AN INVESTIGATION INTO THE CONTRIBUTION OF INSTITUTIONAL CULTURAL PARADIGMS TO THE EFFECTIVENESS OF POSTGRADUATE PROGRAMMES: A COMPARATIVE STUDY OF UNIVERSITY OF MORATUWA AND UNIVERSITY OF KELANIYA

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IN
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March 2010
AN INVESTIGATION INTO THE CONTRIBUTION OF INSTITUTIONAL CULTURAL PARADIGMS TO THE EFFECTIVENESS OF POSTGRADUATE PROGRAMMES: A COMPARATIVE STUDY OF UNIVERSITY OF MORATUWA AND UNIVERSITY OF KELANIYA

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This dissertation was submitted to the Department of Management of Technology of the University of Moratuwa in fulfillment of the requirement for the degree of Master of Science in Management of Technology.

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March 2010
DECLARATION

I, Rasika Subasinghe, hereby certify that this dissertation does not incorporate any material without acknowledgement and material previously submitted for a degree or diploma in any University to the best of my knowledge and believe it does not contain any material previously published, written or orally communicated by another person except where due reference is made in the text.

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It is a great pleasure to thank all the respondents specially the academic staff members of the University of Moratuwa and University of Kelaniya who have participated in the survey and given valuable feedback and support.

I would like to thank the MOT Department at the University of Moratuwa and its entire staff who extended their support throughout this research.

Last but not least I would like to thank my Parents, Daughter, Son and everyone of my family for their unwavering understanding, patience, encouragement and love.

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March 15, 2010
ABSTRACT

Although the state university system of Sri Lanka requires undergraduate degree programmes to be provided free of charges, postgraduate degree programmes and other services such as consultancy and research and development can be provided on income generating basis. Nevertheless, evidence suggests that the state university system is not operating up to its potential in providing commercially viable postgraduate programmes on profit making basis.

This research questions whether the institutional cultural paradigms prevailing within the state university system impedes it from achieving strategic organizational objectives of survival, self-sustainability and growth. The study investigates and compares institutional cultural paradigms and effectiveness of postgraduate programmes of the University of Moratuwa and the University of Kelaniya, and investigates whether a particular paradigm is more conducive for achieving strategic objectives than other cultural paradigms.

For this study, a random sample of 100 senior academic and administrative staff responsible for postgraduate programmes of the Faculty of Engineering, Architecture, and Information Technology of University of Moratuwa, and a random sample of 100 senior academic and administrative staff responsible for postgraduate programmes of the Faculty of Science, Commerce and Management, Social Sciences, Humanities, Post Graduate Institute of Pali and Buddhist Studies, and Post Graduate Institute of Archaeology of University of Kelaniya responded. The institutional culture was measured based on the dimensions proposed by Denison and Mishra (1995) that consist of four dimensions, namely Consistency, Adaptability, Involvement and Mission. The effectiveness of postgraduate programmes were also measured based on the dimensions proposed by Cameron (1978) that consists of four dimensions, namely, Academic (Academic Development of students, Professional Development of Lecturers, Ability to acquire source), Morale, Adaptation to the External Environment and Field outside Programme.

It was found that the University of Moratuwa has more conducive institutional culture compared to the University of Kelaniya, although certain Faculties of the University of Kelaniya have scored higher in some institutional cultural dimensions compared to the
Investigation Into The Contribution Of Institutional Cultural Paradigms to The Effectiveness Of PG Programmes

Faculties of the University of Moratuwa. A similar trend was observed with in aspect of the effectiveness of postgraduate programmes as well.

The research shows that healthy cultures lead to better effectiveness and technology oriented universities have comparatively conducive cultures that lead to greater effectiveness. This research will lay the foundation for future research into other factors influencing effectiveness and dynamics of existing cultural paradigms.
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<table>
<thead>
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<th>Narration</th>
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<tbody>
<tr>
<td>PG</td>
<td>Post Graduate</td>
</tr>
<tr>
<td>PGI</td>
<td>Post Graduate Institute</td>
</tr>
<tr>
<td>UOM</td>
<td>University of Moratuwa</td>
</tr>
<tr>
<td>UOK</td>
<td>University of Kelaniya</td>
</tr>
<tr>
<td>PGIPBS</td>
<td>Post Graduae Institute of Pali Buddhist Studies</td>
</tr>
<tr>
<td>PGIA</td>
<td>Post Graduate Institute of Archaeology</td>
</tr>
<tr>
<td>LKR</td>
<td>Sri Lanka Rupees</td>
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