Committees' Decision-making Process as Replacement for a Manager: Case Study Upper Nile University

Dr. Opal Adwok Amon Ayiek (PhD)

Upper Nile University, Faculty of Management Sciences, Department of Business Administration

Abstract

The collective decision-making in public institutions, that are being run in a joint management nature is very vital. As such high learning institution has committees or board that is responsible for decision making. Decision- making process as defined by Robert Sheldon, Ed Burns and Brush (2024) is a series of steps one or more individuals that determine the best option or course of action to address a specific problem or situation. This study attempts to highlighted the early documentation of British Parliamentary committees during 16th Century in the period for reign of James (1) 1603 and Charles (1) 1625. hence, the article has indicated the time in which Upper Nile University was established and subsequent formation of University Council and others University Boards. This study has taken into consideration committees or collective decision-making process, types of decision-making, factors that influencing decision-making, importance of decision-making, characteristics of decision-making, advantages and disadvantages. Moreover, the research has articulated study data analysis and finding in which important of decision-making was emphasize with strongly agreement of 50% and those who assured the effectiveness of collective for decision-making that scored 60% for sample of study. Also Challenges in the decision-making process was considered and the only observation is when the board of any council of an institution takes the power of managing director leaving their work of policy making.

1. Introduction:

The effectiveness of group or committee's decision making could be seen or realized in its important for solving issues which are sometime difficult to be handle by a manager, therefore, the need for committee thinking to take appropriate decision is of necessity. One of the older documentations of collective committee decision making work as posted by Gilbert Francis, Montrion campion (1958) could be traced back to 16th century in the British parliamentary two sorts committees composed of no more than 15 members whose membership number between 30 and 40 called standing committees. Bills were often considered in detail in select committees and only members appointed to these committees were allowed to participate. This was during the

reign James (1) (1603 – 1625) and Charles (1) (1625 – 1649) they became known as committees of the whole. www. Our commons .ca

The well-known facts is that decision-making is an integral part of every manager's job. Decision-making has wide range, covering matters from selection of the venue for holing a meeting, significant issues such as assignment of resources, hiring and firing of personnel, rate of dividend, merger and so on. Committees as defined by Herold Koontz (1988) is group of persons to whom, as a group some matter is committed; is that certain problems may need decisions which are collective in nature rather to be taken by individual administrator. Koontz emphasized committees, are facts of organizational life. Although Committees are widely criticized, appropriately conducted, committee used for the right purpose can result greater motivation, improved problem solving and increase output. Koontz highlight about the use of committees in solving administrative problems is that a group of people can bring to bear on a problem a wider range of experience than single person. Managers resort to use of the committees when they think that, the problems in question need more heads and opinion. Koontz (1988).

Bartol (1998), on the other hand explain that when managers are themselves unable to resolve the problem or conflict they assume a third party to have a role in an attempt to manage the process of conflict resolutions so that the probability of success is enhanced. Therefore, resolution of a problem or conflict is important for effective functioning of the work of institution that is why it is better to resort to committees. Bartol (1998).

In the words of Robert Brush (2024) a decision- making process is a series of steps one or more individuals to determine the best option or course of action to address a specific problem or situation. Often, managers and executives use the process to plan how to carry out business initiatives or set specific actions in motion. Ideally a business decision is based on the analysis of objective facts aided by the use of artificial intelligence (IA) or other advanced technologies and tools. The decision- making by group or a team should clearly identify the decision it's attempting to make. Everyone in the committee should fully understand the circumstances surrounding the decision and what they're trying to achieve by making this decision. There should be no ambiguity about the problem or situation involved. The more precisely team can make the decision and why it should be made, the easier it will be to proceed with the rest of the decision-making process and the better the outcome. Robert Sheldon, Brush (2024)

Committees -decision making as a replacement of Manager according to Sluis (2021), for operative decision – making is necessary an exceptional method that prioritizes sympathetic the existing team and administrative culture before putting into practices effective changes. Harmonizing the need for swift action with the risk of alternating employees is a critical challenge. By following a structured process. You can figure credibility and ensure your decision is align with both immediate needs and long-term Strategic goals. Strategic approach to decision – making as a replacement manager focus on opinion and material gathering. Before making any main changes immerse yourself in the current environment to understand how things function. Sluis (2021), https // www PubMed in nigh with gov.

2. Statement of Problem for Study

The involvement of committees in decision making or groups takes the shape for resolving issues or conflicts that need collective deliberation, judgement and ruling to come out with appropriate solution. According to Herold Koontz these committees or groups are defined as two or more people acting independently in a unified manner towards the achievement of common goals. Committees are of special importance as an organization device, they are really only one of many groups that are used by organization in taking decisions apart from committee or groups work there are teams, conferences, taskforces and negotiation session; all are involve in groups activities. As a matter of fact, committees or collective's decision making is some time considered by organization, government, academic institutions and business companies as a result of fear of too much authority in a single person.

Collective or group decision–making, as posted by Saleemi, (2011), is refer to the decision taken by a group of persons for example; Board of Directors. Executive committee etc. Important and strategic decisions are generally taken by a group. Collective or Committees decisions tend to be more balance, acceptable and practical but they involve greater expenditure of time, money and effort. It is difficult to fix responsibility for such decisions. Saleemi, (2011)

Also, decision–making generally as assert by Szilagyi (1990) is a process involving information, choice of alternative actions, implementation, and evaluation that is directed to the achievement of certain stated goals. In the word of Landry (2025), decision-making can serve as a partial or full by empowering frontline staff, leveraging al-driven tools, or structuring the organizational to distribute decision-making authority across various levels. This shift can accelerate processes, foster a motivation, and lead to more effective outcomes though a purely automated on staff-led decision-making process is unlikely to fully replace human leadership, which provides critical creativity empathy, and strategic judgement. Szilagyi (1990) and Landry (2025), https// www.knowledge support hut.

Also, decision-making theory on other hand is the core of this study as it is indicated approaches which usually equates administration with decision-making. In words of Bidyut (2015), decisions are made at every stage of the organization and are considered as fundamental steps in the process formulation. Decision-making theory associated to these approaches that deals with how decisions are made in consideration of such approaches. These approaches are Simon's rational approaches, the bargaining approaches, Participative approaches, Public choice approaches, Fred Riggs Ecological, Socio psychological approaches, and Motivational Approaches. Among all these approaches, the researcher concerned with participative decision-making approach, this is because it is part of committees or collective decision-making such decisions are taken by group in nature. All these decision approaches are reduced to three approaches; rational approach, classical approach, and administrative approach. Bidyut &Prakash (2015)

3. Overall Objective

The Overall objective for this study, is to explain the important why committees and group are used for collective decision-making process instate of a manager.

3.1 Specific Objectives

1 - to highlight the importance of collective decision-making process in high institutions of learning.
2 - to try understand why committees and groups are used as replacement for managers works
3 - To find out how committees and groups are effective in collective decision-making process in managing issues for business or public organizations
4 - To show factors that influence decision-making process.
5 - To outline the advantages and disadvantages for use of committees and collective's decision making in solving some issues in an institution

4. Research Questionnaires

1. How does collective decision-making process in high institutions of learning is important?
2. Why committees or group are use in decision – making instate of managers?
3. To what extent committees or teams are effective in collective decision-making process
4. What are factors which influence decision-making process?
5. What are the possible advantages and disadvantages for collective decision-making process?

5. Material use is Diagram of Committees in University

The materials which are used for the research is the University committee's organization charts. This committee's organization structures are the main decision – making organs in the University work. For example, the University Council is the policy maker for the University as well as Senate Board that deal with academic matters; plus, Deans of Faculties.

6. Area of Study is Upper Nile University

The study considers the Upper Nile University as area of study, although the university is displaced here in Juba the actual campus is Malakal town in Upper Nile State. Currently the University is operating in Munukki campus one of the areas in Juba town.

7. Method of Collecting Data

The study used both primary and secondary data methods of collecting data, this could make inclusive means of comprehensive sources for the research as specify under.

7.1 Primary Means of Collecting Data.

Primary data are information which are collected directly from direct source by the researcher from the original source. According to Parekh, Rupal (2012), these are data obtained from the first-hand information, the method to gather primary data is diversified, of which can be

accumulated through questionnaire survey, personal interview, observation. The access of primary data is private until the researcher published it Parekh, Rupal (2012)

7.2 Documentary Data:

These are information collected by the researcher from already published text books research papers, newsletters, internets, or any source available as posted by Sekaran & Bougie (2016), that secondary information which are typically historical, already assembled by others. These kinds of data are simpler to obtained in a very quicker approach and cost effectively. Sekaran & Bougie (2016),

8. Establishment of Upper Nile University

The establishment of the University was done in accordance with the degree from the council of ministers on the Feb 1991 after passing the University constitution on 6th Nov 1991. Professor Awad Abue zed Mukhtar was the first Vice Chancellor; who was appointed in may 1992. Afterward the council of university was formed in the same year. The University establishment was an achievement to Southern Sudan beside other two Universities Juba University, and Bahr Ghazal University.

Upper Nile University is located in Upper Nile State, South Sudan, in Malakal Town. It started with three faculties, Faculty of Medicine, Faculty natural resources, and Faculty of Education. In due time when numbers of students have increased faculty of natural resources was divided into three faculties; faculty of animal production, faculty of Agriculture, and Faculty of Forestry and range sciences this was in 1999. Followed by establishment of Faculty of Veterinary Sciences in 2005. In 2006 faculty of Human Development was established. On 4th/November/ 2008 Faculty of economic and social studies was proposed and duly took off in 2013 in Juba

Although the University is on displacement this did not stop its function and development; as South Sudan become in independent in July 2011 the acceptance of students has increased this has necessitate the establishment of new faculties among them was faculty public and environmental health. In 2024 Faculty of Human Development got structured into two Faculties; Faculty Management sciences, Faculty of community and Rural development, and Centre for Human Development also got created. In the same year Faculty of Medical laboratory was created. Others faculties are on the way, faculty of law and faculty of Environment. Apart from these Faculties there is Postgraduate College which was established in 2008 and has started functioning in 2024 with postgraduate diplomas, master' s degrees and Doctorates of Philosophy (PhD). In some faculties; e.g. Faculty of Management Sciences, Faculty of Education etc

Upper Nile University Guide (2010)

8. 1 University Council Duties and Powers

The University Council Duties and powers is to designs policies, plans that develop and improved its scientific, managerial and financial performance which include University Budget and development of funds. Also, the Council is to improve the establishment of Faculties, institutes, and professional centres which are initiated by senate board. And above -all enact basic laws and regulations that organize University activities, duties and authorities of the council in accordance with the provisions of its laws. These are main functions but there more others duties and powers not mentioned here.

8.2 University Senate

Is higher authority within University Administration composed of all faculties Deans, Directors of some department, and heads of department in different Faculties. The main function is to look at academic performance of University and approved the award of certificates. Also determine the academic calendar. As recommended by Deans Board.

8. 3 Deans Board

Deans Board is composed of Vice Chancellor as chairperson his two deputies, Dean of Postgraduate, Dean of Students Affairs, and others Deans of faculties including Directors for other departments. The Duties and Responsibilities of Deans Board is rendering advice to the Vice Chancellor in matters that are related to academic's administration and Students. Deans Board forwards its recommendations through the Vice Chancellor to the Senate Board or University Council for necessary actions and decision, as shown by the diagram under. Upper Nile University Guide (2010)

8. 4 Ad hoc Committees

These are Committees usually formed by Senate Board, Vice chancellor, or Deans Board in order to look at specific problems or issues which are mostly pertaining academic cases. When such decision is taken by the committee formed; the ad hoc committees automatically cease it function and dissolve itself.

Figure No (1

ORGANIZATION CHART FOR COMMITTEES IN UPPER NILE UNIVERSITY
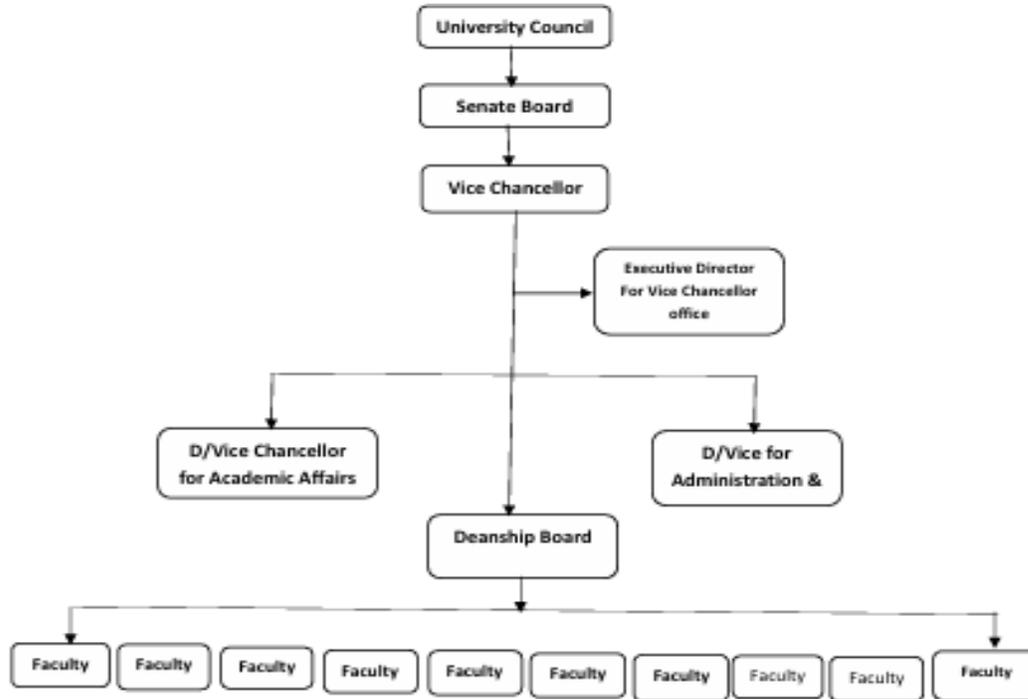
Source: Field Study

9. Committees or Collective Decision-making Process

Committees decision-making process is a sequence of steps. Initially decision-making is needed, when planning a strategy or initiative or when responding to an issue or threat, decision-makers must frequently choose from multiple options. There are a variety of alternatives to weight a large volume of decisions that must be made on an ongoing basis. This makes the implementation of an effective decision-making process a crucial element of managing business operations successfully. Decision-making processes vary in terms of the number of steps they include and what each step accomplishes. The process usually involves these seven steps or similar steps:

9. 1 *Initiate the decision to be made*

The decision-making group or committee should clearly identify the decision it's attempting to make. Everyone on the team should fully understand the circumstances surrounding the decision and what they're trying to achieve by making this decision. There should be no ambiguity about the problem or situation involved. The more precisely the team can articulate the decision and why it should be made, the easier it will be to proceed with the rest of the decision-making process and the better the outcome.

9.2 Gather relevant information

Once the decision has been defined, the committee should gather all pertinent information. It might seek historical data related to the issue or track down information about similar efforts in the organization that have either succeeded or failed. It should gather relevant information from outside the organization, such as studies or market research.

9.3 Identify possible solution.

Armed with the necessary information, the concern group can start identifying potential options for addressing its situation. The team might need to determine how it's going to expand storage capacity for the coming year, for example. Possible solutions could include purchasing new storage systems, expanding into the cloud, repurposing existing systems, leasing equipment, or other options.

9.4 Evaluate the possible solutions.

The team should carefully evaluate each possible solution, identifying both its strengths and weaknesses. It should also look within and outside the organization for examples of how similar solutions have fared. In certain cases, the team might eliminate some alternatives here because of obvious problems or overriding challenges.

9.5 Choose the best solution.

After evaluating the potential solutions, the team should decide on which one would be the best to suit its needs. Sometimes, the choice will be straightforward and one solution will have percolated up to the top of the list. In other cases, the choice will not be so clear-cut and the team will need to weigh the trade-offs between several promising solutions.

9.6 Implement the selected solution.

Once the decision is made, it's time to act. The committee should develop a detailed implementation plan, designating responsibilities specifically. Every decision has consequences; the planning should account for possible challenges and identify a process for handling unexpected setbacks. Open communication is essential, along with clearly defined roles and expectations.

9. 7 Review the implemented solution.

Once the solution is implemented, the team should evaluate its implementation and the decision to select that solution. The team should ensure the solution addresses the original issue. If it does not, the team might need to repeat at least part of the decision-making process. The team should evaluate whether another alternative might have proven better. This is also a good time to review the entire decision-making process to determine what worked and where the process could be improved. Robert Sheldon, Ed Burns and d Kate Brush (2024) https// www, google. Com, research?

10. Types of Decision-making

The committee or collective decision-making process can vary significantly based on the committee's rules and the nature of the decision: The following are some example of such decision

10. 1 Majority Rule:

This is a common method, where a decision requires a majority of votes cast by the members present to pass. This may be in accordance with institution rules and regulations

10 .2 Unanimous Consent:

All members present must agree to the decision for it to pass. This is a more stringent approach and may be used for important or sensitive matters. When it is required by organization regulations

10. 3 Fist-to-Five Voting:

A technique that helps determine the degree of support for an issue. Members can signal opposition (fist) or varying levels of support (one to five fingers), allowing the committee to gauge commitment beyond a simple yes/no vote.

10. 4 - Weighted Voting:

In some committees, members' votes may not be equal. Factors like expertise or representation can be used to assign weights to each member's vote, influencing the overall decision. For example, the case of chairperson of that as member of board.

10. 5 Consensus-Based Decision-Making:

Some committees may strive for a broad agreement among members rather than a strict majority vote, especially when dealing with complex or sensitive issues. (https: www.icertglobal.com

11. The Significant of Committees Decision making Process

Decision making by committees or groups significantly improve decision-making by pooling collective expertise for more informed choices, distributing workload for efficient problem-solving, and ensuring diverse viewpoints are considered, leading to better governance, accountability, and strategic direction for an organization. This process enhances efficiency by allowing for focused attention on complex issues and provides a training ground for future leaders to develop their skills; as detailed below:

11. 1 Improved Decision Quality and Depth

i - Leveraging Collective Knowledge:

Committees bring together members with diverse skills, knowledge, and expertise, which leads to more comprehensive analysis and well-rounded, informed decisions that benefit the entire organization.

Ii - Focused Risk management and Oversight:
By dedicating specific groups to key issues, committees can dump deeper into complex topics and provide better risk management and stronger oversight than a full board might be able to achieve alone.

11. 2 Enhanced Efficiency and Accountability

I - Streamlined Processes:
Committees help manage workload by handling specific tasks and research, freeing up the full leadership team or board to focus on broader, strategic matters.

Ii – Increased Responsibility and Accountability:
With defined roles and responsibilities, committees ensure that important areas receive consistent attention, and their work is transparent and accountable to the larger organization.

11. 3 Strategic and Developmental Benefits

I - Strategic Direction:
Committees play a vital role in developing and implementing the organization's strategic direction, influencing outcomes and ensuring alignment with core goals.

Ii - Leadership Development:
They act as a training ground for emerging leaders, offering them opportunities to test, refine, and develop their skills in a practical environment

11. 4 Increased Efficiency

A prompt decision can avoid confusion and delay, leading to more streamline process; and diversity of alternatives that can be developed when the problem being diagnosed or analysed by committees or group in organization (https: www.icertglobal.com)

12. Characteristics of Decision-making in General and Committees or Group Decision-making in Particular.

12. 1 Group member share one or more common goals.

The committee's objective may be the goal of a product group to develop, manufacture, and market a new product

12. 2 Group or committees require interaction and communication among members

It is impossible to coordinate the efforts committees or group decision making by members without communication
.

12. 3 Group or Committees usually are apart of a larger group.

The group engage in production may belong to a product division which produces many products of a similar nature, large groups may also consist of subgroup.

12. 4 Decision – making takes the process that include, selection from among alternative courses of action. The need for decision-making arises only when more than one alternative exists for doing the work.

12. 5 finding out the best of action.

the purpose of decision-making is to find out the best course of action. It is a rational and meant activity designed to attain well-defined goals. Decisions relate means to ends. In order to identify the best alternative, it is necessary to evaluate all available alternatives. As decision making is always purposeful, there may just be a decision not to decide.

12. 6 Decision Making takes Mental Exercise Deliberation

As a mental exercise, it involves considerable deliberation and thoughtful which involved consideration of various factors influencing the choice. It is the end process preceded by judgement

12. 7 Decision-making considered resources commitment.

A decision results into the commitment of resources and reputation of organization. This commitment may be for short term or long term depending upon the type of decision. Decision-making involves time dimension and a time lag.

12. 8 Decision making is a human and social process

Seven common factors that influence decision-making include the decision 1 -maker's experience and biases, 2 - the specifics of the situation, 3 - available alternatives, 4 - the criteria for the decision, 5 - the time available, 6 - the people affected, and 7 - available support systems (https: www.icertglobal.com)

13. Factors that are Influencing Decision-Making Process

Decision making takes into consideration the use not simply of the intellectual abilities but also awareness, objective values and judgement. Perception and human judgement are indispensable and no technique can replace them. But knowledge and experience also provide basis for correct decision. This includes:

13. 1 Individual and psychological factors

- This factor involves decision-maker who has Past experiences, intelligence, and personal values significantly impact a decision.
- Intellectual biases: Mental shortcuts, such as the availability or representative experiential, can influence what choices are made.
- Belief in personal relevance: An individual's perception of how relevant a decision is to them affects their involvement.

13. 2 Situational and external factors

- Decision situation: The specific context, including whether it's a problem or
- Alternatives: The number and viability of possible course of action affect the outcome.
- Time: The amount of time available for decision- making can pressure or allow for more deliberate choice
- People affected: Impact on other individuals and stakeholders is a major consideration.

13. 3 Support and process factors

- Decision criteria: The standards used to evaluate alternatives are a critical factor in selecting a path. Decision support;
- The availability of theories, tools, and techniques can aid the decision-making process.
- Organizational structure also in a business setting, the corporate culture, policies, and hierarchy all can shape decisions-making. The others factors include:

13. 4 _Committee Size_:

Smaller committees may make decisions more quickly and communicate more effectively, while larger committees may foster wider participation and diverse input.

13. 5 Committee Purpose:

The specific goal of the committee, whether administrative, project-based, or for problem-solving, shapes the decision-making approach.

13. 6 Internal Rules and Procedures:

The committee's governing rules, such as those set by a board or legislative body, dictate the specific voting mechanisms and decision-making protocols that must be followed. https://elrha .org.

14. Difficulties that are Facing the Decision-making Progression

14. 1 Data-driven decision-making

Traditionally, the corporate executives made decisions using their intuitive understanding of the situation. However, instinctive decision-making has several drawbacks. For example, a gut-

feeling approach makes it hard to justify decisions after the fact. It also bases enterprise decision-making on the experience and accumulated knowledge of individuals, who can be vulnerable to cognitive biases that lead to bad decisions

14. 2 Balancing data-driven and intuitive

Balancing data-driven and intuitive approaches to decision-making is not easy. Managers and executives might be skeptical about making decisions that rely on data if that data goes against their intuition. They might also feel that their experience and knowledge are being discounted or ignored. As a result, they might push back against the findings of business intelligence (BI) and analytics tools during the decision-making process.

14. 3 Getting everyone on board

Getting everyone on board with business decisions can also be a challenge, particularly if the decision-making process isn't transparent and decisions aren't explained well to the affected parties. An organization should implement a policy for how decisions should be communicated internally and put into place a change management strategy to deal with the effects of decisions on business operations when warranted Research Gate https: www Research Gate, net

15. Advantages of Committees or Group Decision-making

15. 1 Provision of a Clear Decision

Decisions give a clear path for actions and efforts helping individuals and organization achieve goals, also more information and knowledge is focused on issues.

15. 2 Promotes Responsibility and Accountability:

Decisions makes possible to track actions and evaluate their outcomes. This result in more understanding and acceptance of final decision, which is fostering responsibility.

15.3 Team work Fosters Committee Alignment:

In group setting decision-making can ensure everyone is on the same page and working towards common goals. In this situation members of committee- decision making can acquire more awareness and skills for future use

15.4 Enhancing more Communication and Commitment:

When people are involved in decision-making process, this can promote communication both formal and informal through which group member become aware of what is really going in the firm.

15.5 Better Governance Practices

This will Promote Best Practices*:* and effective committees support to good governance by ensuring decisions are made in a transparent, accountable, and compliance-oriented manner, fostering trust and good practices within the organization

15. 6 Representing Member Interests:
In many organizations, committees serve as a forum for representing member opinion and addressing their needs, ensuring their voice is heard in the decision making

16. Disadvantages of Committees or Group Decision-making

16.1 Risk of Poor Decisions

Incorrect or rushed decisions can lead to negative consequences of financial loses or failure

16. 2 consuming

Gathering information analysing options, and making choice can be a lengthy process; and time consuming

16. 3 The process of decision-making can Creates Stress and Pressure:

Decision-making can be stressful, especially when discussion is dominated by one or a few group members and the outcomes may affect many people in the firm

16. 4 Susceptible to Bias:
Personal biases or incomplete information can influence a decision, leading to suboptimal choice. Also, groupthink may cause members to overemphasize achieving agreement

16. 5 Over – Dependence and Exploitation of Committee:
A situation can stall if decision -makers are unavailable or indecisive. At the same time a chairperson or strong member may use the committee or group for selfish purposes rather than for well-being of the enterprise.

16. 6 Risk of Group think
In group decision-making, there can be pressure to conform leading to poor judgement and lack of diverse perspectives. In addition, a few members may intimidate the committee and inhibit its proper functioning.

16. 7 Untended Consequences
 Finally, even careful considered decisions can have unexpected negative outcomes; This could be untended Consequences (https: online hbs.edu. Google .com)

17. Data Analysis, and Finding

Data collection survey was conducted among University Council members, Senate boards members and Deans of Faculties. The study analysis got worked using computer device (Excel and soft-ware techniques) as follows:
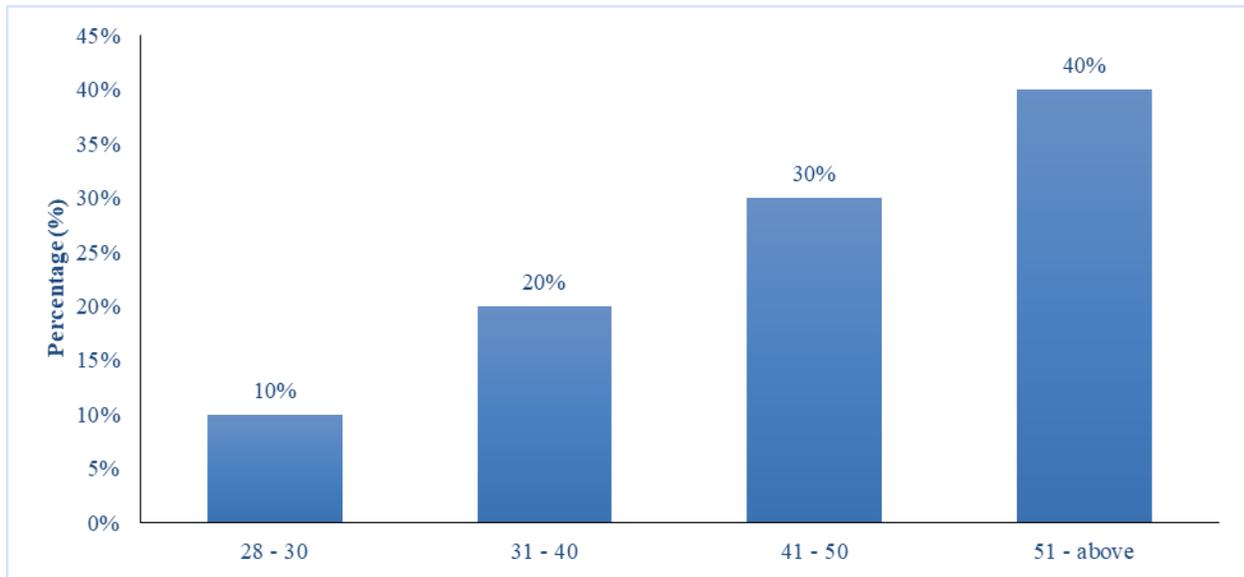
Age Group distribution

Table No (1) show the range of age for study respondents

S/NO	Response	Frequency	percentage	Cumulative
1	28 – 30	6	10%	10
2	31 – 40	12	20%	30
3	41 – 50	18	30%	60
4	51 – above	24	40%	100
Total		60	100	

Source: Field Study

Figure No (2)
Age of the respondents

Source: Field Study

According to the table No (1) and figure No (2) above indicate the range of age for study respondents, of which (51- and above) that has 40% is the higher range, followed by the range of (41-50) which show 30%. Moreover, the range of (31-40) are (12) of 20% for study respondents and the least is (28-30) range that has only 10%. This result concludes that (51- and above) were the higher respondents. The indication is that majority members of boards in University are of that age

Table (2) indicate characteristics of Educational level distribution

| S/NO	Respondents	Frequency	percentage	Cumulative
1	Bachelor Degree	12	20%	20
2	Master's Degree	15	25%	45
3	Diploma holders	9	15%%	60
4	Ph.D. holders	24	40%	100
Total		60	100	

Source: Field Study

As exhibited by table No (2) above indicate the respondents who are bachelor degree holders are (12), that is 20%, and those of master's holder (15) which give 25% of the research sample. Those who are diploma holders are (9) in numbers that is 15%; in addition of Ph.D. holders. are (24) respondents that is 40% which give the higher percentage of the study sample, this indicate that those who are members of committees or boards of decision- maker in Upper Nile University are mostly Ph.D. holders in different boards; that are responsible for decision-making

Table No (3) explained question Do you think decision -making by committees or Boards in University is effective?

S/NO	Respondents	Frequency	percentage	Cumulative
1	Yes	36	60%	20
2	Not Sure	15	25%	85
3	No	9	15%	10
Total		60	100	

Source: Field Study

Figure No (3). think decision -making by committees or Boards in University is effective
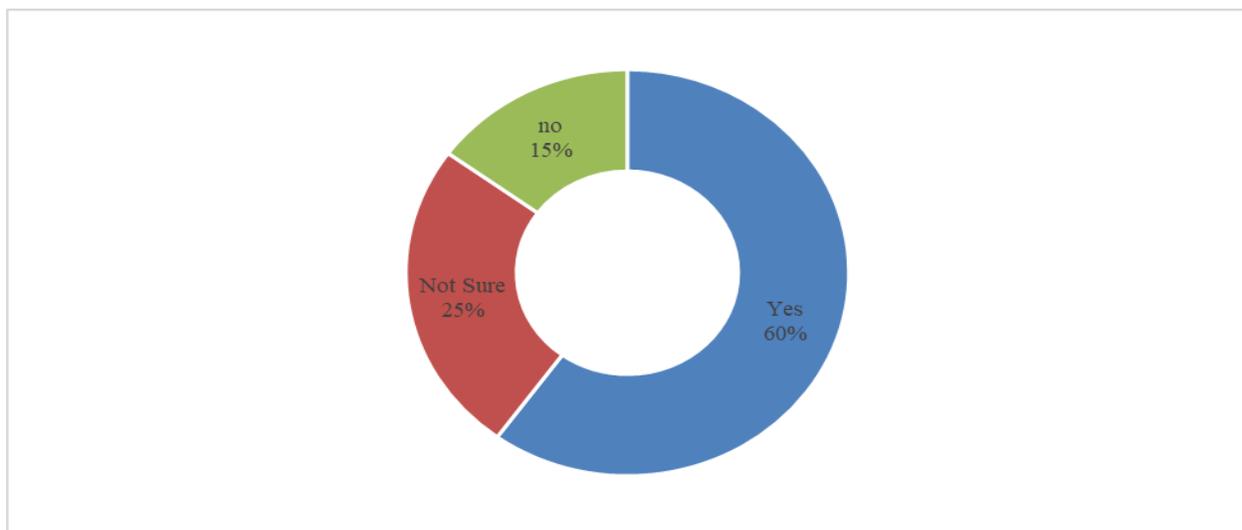
Source: Field Study

the above table No (3) and figure (3) show respondents who answer yes to the question do you think decision-making by committees or Boards in University is effective? Are (36) respondents 60% and those who gave their answer of not sure (15) in number that is 25% and the negative answer No is 15% of (9) people from research sample. The over all result indicate that majority agree with effectiveness for decisions taken by committees or boards for the university work.

Table No (4) indicate the question Do you think collective decision-making in high institutions of learning is important?

| S/NO	Respondents	Frequency	percentage	cumulative
1	Agree	18	30%	30
2	Strongly agree	30	50%	80
3	Disagree	9	15%	95
4	Not sure	3	5%	100
Total		60	100	

Source: Field Study

the Table No (4) shows the answer to question, do you think collective decision-making in high institutions of learning is important? 50% of the study respondents has strongly agree to important of collective decision-making by high institution of learning and 30% are those who agree with the question. In addition of 15% who disagree with that question, and only 5% has answered of not sure about the question. The higher percentage of 50% indicate that collective decision-making in high institutions of learning is very important especially these decisions which are pertaining the academic work.

Table No (5) show the question, Does the decision-making process by committees or board affect the administrative running of the universities?

S/NO	Respondents	Frequency	percentage	cumulative
1	Agree	18	30%	30
2	Strongly agree	33	55%	80
3	Disagree	6	10%	95
4	Not sure	3	5%	100
Total		60	100	

Source: Field Study

Figure No (4)
decision-making *procedure* by committees affecting the administrative running of University.
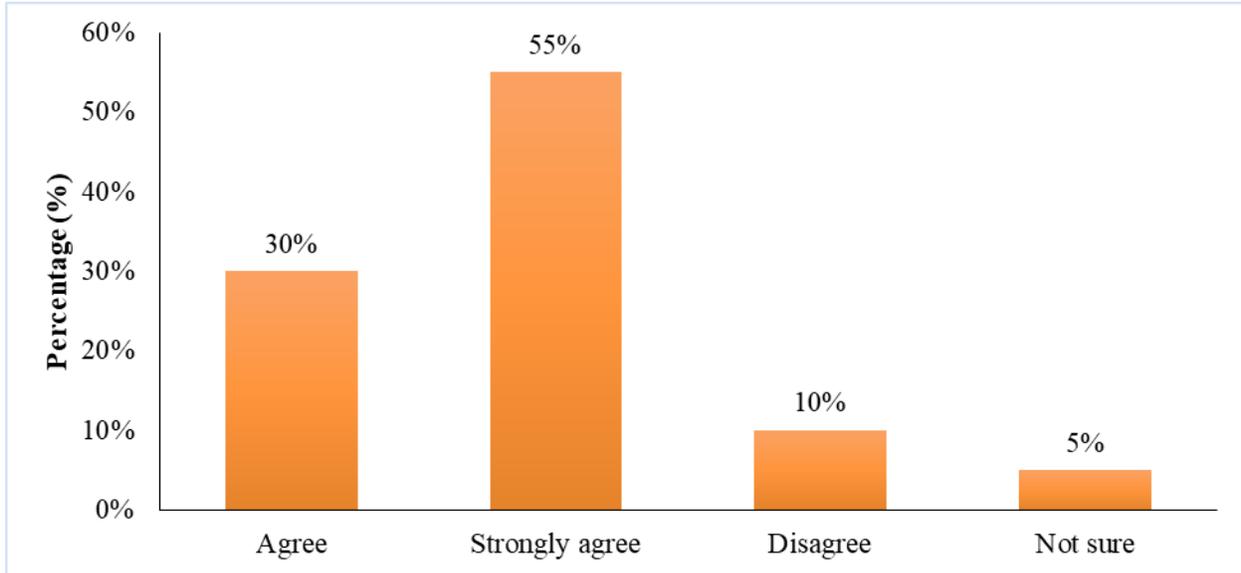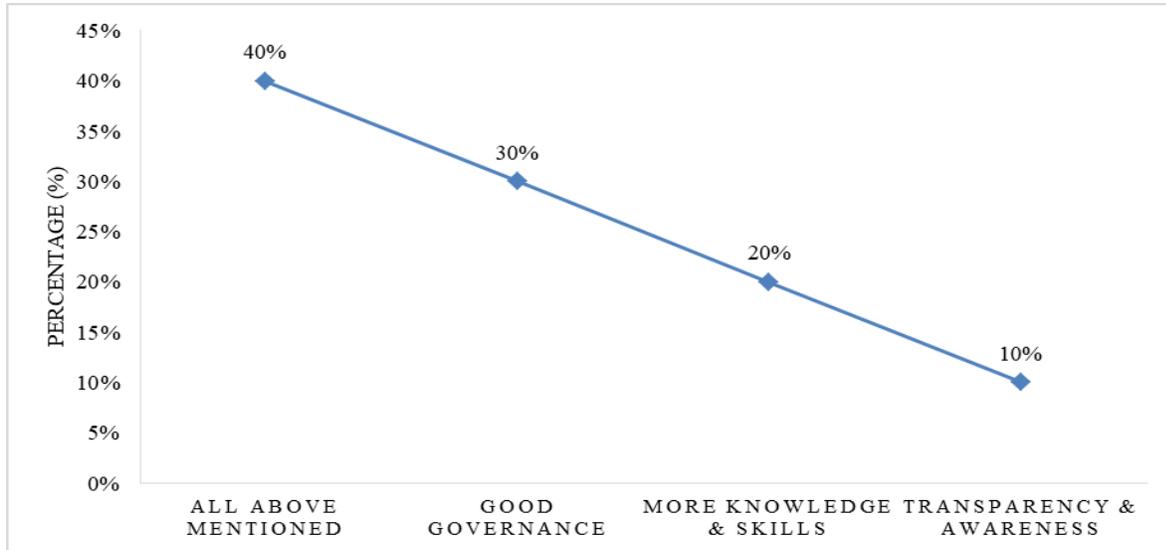

Source: Field Study

As shown by Table No (5) and figure No (4) above those who gave their answer to the question does the decision-making process by committees or board affect the administrative running of the universities? was 55% strongly agree, in addition of 30% that agree to question, on other hand 10% of respondents gave their answer as disagreeing to question and only 5% for (3) people answered of not sure. The higher percentage of 55% shows the acceptance of effect of administrative running of Universities positively.

Table No (5) indicate the question, In your opinion what are advantages of collective decision-making in universities?

S/NO	Respondents	Frequency	Percentage	cumulative
1	Good governance	18	30%	40
2	More knowledge & skills	12	20%	70
3	Transparency & awareness	6	10%	90
4	All above mentioned	24	40%	100
Total		60	100	

Source: Field Study

Figure No (5) advantages of collective decision-making in universities

Source: Field Study

Base on finding from Table No (5) and figure No (5) above articulate those who answer to the question in your opinion what are advantages of collective decision-making in universities? are agreeing with advantages of all above mentioned were 40% for (24) people of study sample. 18% is the percentage for those who think that collective decision by committees has advantage of Good governance and (12) respondents 20% gave their answer that collective decision-making has advantages of more knowledge and skills. Moreover (6) people for study sample 10% has advantage of more transparency and awareness. The overall indicate that collective decision-making is mostly accepted by all members of boards who are sample of the study.

18. Ethical Concerns

Ethics in research work as posted by Easterby – Smith et. Al (2025), it is the application of ensuring confidentiality of study data collected and to protect the secrecy of individual or organization that provide the study information. Also ethical is consider in order to avoid deception in regards to the nature or aims of the research to keep honesty and transparency in communicating study information, Easterby – Smith (2025)

19. Researcher Observation

The only observation by researcher is that when board of directors, of any council or senate board of an institution takes the Manger or chief executive administrator powers leaving their work of policy making as it happened in many third world institutions. This problem of interference of Board of Directors into daily business organization could be avoided by making clear regulations, constitutions and rule of law which governance such institutions not to become managers, but policies makers. On other part the institutional laws, rules and regulations that

governed institution should be in such a way that protect the executive not to be subject to intimation

20. Research Conclusion

The conclusion of the study for committee's decision-making in words of Pride and Perell (2017) that group focus on particular subject of decision-maker characteristics of certain phenomena to solve a particular problem. Collective decision-making by boards is important as well as effective when committees or group make collective decision that bring Good Governance together with knowledge and skills, which make problems solving easier and distribution work load collectively. The analysis shows higher percentage of 60% for those agreeing with effectiveness for board's decision, and 55% for strongly agree with the decision-making process by committees or board affect the administrative running of the universities. Pride and Perell (2017),

21. Acknowledgement

I want to registered and extend my thankfulness for those who has stood with me in producing this simple study; specially my colleagues in University and members of board council who cooperate. Also I am thankful to my son Engineer: Tiedo Opal for his material support in making this research to be successful; with help from God.

Reference

Andrew Szilagyi (1990), organization behaviour and performance

Harold Koontz & Heinz Weihrich (1983), Management, 10th/Edition) McGraw. Hill New York
Edgar F. Huse:

Kathryn M. Bartol & David C. Martin, ((1998), Management, 3rd/ Edition) Hill New
York

Robert Sheldon, Ed Burns and Kate Brush (2024), decision – making process. www, the target.
com

Bidyut Chakrabarty &Prakash Chand (2015), Public Administration in a
Globalizing World Theories and Practices 6th edition SAGE Publications
India pvt

Gilbert Francis, Montrion campion (1958) introduction to the procedure of House
of commons 3rd ed Macmillan & co

Nisar Ahmad Saleemi, (2011), Principles and practice of Management first ed
Saleemi Publications LTD

G van der Sluis (2021), current status and future prospective for shared decision
-making before and after total knee replacement surgery A scoping Review.

Lauren Landry, (2025), the role of a team in decision-making. Harvard Business
School. https// www, google. Com, research?

Pride and Perell (2015), Foundation marketing 7th edition printed in the Unites of America.

Upper Nile University Guide First edition 2010

iCertGlobal (2023), Project Management Decision Making in Management