) Committee members must be well informed in area of discussion.

2) Committees should be scaled down to more concrete number.

3) Committees should meet at well-spaced intervals and any time when necessary.

A comprehensive recommendation is given in the next chapter of this project.

There are basically three reasons given by respondents why they wouldn't abolish committees in the organization.

1) The benefits of group deliberation and Judgement. The various comments in this area is summarized by one of the respondents who said,

"collective decisions are always preferred to individual decisions. As such, deliberations at a committee meeting will always form the basis for a sound Judgement".

2) To uphold the principles of democracy. Comments by the Chief Planning Officer to this effect goes thus;
"Existence of committees act as a check on excesses of over-bearing executives".
A similar comment by the Assistant Registrar (Information and Publicity says;

"It (committee) discourages dictatorships and allows free participation of a large number of the staff in the affair of the institution".

3) The third major reason respondents will not want to abolish committees in the organization is that of representation of various interest groups in the decision making process.
Example of a comment by the acting Registrar confirms this. "Because members of committees are representatives of the whole community and so decision taken by committees cut across overall opinions".

Chapter Six

SUMMARY OF FINDINGS AND RECOMMENDATIONS

6.1 Findings as They Relate to The Objectives of The Study

6.1.1 Why Committees?

It has been found from the analysis of data that the various categories of committees in the Polytechnic exist because of varying reasons. The ranking of the degree of importance of these reasons indicate that for all the committees, the most important reason for their establishment was to derive the benefits arising from group deliberation and judgement. Next in the level of importance was the co-ordination of departments, plans and policies. Other reasons which are of less importance although they are there are; to avoid putting too much authority in a single individual, the transmission and sharing of information and the representation of interest groups in management especially in the case of the Governing Council Comittees.

6.1.2 Functions Performed by the Committees in the Management of the Polytechnic

The most important functions performed by the Governing Council and Academic Board Committees are that of policy making and review, control and co-ordination.

On the other hand, the Administrative and ad-hoc committees performed the functions of advisory and planning most. Not much of the executory function was seen in any of the committees except in thecase of the Tenders Committee which is a council committee.

6.1.3 Authorities of Committees

It was found that the Governing Council had an absolute authority to decide or make policies on any matter that it deems fit for the general welfare and control of the Polytechnic. The Academic Board also has this authority except that it is restricted to academic matters. The authorities of the administrative and ad-hoc committees are restricted only to advicing and recommending.

6.1.4 Selection of Membership

The highest type of membership in the academic board and the administrative committees are those that are as a result of the position a member occupies in the Polytechnic, while for the council and ad-hoc committees, it is the kind of membership resulting from the direct appointment by an authority other than that of the committee itself. The lowest kind of membership for all the different categories of committees is that of

membership by cooptation. There is also the kind of membership by election which has its highest composition in the council and its lowest in the administrative committees.

6.1.4 Appraisal of Problems of the Committee System

Generally, respondents appraise committees in the Polytechnic positively with some spotted cases of negative appraisal. Committees are viewed as the best way to insure informed decisions. The only view that respondents expressed which may not be termed as positive is that while they may be useful, committees waste too much time.

As for the problems generally faced by committees, two are predominant. They are the problem of lack of prompt execution of committee decisions and lack of adequate preparations for committee meetings as a result of late circulation of agenda among members. Other problems of lower weight are that of low participation by members of some council committees.

Inappropriately set administrative committees which serve no purpose because it is already being performed by some executive, delayance of minutes of some administrative committees and some degree of domination of deliberations by the chair person or a few group of individuals.

Respondents are of the view that three of the five major disadvantages of committees pre-dominate the different categories of committees. In order of importance, they are; high cost and time, compromise or watered down decisions and the fact that responsibility cannot be pin-pointed on any single individual.

6.2 Recommendations

The following recommendations are given to either solve or minimize the adverseness of the problems and disadvantages faced by the committees in the Polytechnic.

1. To solve the problem of lack of prompt execution of committee decisions, and late circulation of agenda among members, proper monitoring and effective supervision should be stressed at the top levels of the management of the Polytechnic. Where possible, target dates should be set within which committee decisions should have been executed. Failure due to negligence should be considered as gross misconduct and should be punished appropriately. The registry already has a guideline for the preparation of the minutes of a committee meeting. The Registrar should monitor on how his officers are

performing in view of that guideline.

2. On the problem of domination of discussion by a minority, recommendations are made;
If the problem is caused by the chair person either because of lack of skill in the conduct of meetings or because of entranched strong personal interest in the matter being discussed, such a chairman should either deliberately learn the skills required to conduct a meeting through training or delegate the position to a more competent person especially where personal interests are involved. On the alternative, the executive concerned should take the decision personally where it is within his powers.

On the other hand, where the problem has been identified to have been caused by lack of competent composition of members, a serious view should be made of the mode of appointment into committees. Automatic appointment on the basis of ones organizational position should be discouraged as well as political considerations. Instead, appointment on professional touch should be stressed.

3. On the problem of inappropriate establishment of committees, the nature of the problem sought to be solved should be understood. The problem may be

structured or unstructured. Where the problem is structured, a committee should not be appointed to solve it.

4. The problem of high cost of time could be solved by avoiding delving into trivial issues during meetings, and adequate preparation before coming for meetings. As much as possible, matters that could be decided upon by individuals should not be brought up in committee meetings.

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Appendix A

Department of Business Administration, Ahmadu Bello University, Zaria

Masters of Business Administration Degree Project On

The Role of Committees in the Management of the Ramat Polytechnic Maiduguri

Guided Questionnaire For Personal Interviews

General Information

1. From the list of given managerial activities below, indicate the ones performed by the various committees in the organization in order of importance. Use a scale 5 to 1 to represent the level of importance as follows:-

5 - Very important
4 - fairly important
3 - important
2 - less important
1 - not important

													Name of Committees
													Advisory
													Execution
													Review and Coordination
													Policy making
													Planning
													Others (please specify)

2. Rank the following reasons for establishing the various committees in your organization in order of importance as in question 11 above.

5 - Very important
4 - fairly important
3 - important
2 - less important
1 - not important

												Name of Committees
												Group deliberation (i.e. two heads are better than one)
												Fear of too much authority in a single person
												Representation of "interest groups" in the management
												To motivate through participative management
												Coordination of departments, plans, and policies
												Transmission and sharing of information
												Avoidance of action
												Any other reason

3. State the nature of formation of the various committees by marking X at the appropriate column.

Name of Committees	By the law setting up the organization	By the action of the Chief Executive	By the demand of the employees	Any other (please specify)

4. Indicate by an X against each type of committee, the following levels of authority of a committee.

Name of Committees												
Advisory (only to study and recommend)												
To make policies												
To coordinate and control												
To execute												
Any other please specify												

Appendix B

Department of Business Administration, Ahmadu Bello University, Zaria

Masters of Business Administration Project On The Role of Committees In The Management Of Ramat Polytechnic Maiduguri

Questionnaire

Appraisal Of Committees

1. Designation of officer reporting _____

2. Name of Organization _____

3. How were you appointed into each of these committees? Mark an X at the appropriate column.

						Name of committees
						By the virtue of position occupied in the organization
						By Direct Appointment by some higher Authority
						By the co-opting of the committee
						By election
						Any other means (please specify)

4. What interest do you represent in the committees? (mark an X).

	Administration's interest
	Professional interest (i.e. technical or expert knowledge
	Societal group interest
	Interest of an outside authority
	Interest of another organization
	Any other (please specify).

5. Rank the following statements according to the level of how true they are of committees on a 5 to 1 scale represented as follows:-

5 - Always
4 - Most of the time
3 - Frequently
2 - Occasionaly
1 - Not at all

					Name of Committee
					The committee is the best way to insure informed decision
					Committee promotes **creativity** through exchange of ideas
					Committees promote coordination among departments
					While they may be useful, committee waste too much time
					The net result of committees is usually buck-passing and compromise
					Committees breed conformity and stifle creativity
					The Senior Executive always get their way, so no need of committees

6. Indicate against each committee the extent of problems faced on a 5 point scale given below.

5 - This problem is always there
4 - most of the time
3 - frequently
2 - occasionally
1 - not at all

Name of Committees												
Low participation due to poor composition of membership												
The misfit of a committee in the area it is now established												
Meetings are not frequently held as required												
The domination of meetings by a minority due to poor leadership												
Delayance of minutes which hampers implementation of committee decisions												
Committee decisions are not executed at the appropriate time												
Agenda is not circulated among members on time												
Any other (please specify)												

6. In order of significance rank the following disadvantages of committees on a 5 point scale defined as follows:-

5 - Very significant
4 - fairly significant
3 - just significant
2 - less significant
1 - not significant

										Name of Committees
										High cost and time
										Compromise decisions
										Indecision
										Domination by chair person or group pers of persons
										Responsibility cannot be pin-pointed on any individual
										Any Other (please specify)

8. Freely comment on question 6.

9.(a)Given the opportunity, would you abolish committees in the organizations?

Yes or No

(b) Why?

10. What is your recommendation for an effective functioning of the committee system in an organization?