

Working «profitability» without profit

BY

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THESIS

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ABSTRACT

Problem

Problems in the transformation of the organizational structure and management system in accordance with the world standards in field of education in Kazakhstan, as a country with emerging market, improvement of operation system, based on efficiency of each employee individually and the team as a whole.

Methodology

Studies of internal resources of Nazarbayev University in the context of the organizational structure and operating system of administrative management. Using researching theories and data in modern management and production's efficiency, academic materials from Management and organizational, Emerging markets and Strategy courses of EMBA program.

Results

Three conditions are necessary for improvement of operational management: (1) understanding of common goals and specific objectives, (2) communication "unwritten" (tacit) information, and (3) coordination of actions in time and space.

1. INTRODUCTION

1.1 Object of study

Autonomous organization of education "Nazarbayev University" is a unique project in the field of education, established on the initiative of the President of the Republic of Kazakhstan Nursultan Nazarbayev, and is intended to become a national brand of Kazakhstan higher education, combining the advantages of the national education system and the world's best scientific and educational practice. (See. The annual message of the President of Kazakhstan "Kazakhstan's entry strategy into the 50 most competitive countries of the world", 2006). In particular the President, Nursultan Nazarbayev, suggested that "to form a unique academic environment in our capital it is necessary to create a prestigious university of the international level." The educational process at the University is based on international educational standards, which promotes the development of up-to-date system of education and science, and it allows it to approach international standards of education . It is the first university in Kazakhstan, whose activities are based on the principles of autonomy and academic freedom. Autonomous status was granted to the University in accordance with the Law of the Republic of Kazakhstan dated January 19, 2011 "On the status of" Nazarbayev University "," Nazarbayev Intellectual Schools "and" Nazarbayev Fund "(see. The strategy of Nazarbayev University).

Nazarbayev University held a startup stage and moved to the level of the company, creating serious competition in the domestic market; though, it is at the very beginning of the path to enter the international market of educational services and research achievements. How to succeed and operate "profitably" without the "profit"? How to survive and develop strong economic activity, corporate ethics, the complex legal, economic and labor activities and results? How to develop highly motivated employees and the corporate spirit in the whole university? How to make a variety of cultures, mentalities and standards of life, which people bring to university, an explicit advantage of its success.

1.2 The problem of research

- Further improvement of effective management system.
- Low motivation and communication among employees of Nazarbayev University.
- The high degree of attention to the spending of financial resources in contrast to the qualitative development of Nazarbayev University as an innovative project.
- The transition from the period of formation and build-up of material and technical basis for the new more qualitative stage of creation of clusters in the group Nazarbayev University with the best international practices and international standards. Problems of entry into emerging market in the field of education.

1.3 Brief description of the urgency of the problem

After having solved the above problems, University will become the strongest structure in the field of education and science and will represent the powerful innovation cluster, which will practically lead all strategic areas of the economy, industry, state policy of the country and affect the external politics of the country as a whole. We need to make effective management system of financial, human resources and procurement and provision of goods and services. Management must create the conditions for effective activity of all structures of the Nazarbayev University, including Schools, Research Centers, Services infrastructure institutions.

Establishment of reserve funds as a source of further expansion of the material and technical base of the University, attracting the world's latest technologies in the field of economics, biotechnology and environmental sources and other related global problems of mankind. To bring the company to the "profitability" no profit, to operate effectively and efficiently.

2. REASERCH THROUTH THEORETICAL AND PRACTICE

ASPECTS

2.1 Industry analysis

As indicated in the strategy of Nazarbayev University: "The task of the Nazarbayev University is to become the first research university of international level in Kazakhstan, implementation of the main priorities of the country is dependent on its existence and functioning, including such as intensive increase research capacity, industrial-innovative development of the country, ensure the transition to education that meets the requirements of an innovative economy:

- intensive research capacities;
- industrial and innovative development of the country;
- making the transition to education that meets the requirements of an innovative economy;
- training of high-level professionals required in the economy and the production of new knowledge for the development of national innovation systems;
- creating a new culture-formation economy based on knowledge.

(See. The strategy Nazarbayev University portal nu.edu.kz)

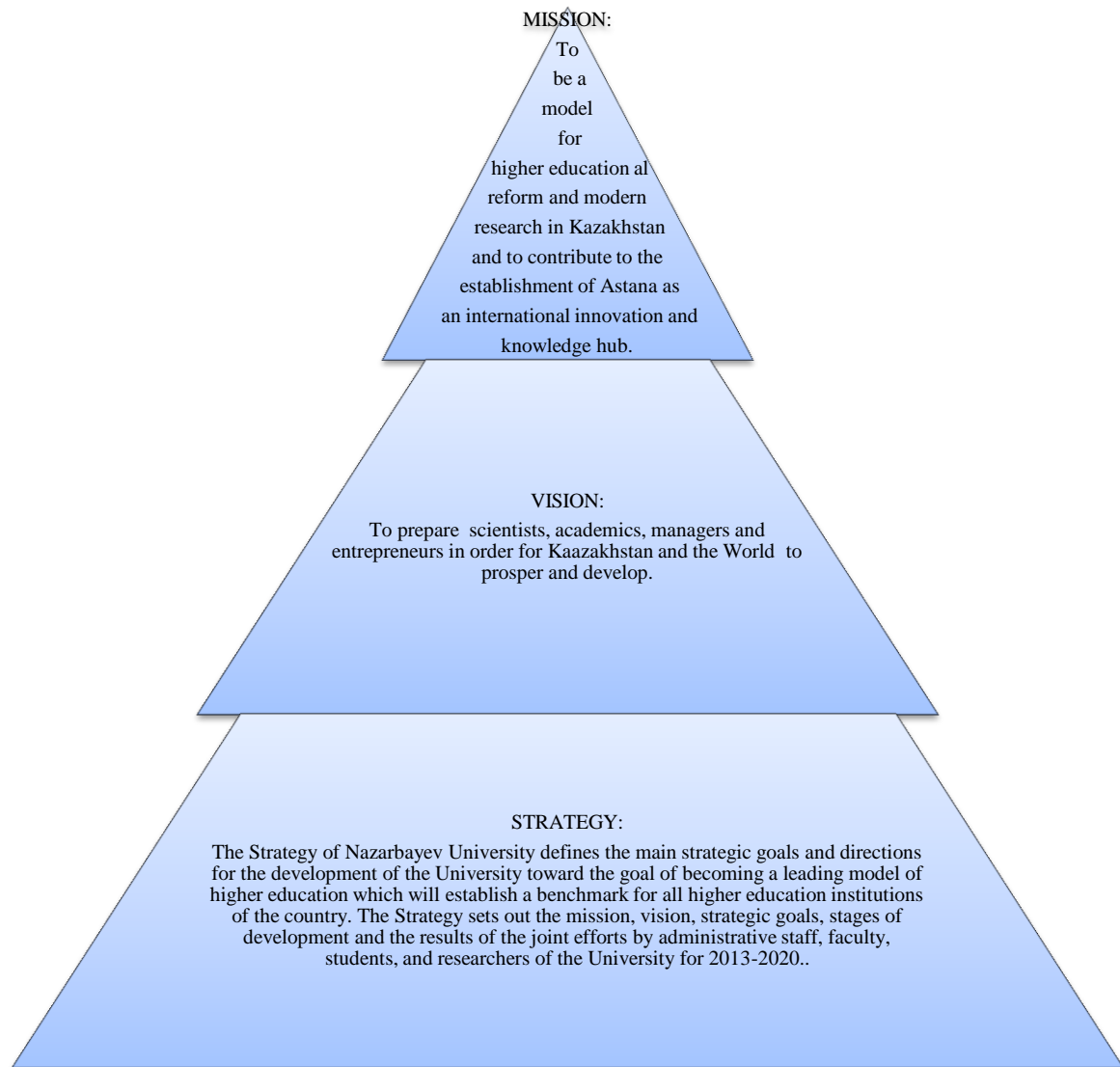


Fig. 1.1 *Pyramid of the three pillars of the strategy of Nazarbayev
University*

Analysis of Porter's five forces educational services' industry in Kazakhstan and the world community will help us get to know the environment and its influence on the development of domestic resources Nazarbayev University.

1. Supplier power. It should be noted that the high impact of competitive strength of suppliers, due to the low market activity in the service sector of educational institutions. There are a small number of

suppliers who are ready to supply products of good quality and in a short time. These are consulting services, infrastructure, materials and equipment for scientific research. Specific goods and services are available only in foreign markets, thus, there is urgent need to establish a channel of direct international deliveries. Implementation of the general rules of customs and tax law impede the effectiveness of procurement. For example, the use of strict list of imported goods into the territory of Kazakhstan, the size of fees as well as time-consuming process of documenting.

2. Buyer power. Purchasing power is due to the division of society into segments with high integration into the international processes and segments of the population developing only on internal resources. Hence, there is a quite clear division of potential consumers of educational services. Every year there is an increase in the number of applicants focused on international education in the educational institutions of high international rating. Purchasing power of educational services sector is closely linked with the amount of government subsidies given for educational grants. There is a great influence of macroeconomic indicators, a large proportion of financing due to government programs. Along with the continuous government subsidies, there have been established links with the business environment. In general, we can observe the average impact level.

3. Competitive rivalry. Competition is represented by a weak competitive environment. There are two types: old and younger universities. Older ones have to its credit the historical development of academic and scientific environment, but with clear elements of organizational structure inherited from the Soviet era. This is a weak strategy, since there is a direct dependence on the Ministry of Education, poor financial management, the lack of academic freedom and other negative stamps. A more serious competitive position is occupied by younger universities, who basically try to implement international standards in the field of education and efficient management system.

4. Threat of substitution. Representatives of the leading universities in the world are actively engaged in the marketing strategy to attract the best students from all over the world, offering them a flexible system of payment and the best quality taking into account the price-quality combination among other academic institutions. One of the prioritized substituting services are online training, the creation of offices of representatives in the various cities of the world including the developing markets, which open up access to the best academic programs. It is a high level of competitive influence.

5. Threat of new entry. It should be noted that there are high barriers to entry in the industry, due to stringent government regulatory laws, a high level of initial investment and quickly developing technologies.

2.2 Analysis of internal resources of organizational and operational structure

Today, Nazarbayev University created exceptional conditions for the successful development, expressed in the status of autonomy and academic freedom.



Fig. 1.2 *Management Structure*

Analysis of the organizational structures of the leading universities in the world shows a more structured and functionally subordinate shape (see Appendices D,E).

I believe that one of the important matters to University is the effectiveness of management and problems with creating a strong

integrated University system, its further development. This problem is a serious obstacle to the achievement of the strategic objectives of the University. The term management effectiveness is a huge reservoir of interrelated processes:

- organization of operational processes for the development of educational services, scientific research and their implementation;
- formation of the organizational structure and distribution of duties between departments, between employees, detailing each mini process, which should gather as a puzzle in a single process;
- formation of internal rules and controls that allow to have a common vision and build an integrated system in budgeting, procurement and attracting human capital;

University passed the first stage of a startup, where the main basis of academic, research and service infrastructures were created (see figure 1.3)

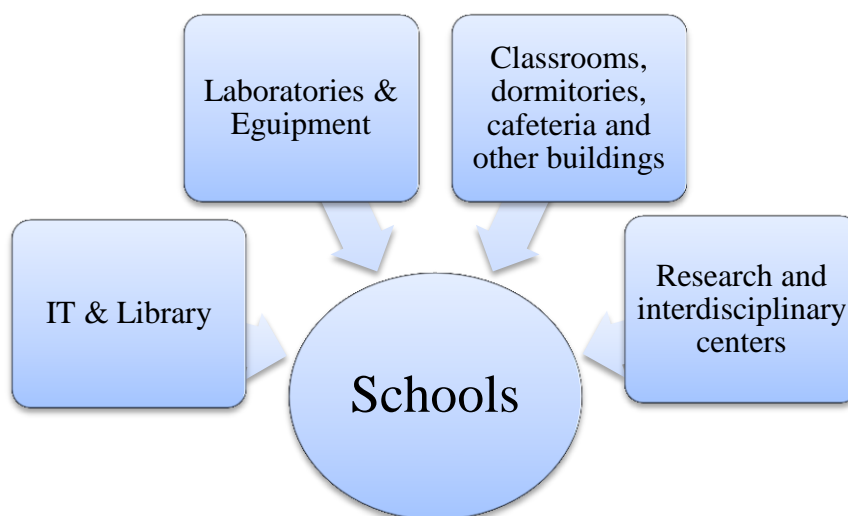


Figure 1.3 Organizational structure for the center's activities

The above chart shows that the operating structure is subject to the principle of segment production processes. In each of the infrastructures the scheme used functional and organizational structure of the subordinate manufacturing execution functionality in accordance with the specifics, but having the same approach (see figure 1.4)

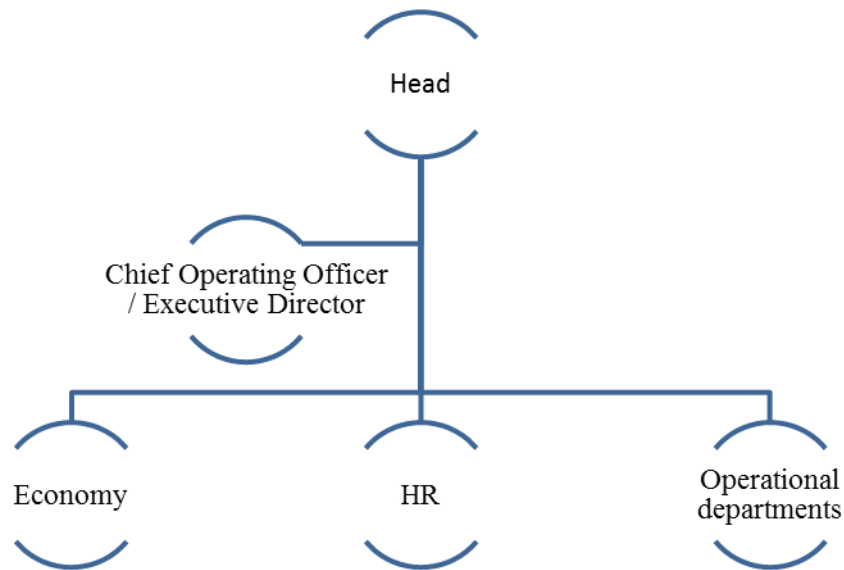


Figure 1.4 *General structure of the operational management*

The main plot is a sector of the economy and HR (see. Appendix 1, Table 1), through which all decisions go and its execution is made. A huge load of this area creates a lag effect in the implementation of the objectives in both quantitative and qualitative indicators. Consider the current state of the organization of production processes.

Set out in Annex 2 table 2 the current state of functionality, we see how globalized data plots and experts are. They cover a huge and various amount of work . Naturally, this increases the likelihood of collapse and the "bottleneck" in the overall process of the University. It is also

important to note that this structure is common in major national industrial companies, it is based on production purposes. This explains that at the moment. University assembled a team of experts in their various levels of competence, practical experience and sectoral focus: employees have experience in the oil and gas industry, transport, energy, financial and public sectors.

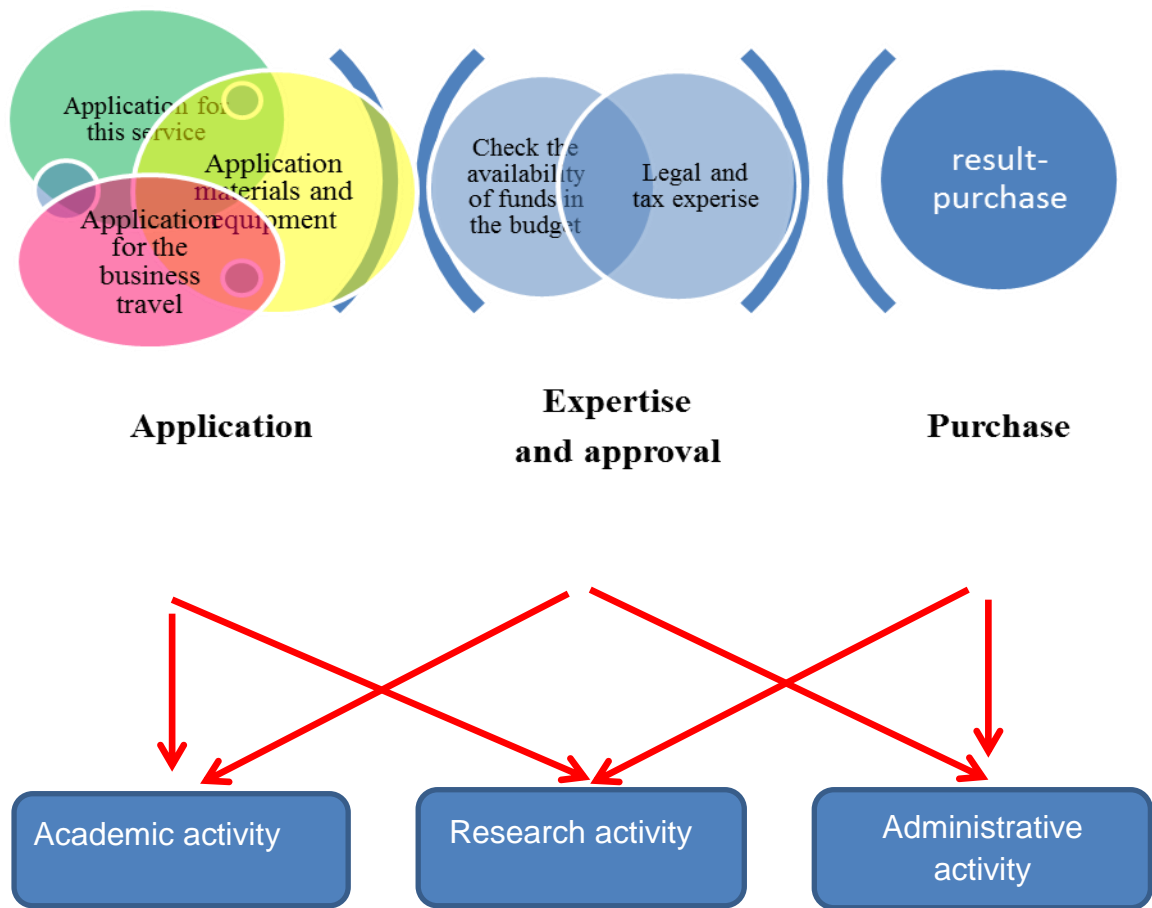


Figure 1.5 Scheme of the University of the administrative support of the «production» cycle

One of the problems is the diversity of activities. It leads to the fact that the unit (an employee) can be simultaneously involved in various activities: educational, scientific and administrative (see Figure 1.5).

A functional approach also gives its negative consequences. Each employee is performing his highly specialized task or function, loses touch with the common end result and its role in the overall chain of actions aimed at achieving the strategic objectives of the University as a whole.

Features of the administrative management of the University staff shows that the top manager can simultaneously manage multiple projects, including non-intersecting and even mutually exclusive ones. In this case, there is an infringement of the principle of synergy.

Finally, all of these problems in the complex are observed on the background of other obvious negative factors are:

- poor communication between departments (employees)
- lack of awareness units (workers)
- lack of practical experience in the preparation of documents for workers
- weak time management for workers
- gaps in legislative and regulatory documents
- low motivation of employees

The social aspect in modern management allocates P. Drucker: "The modern management, the author writes, - it is a specific kind of administrative activity revolving around human in order to make people

capable of joint action, make their efforts effective and smooth out the inherent weaknesses because the human capacity contribute to society as dependent on the efficiency of enterprise management, as well as from their own efforts and the impact of people".(*P. Drucker, Managing the Nonprofit Organization: Practices and Principles*)

2.3 O-ring theory. Rembrandt's workshop by P. Kremer

For the effect on the process approach is necessary to establish a system of standards, processes and operations. At the heart of this study is the principle of complementarity of work described by E. Brainjolfsson and P. Milgrom.

It is also ideal to use O-Ring theory on the example of Rembrandt's workshop, described by Kremer. Cramer offers the "theory of the smallest element that can destroy the entire structure" (the O-Ring Theory of Economic Development): the name is intended to remind the reader of the Challenger space shuttle accident. In this case, the collapse of the spacecraft worth several billions of dollars was due to a faulty rubber seal (O-ring) worth a few cents. Kremer's model has the following characteristics:

- firm with risk-neutral
- labor markets are competitive
- offer worker labor is inelastic
- workers are imperfect substitutes for one another

- there is a successful complementarity problems

«Production» is divided into many sub «n», for the implementation of which workers used a variety of methods of varying effectiveness depending on their skills.

$$Q \leq g \leq 1,$$

where Q - Ability

g- can be chances of successful implementation of the work assignment, quality of jobs or the quality of the job on the condition margin of error.

This model assumes that the employee, who is performing the work of the same difficulty with the same skill level, will receive a salary higher in the company, which are generally have more highly qualified staff. Also it allows you to see the effect of "bottlenecks", which ultimately reduces the expectations of the impact of skills of employees. The model tells us that the more productive company will hire more talented workers, and pay higher wages, based on the steady growth of the company in the long term. In our case, this means that, if the objective is to build a world-class university, it is necessary not only to recruit teaching staff, but also world-class administrative employees because the scientific and educational process takes place "in the team." From the course "The management and organization" we are also aware of the reasons for inefficient team work: the team did not favor equal participation with full

dedication and participants hid information that showcased the willingness to cooperate and avoid conflict (poor communication).

2.4 High performance team

According to a study «Katarsis Business Group», in practice there are 7 stages of teamwork and its head, and they can be considered in the dynamics: integration, operation, coordination, allocation, teamwork setting, teamwork, decay (see Annex 3 dynamics efficiency team work.)

(G. Sartan, Ph.D., head of the company «KatarsisBusinessGroup», article "The 7 stages of team effectiveness. Technology create a working team").

The lowest in terms of efficiency is the phase matching. Initially, you can gather a group led by the command performance of tasks of experts. The main thing is that their professional skills must be appropriate to achieve the objectives. And as you progress through the seven stages of team effectiveness they will form successful communication skills, develop creative solutions and be conscious of performing discipline. *(G. Sartan, Ph.D., head of the company «KatarsisBusinessGroup», article "The 7 stages of team effectiveness. Technology create a working team").*

The effectiveness of team work may be affected by various factors, but basically communicative nature. In his scientific work, Robin Bard indicates the effect of the existing five negative dysfunctions of a team *(Master's Thesis in the Master's Programme International Project*

Management and Project Management ROBIN BARD «Strategies to achieve high performance in hybrid project teams»):

1 dysfunction: absence of trust

2 dysfunction: fear of conflict

3 dysfunction: lack of commitment

4 dysfunction: avoidance of accountability

5 dysfunction: inattention to results

In reality, team work at the University is also subject to all of the above factors, due to poor communication and sometimes lack of coherence in the chain of decision making and execution. University staff consists of people holding different information, experiences, views and ideas. Cohesion team, based on the cognitive diversity and maximizing profits from existing varieties will be the most essential factor for the University. Carefully organized process in the work of the team, provides an analysis of all transactions before making decisions. The result is a solution to the saturation and the great interest of each team member in the task.

2.5 State analysis of current level of communications, diversity of cultures, skills and competences in Nazarbayev University.

A major role is also played by the communication skills of employees, and communication skills are also a type of employee skills. Managers who have more communication skills and, thus, lower the cost of

communication, will manage large teams (larger span of control), while the rest of the skills of workers already bear no relation to the level of productivity of the process.

University is a large area with a variety of cultures, mentalities and the level of professionalism of certain individual, and the variety used in academic systems.

Observations show that there is a layer of employees showing disapproval to the difference taking place on pay and other social services between international and local employees. At the same time the international PPP has shown loyalty and tolerance to local conditions and requirements. Due to the collision of two cultures, both sides receive a negative push. Scientific studies by Spyros Arvanitis & Euripidis Loukis show that the complex organizational processes require not only highly skilled and capable professionals but also permanent all-round cooperation between them. As a result, the state was formed where employees that are more homogeneous in cultural, linguistic and professional level (*Spyros Arvanitis & Euripidis Loukis, Employee education, information and communication technologies, workplace organization, and trade: a comparative analysis of Greek and Swiss firms : Industrial and Corporate Change, 2015, 1417–1442 doi: 10.1093/icc/dtv008 Advance Access Publication Date: 15 April 2015 Original article*).

The manufacturing process and organizational structure of the University does not belong to the category of complex and high-precision manufacturing processes, and represents the organizational structure, in which there is an attempt to tie the practitioners in the country's business environment, the organizational structure to something completely new, which is created in the Nazarbayev University. It is important to understand that the Nazarbayev University is a unique environment for the creation of new knowledge, and in line with this strategy, the organizational structure should be built. Planning processes, procurement and reporting need to help for the development of a favorable environment for this.

All rules and regulations developed at the moment in the University meet the standards, the relevant requirements of the state fiscal authorities requirements. This disposition, expense reports, acts of rendered services, budgeting based on three price proposals and tenders at the lowest price, and more. All our subconscious mind is occupied only with thoughts of the correctness of debiting, the subjectivism of administrative employees in the decision often comes to the absurd. Meanwhile, many of the processes do not comply with generally accepted international standards; as a result of the staff, attracted from abroad, it is unexpected and confusing for them, and creates difficulties.

Confidence level between local and international staff workers still requires further improvement and transition to a new level. It is in this area it is necessary to build strong communication and exchange of experience. According to research of M.Fudzhita Sh.Weber:"described in the literature practice in Silicon Valley, it is that employees often and intensively exchange information through a variety of informal and formal contacts. The differences do not hinder, but rather even helped shape the community of employees' goals and objectives.(*M. Fujita and S. Weber « Immigration Quotas in the Globalized Economy», журнал JOURNAL NEW ECONOMIC ASSOCIATIONS,Moscow, 2010*). As noted in their scientific article Saxenian A .: «This was aided by the flexible structure of the industry (often said that in Silicon Valley," the company-only mechanism that allows the individual to work ").(*Saxenian A. (1996): Regional Advantage: Culture and Competition in Silicon Valley and Route. №128. Cambridge: Harvard University Press.*)

3. RECOMMENDATIONS

3.1 Using of skills and abilities

Thus, we have defined the main directions, it is to break the task into several subtasks, distribute workers according to skill level, allocate workers on the level of communication. The role of each team member and his great skill and ability will be directly affected by the outcome. This

immediately implies that the recruitment and retention of the required level of employees are the most important functions of the HR. It is necessary to define a list of mundane tasks that can be successfully carried out by workers with low and medium level skills and a list of tasks that require higher qualifications. Moreover, they must be distributed between groups of people with the appropriate skills.

Usage of the theory of complementarity and coordination in the employment process imposes certain requirements on the level of interaction between the employees and the distribution of skills and implies complementarity of talents and skills, complementarity in decision-making, etc.

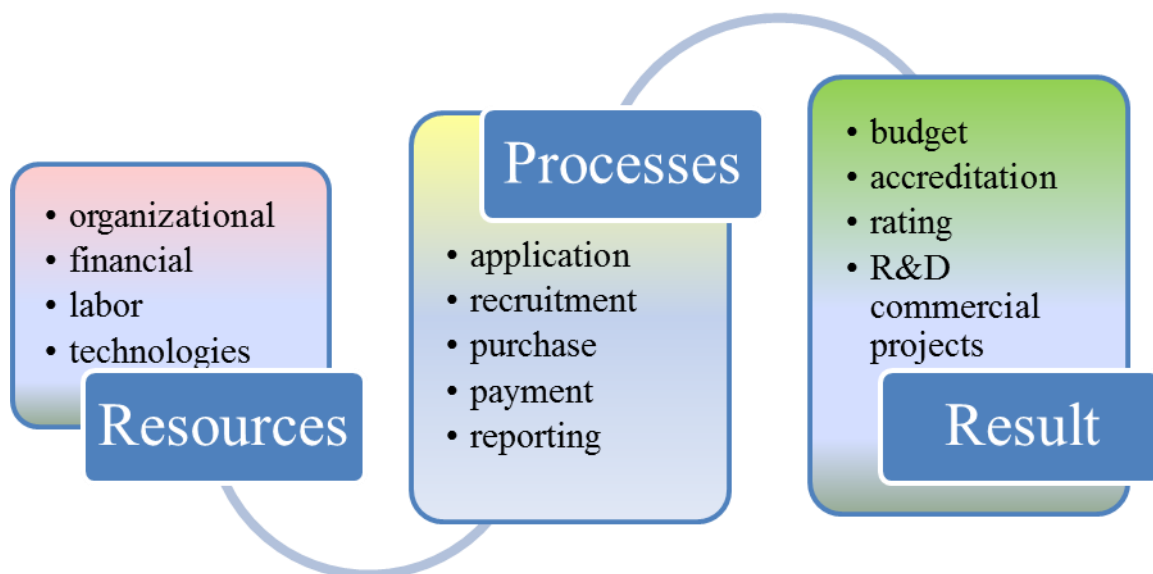


Figure 1.6 Diagram of the process cycle

At this stage of development of the University I recommend using a process approach in the production structure (see fig.1.6), in which the

emphasis will prevail in the management of vector of "who is guilty" to "what to do". It is necessary to develop the production, innovation and personnel synergies in the current structure by more precise details of production processes and functional analysis of each employee, its potential and the level of training, so as to enhance the effect of O-Ring Theory. The effectiveness of each expert in its area of work involves the presence of the following factors:

- competence
- professionalism / skill / skills
- high performance / productivity
- communicative
- high ethical standards

Recommended based process approach to use the program-target method:

- unity of target orientation
- clear definition of the problem
- formulate goals
- linking deadlines and resources to achieve the goal
- skill and skills of administration
- management authority and the administrative unit

To carry out such an approach is only possible with a strong integrated system with a clear division segment by type of activity and the functional

units (workers). Each of the processes detailing functionality of each employee with accurate physics is responsible for what, and in what time frame.

3.2 Settings and detailing of goals and objectives

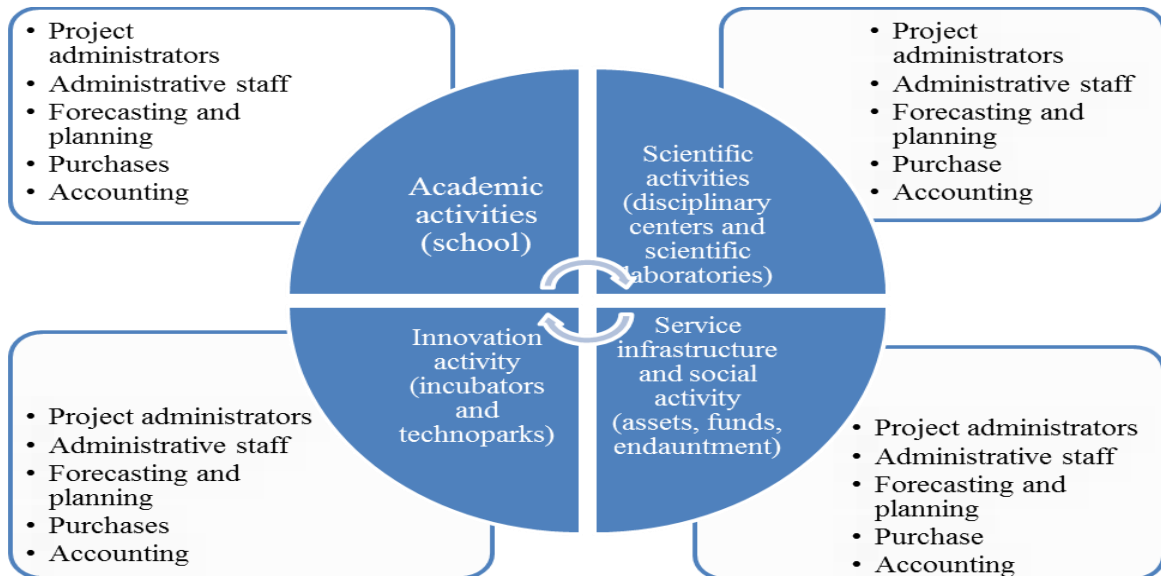


Fig. 1.7 The proposed scheme of functional separation in the context of segmentation University activities

In each segment there is a need to have a structure subordinated to individual projects. Thus, the vertical power will be transformed into the matrix organizational structure. It is necessary to take seriously the role of project managers and to subordinate them to project management. At the heart of this structure lies initiating tasks and comprehensive solution. Project administrators must have the set of skills:

- knowledge of regulations and legislation in the field of finance and logistics

- skills in the preparation of documents
- preparation of planning applications and reports
- strong communication skills
- energy and faster decision making
- focus on results

Payment of employee should be based on the result of the effect, and should motivate quality and meeting deadline for the project assignment among employees.

To highlight a single logistics center in the service infrastructure segment, concentrating there specialists in logistics and customs lawyers schools and research centers: buyers of chemical, biological, medical, and engineering materials, office products. Buyers of building materials and equipment should be concentrated separately. There must be reception of applications, procurement and shipping by segments and within across divisions.

In the segment for scientific activities it is crucial to especially highlight the division for the examination of research and advisory services. Currently the report will only accept scientific director, but at a final verification by audit department issues will touch the financial workers, which in turn are not competent and cannot make decisions or put

certain requirements and, ultimately, must be strictly excluded from the process of harmonization of the results of scientific research activity.

In the segment of academic activities it is wise to split the processes in more detailed fashion: recruitment of academic staff, planning the number and quality of incoming students and preparation of academic calendar and a load of work faculty do .

In the segment of social and administrative activities it is vital to highlight the division of strategic financial planning and the University of fund management. I would single out this structure in a separate financial center with strong professional staff with functionality:

- development methodology and normative documents
- forecasting and budget planning and budgeting
- distribution of project finance
- analysis and segment reporting
- creation of reserve funds and the effective cash management
- management of assets and income.

A distinctive feature of the financial center that it will work with external customers: government agencies and ministries, the supreme board of trustees, strategic partners. While other segments in the majority aimed at the internal customer service: students, faculty, researchers and administrative staff.

3.3 Communications and learning from international experience

Implementing process control technology cannot ignore the psycho-emotional and cultural aspects of the problem. University is a large area with a variety of cultures, mentalities and the level of professionalism of certain individual, and the variety used in academic systems. University directly faced a worldwide problem of global markets as it is a very striking example of the entrance of developed leading educational universities into the developing market of Kazakhstan.

International experts have to teach local professionals skills, good time management and give feedback. More than half of the international recruitment is made by experts from the developed countries of America, Europe and Asia. For us it is very important to learn from their best practices. Setting up a high-technology IT environments, the exchange of documents in electronic form and reducing human intervention in the routine of working points are strategically important part. There are frequent complaints from faculty about too heavy procedures for coordination and paperwork. Indeed the documents pass through the huge machine of bureaucracy and a lot of matching people with the cross-functional. One of the first goals is the introduction of modern IT solutions using the latest developments in fintech industry. There should be established a rapid exchange of information between employees and departments. Focus on hiring local staff, loyal to a variety of world culture,

and the desire to adopt advanced international management practices in the sphere of education and science should be a priority. It is necessary to continue actively working on the improvement of tax legislation and the primary document on reporting and accountability, its simplification and reduction of the press on the outcome.

CONCLUSION

There is an ongoing evolution of the world's leading research universities, associated with a focus on research and development, with broad participation in their private business, spreading promotional startups engaged in transfer of technological innovation, strengthening cooperation within the framework of strategic partnerships and business alliances, including in the international level. The successful entry into this cohort, It is necessary for Nazarbayev University to comprehensively implement the world's best management practices, using the principles of a team, understanding of common goals and objectives, developing a strong communication environment, including based on active learning from international staff and specialists.

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APPENDIX A

Table 1: «Functional units»

Unit structure	Functions	Goal	Result
Head	Reports directly to the founders, defines the aims and objectives to employees, is responsible for general management of the institution to achieve results.	Phased execution of operational and strategic plans, to produce a product (service) in time and high quality	Achieving the strategic goals and objectives of the founder
Chief Operating Officer / Executive Director	Reports directly to the Chief, organizes and controls the operation of economic services, HR and procurement	The operational plan, have the financial and human resources to the extent necessary	Economic, labor and other operating indicators
Economy: 1) Planning and Analysis 2) Shopping 3) Finance 4) Accounting	Budgeting, implementation and monitoring of the use of resources	Budget, procurement of services, equipment and materials, provision of material resources to achieve results	Budget Financial reports
HR	Hiring professionals, the development of personnel policies and employee motivation.	Increased performance, motivation and satisfaction separately for each employee and the organization as a whole	High efficiency and a strong team and corporate ethics

APPENDIX B

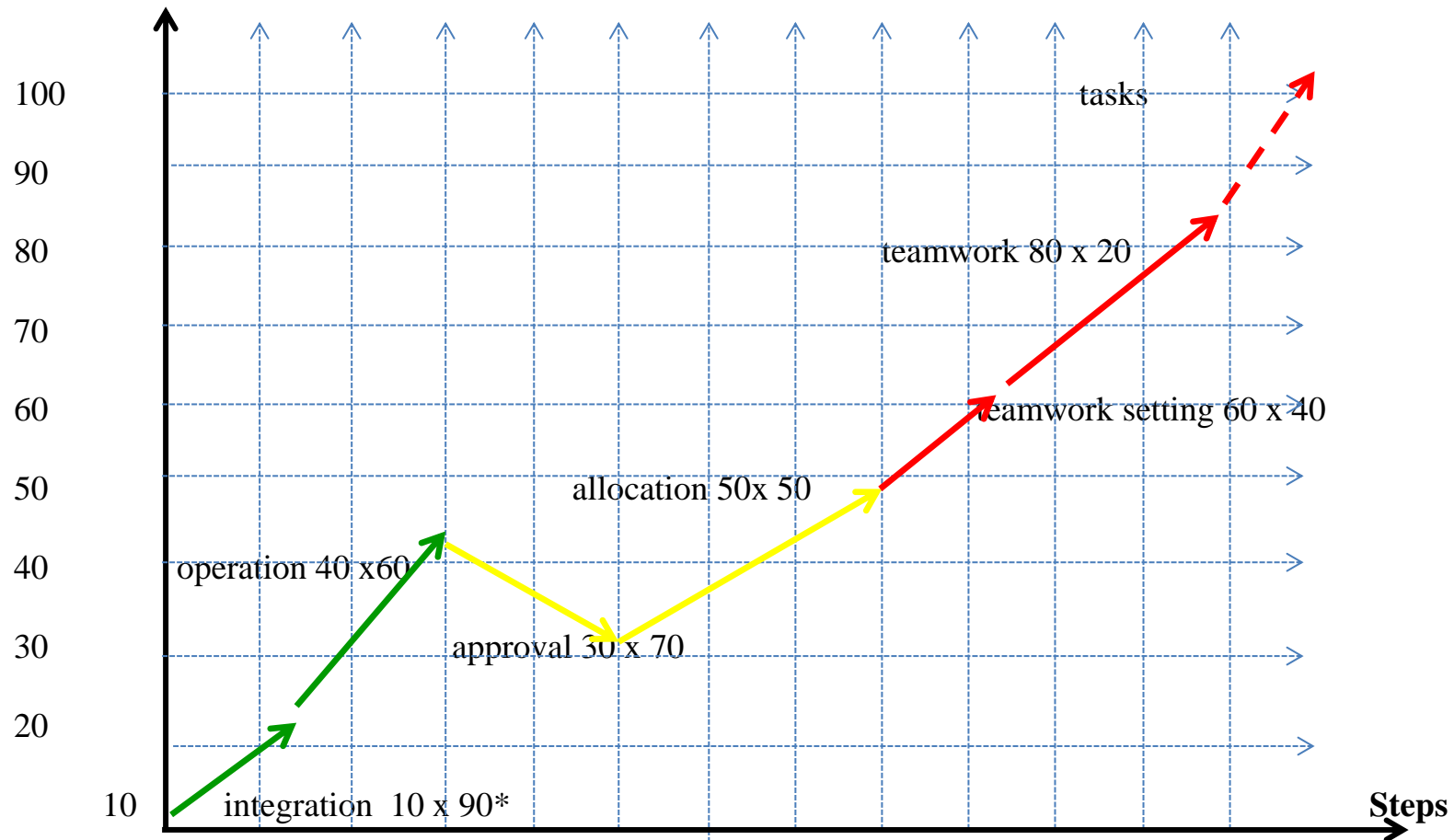
Table 2: «Functional administrative staff»

Functional of economist	Functional of purchasing agent	Functional of accounting
<p>Formation of norms and limits by type of goods, works and services</p> <ul style="list-style-type: none"> -Budgeting -Formation Management reporting -Formation Plan-factor analysis of budget execution -Formation Budget for the coming years based on the analysis of the current period -Signature Contracts for the purchase of goods, works and services in accordance with the approved budget -Signature Applications for payment of purchased goods, works and services in accordance with the approved budget -Control Over a target expenditure budget 	<p>Procurement plan based on the approved budget</p> <ul style="list-style-type: none"> -Reception Applications for funding for the budget: for the purchase of consultancy services, procurement of materials for the purchase of hardware and software, travel, training, design patents and other services Carrying out of procurement procedures in accordance with the procurement rules. 	<p>Methodology of accounting for the enterprise</p> <ul style="list-style-type: none"> -Prepare daily work on the formation, maintenance and database storage of accounting information on the basis of source of financial and accounting documents. - Prepares daily information head to make decisions, is directly involved in decision-making as the daily and strategic. - Control Over spending and receipt of funds, preparation of operational reports on cash flow. - Adopts Directly involved in the inspection of primary financial and accounting documents for compliance with statutory regulations. - Take personal responsibility for the completeness and timeliness of payment of taxes to the state budget of the Republic of Kazakhstan. - Take personal responsibility for the completeness and timeliness of the information to the government statistic department. - Take personal responsibility for continuity, reliability, accuracy and integrity in financial reporting. - Take functional of the trailing cycle of operations of the entire enterprise.

APPENDIX C

Schedule: «The dynamics of team effectiveness»

Team efficiency, %



*Team x Head (contribution to the efficiency)

APPENDIX D

«The organizational structure of Stanford University»

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APPENDIX E**«The organizational structure of National University of Singapore»**

With the increasing challenge in providing security and protection to the NUS community within an open campus, one of the immediate tasks upon OCS official formation was to reorganise into a nimble and professional outfit.

It was then decided that OCS should be modelled after a Neighbourhood Police Centre with *Director supported by five divisions*.

The Operations Division

The Operations Division is responsible for providing both uniformed security presence throughout NUS and effective response to security calls and emergencies.

It is responsible for providing security functions during major events or celebrations.

The Investigation & Intelligence Division

The Investigation & Intelligence Division is responsible for providing leadership in investigation, intelligence gathering and crime collations.

It is also responsible for maintaining and creating strategic partnership for OCS in solving crime cases in NUS.

The Training & Staff Development Division

The Training & Staff Development Division is responsible for overseeing, monitoring and evaluation on all training and staff development activities in OCS.

It is also responsible for ensuring that all programs are conducted in a safe and efficient manner.

The Administration, Logistics & Finance (ALF) Division

The Administration, Logistics & Finance (ALF) Division is responsible for providing administration and logistics support to OCS.

It is also responsible for providing leadership in recruiting and retaining capable staff for OCS. ALF is also responsible for building a cohesive and harmonious working relationship at all levels.

The Planning and Research Division

The Planning and Research Division is responsible for providing security assessment and advice to the different entities of NUS. It provides planning and researching support in areas of security expertise, methodology and technology to the operational arm of OC