

Analysis of the university management structure at WBC universities and decision making processes

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Main characteristics

- **Nation states**
- **From one to many HE systems**
- **Integrated vs. nonintegrated**
- **HE Law X vs. HE Law Y**
- **Tradition vs. Modernity**
- **Role and Function of HEI**
- **Resources (human, financial)**

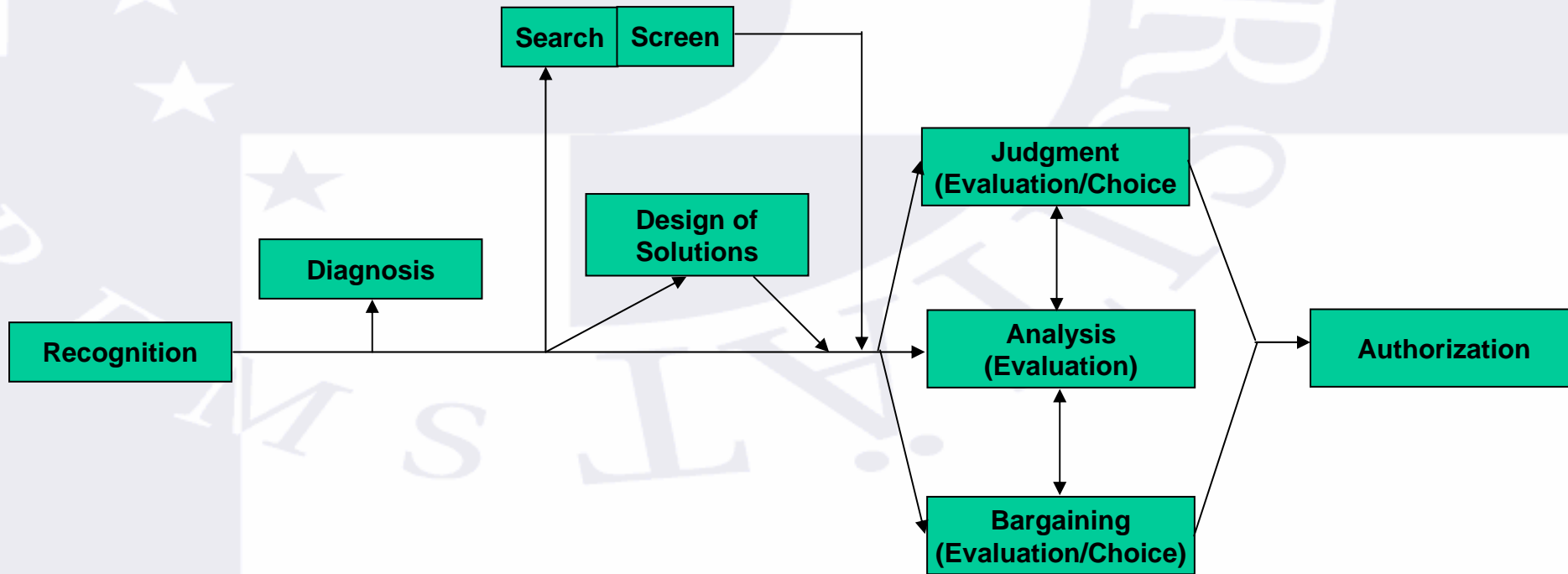
Decision making

- **Routine, individual judgments**
- **Decisions have implicit value assumptions**
- **Rationality but risk**
- **Strategic, tactical, operational**
- **Solving the „right“ problem**
- **The nature of the problem (finance)**
- **Distribution of talent in the group**

Decision making

- **Formal vs. Informal organisation**
- **Line of command and line of power**
- **Decision making as a process**
- **Decision making as a structure**

Decision making as a process



Adapted from Mintzberg et al. By Bess/Dee

Decision making as a structure

Type of Organisation	Effective Decision-Making Style
Bureaucracy	Computation/calculation
Collegium	Consensus through interpersonal means
Polity	Compromise with majority ruling
Anarchy	Inspiration produced by individual hunches

Thmpson &Tuden

Modes of Decision Making in Organisations

		Preferences about Goals	
		Agreement	Disagreement
Preferences about Means	Agreement	Computational	Compromise
	Disagreement	Consensus	Inspiration

Modes of decision making

- **Autocratic mode**
- **Consultative mode**
- **Group mode**
- **Delegative mode**

Factors of influence

- **Quality requirement**
- **Commitment requirement**
- **Leader information**
- **Structure of the problem**
- **Commitment probability**
- **Goal congruence**
- **Conflict among subordinates**
- **Subordinate information**