

CHAPTER V

THE FACTORS AFFECTING FAILURE AND SUCCESS OF IMPLEMENTATION OF INNOVATION IN HIGHER EDUCATION

5.1 Introduction

This chapter deals with the factors affecting failure and success in the implementation of the four innovations studied, viz. (A) The Internal Assessment System, (B) The Semester System, (C) The M.Phil course, and (D) The Correspondence Course in the six universities of Andhra Pradesh. The factors affecting failure and success are presented on the basis of the data collected through (I) the Case Studies and the data collected through (II) the Questionnaires from the Administrators, the Teachers and the Students in the six universities of Andhra Pradesh. Part I is meant for the data collected through the case studies and Part II is meant for the data obtained through the questionnaire.

The questionnaire contains 3 Parts : (A), (B) and (C). Part A of the questionnaire contains 42 statements. These statements are distributed in the following areas which are

having considerable impact on the implementation of an innovation in an institution. The statements from 1 to 4 and 38 were interpreted in the Fourth Chapter as the UGC is the only organisation initiating and financing the innovations in higher education for the benefit of the students. The statements from 39 to 42 pertaining to the evaluation of the innovation were also interpreted in the Fourth Chapter. The remaining statements in the questionnaire deal with the decision taking factors (5 to 7), administrative factors (8 to 14, 19 to 24 and 27) communication factors (15 to 18) financial factors (28 to 30) and staff factors (25, 26, 31 to 37).

For the interpretation of the data, frequencies were calculated for the statements in Part A of the questionnaire and Part B and C were interpreted by calculating the percentages. Part B and C of the questionnaire is interpreted at the end of the Chapter as they are having separate statements of resisting factors and suggestions. While collecting the data through the case studies and the questionnaire, care has been taken to obtain the required information from the people who are undergoing the innovation. The questionnaires were distributed to all the respondents in all the universities separately for each innovation practised in their institution.

The factors affecting failure and success are presented here on the basis of the data obtained through (1) the case studies and the data obtained through (2) the questionnaire on innovationwise, viz. ; (A) The Internal Assessment, (B) Semester System (C) M.Phil Course and (D) Correspondence Course. Hence for convenience this chapter has been divided into four parts, viz., A, B, C, and D, and the data are presented under this sub-heading respectively.

5.2 (A) The Innovation of the Internal Assessment

This innovation has been practised by all the six universities of the State, viz., (1) Andhra University, (2) Nagarjuna University, (3) Osmania University, (4) Kakatiya University, (5) Sri Venkateswara University and (6) The Autonomous Post-graduate Centre.

The total number of universities and the data collected through (1) The Case Studies and (2) The Questionnaire from the three categories of the respondents, the administrators, the teachers and the students to know their opinion on the factors affecting failure and success in the implementation of the innovation of the Internal Assessment System is given in the Table 21 on the next page.

On the basis of the data collected through the case studies and the questionnaire, the causes for the successful

Table :21: Table showing the Total Responses obtained through the (I) Case Studies and (II) the Questionnaire from Each University

Sr.No.	Name of the University	I. Case Study			Total	II Questionnaire			
		Administ-rators	Teachers	Students		Administ-rators	Teachers	Students	Total
1.	Andhra University	10	40	50	100	10	40	50	100
2.	Nagarjuna University	7	10	50	67	10	40	50	100
3.	Osmania University	10	40	50	100	10	40	50	100
4.	Kakatiya University	7	10	50	67	10	40	50	100
5.	Sri Venkateswara University	10	40	50	100	10	40	50	100
6.	The Autonomous Post-graduate Centre	6	10	50	66	10	40	50	100
Total		50	150	300	500	60	240	300	600

or unsuccessful implementation of the innovation in all the six universities were grouped into five factors. These factors are : (1) Administrative factors, (2) Financial factors, (3) Communication factors, (4) Staff factors and (5) Awareness factors. Under the (1) Administrative factors : (a) Equipment including furniture and accommodation, (b) Teacher-Student ratio, (c) Library facilities, (d) Specialisation facilities, (e) General administration of the university, and (f) Decision taking were studied. Inservice training facilities for the teachers are considered to be the important factors among the staff factors which are having a considerable impact on the successful continuation of the innovation. Hence, under staff factors, the factors of inservice training, facilities for the teachers were studied. So the factors contributing for the successful or unsuccessful implementation of the innovation of Internal Assessment system in all the six universities are presented universitywise here. The figures in the parenthesis in every table shows the total number of respondents. (Table 22).

1 (A) - It is evident that 57% and 59% of the total respondents from both the Parts I and II respectively expressed their opinion that the laboratory equipment is adequate for the successful continuation of this innovation, but nearly 42% of the total respondents from both the Parts I and II are of

Table :22: Showing the Factors affecting Failure and Success in the Implementation of the Innovation as revealed by Case Studies and Questionnaire Data in Andhra University

Factors	I Case Study				II Questionnaire				Total %
	Admini- strators (10)	Teachers (40)	Students (50)	Total %	Admini- strators (10)	Teachers (40)	Students (50)	Total %	
1. Administrative									
(A) Laboratory Equip.	7	26	24	57	8	27	24	59	
(B) Teacher-Student Ratio	5	19	20	42	-	-	-	-	
(C) Library facilities	8	25	30	63	-	-	-	-*	
(D) Specialisation facilities	6	18	20	44	-	-	-	-	
(E) General Administration	9	26	27	62	8	25	27	60	
(F) Decision taking	-	-	-	-	9	19	21	49	
2. Financial factors	7	23	30	60	8	27	23	58	
3. Communication factors	8	29	30	67	7	28	35	70	
4. Staff factors-Inservice facilities	7	18	20	45	8	20	15	43	
5. Awareness	9	22	17	48	8	22	16	46	

* Statements pertaining to these factors were not included in the Case Study Proforma and the Questionnaire. Hence the blanks are kept here.

The above table shows the data collected from the administrators, teachers and students of Andhra University through the Case Studies (Part I) and the Questionnaire (Part II) on the implementation of the Internal Assessment.

the opinion that the innovation is suffering due to the lack of necessary laboratory equipment for its successful continuation.

(B) Teacher - Student Ratio : Out of the total respondents 42% of them accepted that the teacher-student ratio is sufficient. But 58% of the total respondents are of the opinion that the student strength is more in the classes.

(C) Library Facilities : Library facility is also a factor contributing for the successful implementation of the innovation. Out of the total respondents 63% accepted that the institution is having sufficient library facilities to meet the requirements of the learners. So, it is evident that 37% of the respondents are of the opinion that the institution is not having good library with sufficient number of latest books.

(D) Specialisation Facilities : For the successful continuation of this innovation, specialisation facilities are essential. Out of the total respondents 44% accepted that specialisation facilities are sufficient in the university. It is evident that 56% of the total respondents are of the opinion that the institution is not having sufficient number of specialisations.

(E) General Administration : General administration of the university is also a contributing factor for the successful implementation of the innovation. Out of the total respondents, 62% from Part I and 60% from Part II accepted that the university is having good administration. But 39% of the respondents from both the parts are of the opinion that the university is not having f good administration.

(F) Decision Taking : Decision taking plays a crucial role while implementing an innovation. It is clearly evident from the data obtained through the questionnaire that 49% of the total respondents accepted that the decisions are taken involving all the concerned people. But 51% of the respondents are of the opinion that the decision taking is always one sided, without involving concerned people.

2. Financial Factors : Financial factor is also an important one contributing for the successful implementation of the innovation. Out of the total respondents 60% and 58% from Parts I and II respectively accepted that the financial assistance is timely and sufficient. It is evident that nearly 41% of the respondents from both the parts are of the opinion that financial support is not adequate and timely.

3. Communication Factors : Communication with the resource Centre and the other developed centres in the concerned field

is also an important factor contributing for the successful implementation of the innovation. Out of the total respondents 67% from Part I and 70% from Part II accepted that the university is having good communication system. Only 31% of the total respondents from both the parts are of the opinion that the university is not having good communication system.

4. Staff Factors - Inservice Facilities : Among the staff factors inservice training facilities to the teachers are important for the successful continuation of the innovation. Out of the total respondents 45% and 43% from Parts I and II respectively accepted that the university is providing inservice training facilities to the teachers. So, it is evident that nearly 56% of the total respondents from both the parts are of the opinion that the teachers are not being provided with inservice training facility for the successful continuation of the innovation.

5. Awareness : Awareness of the target population about the innovation contributes very much for the successful continuation and institutionalisation of an innovation. Out of the total respondents, 48% and 46% from Parts I and II respectively accepted that they are aware of the innovation. It is evident that nearly 53% of the total respondents from

both the parts are not aware of the objectives of the innovation.

In the light of the above analysis, it can be concluded that the communication facilities, library facilities, general administration of the university, favourable financial facilities, and laboratory facilities are contributing much for the successful continuation of the innovation.

The factors contributing for the unsuccessful continuation of the innovation in Andhra University are : higher rate of student enrolment, lack of specialisation facilities, lack of in-service training facilities, lack of awareness among the target population and lack of proper decision taking procedure.

The Table 23 on the next page shows the data collected from the administrators, teachers and students through the Case Studies (Part I) and the Questionnaire (Part II) on the implementation of the Internal Assessment system in Nagarjuna University.

1. (A) Laboratory Equipments : It is clear from the Table 23 that 43% and 47% of the total respondents from both the Parts I and II respectively expressed their opinion that the laboratory equipment is adequate for the successful

Table :23: Table Showing the Factors Affecting Failure and Success in the Implementation of the Innovation as revealed by Case Studies and Questionnaire Data in Nagarjuna University

Factors	I Case Study			II Questionnaire			
	Administ- rators (7)	Teachers (10)	Students (50) (%)	Administ- rators (10)	Teachers (40)	Students (50) (%)	Total (%)
1. Administrative factors							
(A) Laboratory Equip.	3	5	21	6	21	20	47
(B) Student Teacher Ratio	5	7	26	-	-	-	-
(C) Library Facilities	3	5	22	-	-	-	- *
(D) Specialisation Facilities	4	5	23	-	-	-	-
(E) General Administra- tion	6	8	26	8	22	26	56
(F) Decision Taking	-	-	-	9	21	28	58
2. Financial Facilities	3	4	20	4	18	23	45
3. Communication Facili- ties	6	8	27	7	23	27	57
4. Staff factors - Inservice Training Facilities	5	4	24	7	18	22	47
5. Awareness	6	6	25	8	24	25	57

* Statements pertaining to these factors were not included in the Case Study Proforma and in the Questionnaire. Hence the blanks are kept, here

(Figures in the parentheses indicate total number of respondents)

continuation of this innovation. On the other hand, it is clearly evident that 55% of the total respondents from both the parts are of the opinion that lack of sufficient laboratory equipment is the cause for the unsuccessful continuation of this innovation.

(B) Student-Teacher Ratio : Out of the total respondents 57% of them accepted that the teacher-student ratio is adequate. But 43% of the respondents are of the opinion that the institution is suffering due to the higher rate of enrolment.

(C) Library Facilities : Out of the total respondents 45% accepted that the library facilities are adequate in the university. But 55% of the total respondents expressed their opinion that the university is not having good library.

(D) Specialisation Facilities : These facilities are essential for the successful functioning of this innovation. Out of the total respondents 48% accepted that the specialisation facilities are sufficient in the university. Hence it is clear that 52% of the respondents expressed their opinion that specialisation facilities are not sufficient in the university for carrying out the innovation successfully.

(E) General Administration : Out of the total respondents 60% and 56% from Parts I and II respectively accepted that the general administration of the university is quite helpful.

But 42% of the total respondents from both the parts showed their dissatisfaction that general administration of the university is not helpful for the successful continuation of the innovation.

(F) Decision Taking : This is an important activity with which the implementation and continuation of an innovation is closely associated. It is evident from the data obtained through the questionnaire that 58% of the total respondents accepted that the decisions are taken on democratic basis. But 42% of the respondents are of the opinion that decisions are taken without involving all the concerned.

2. Financial Facilities : Adequate financial assistance is an important factor, which contributes very much for the successful implementation of an innovation. Out of the total respondents 40% and 45% from both the Parts I and II respectively accepted that the financial assistance is adequate to the university. It is clearly evident that 57% of the respondents from both the parts expressed their opinion on the unfavourable financial facilities of the university.

3. Communication Facilities : Prompt communication system with other centres is an important factor contributing for the successful implementation of an innovation. Out of the

total respondents 61% and 57% from Parts I and II respectively accepted that the university is having good communication facilities. Nearly 41% of the total respondents from both the parts expressed their opinion that the communication facilities in the university are not adequate and prompt.

4. Staff Factors - Inservice Training Facilities :

Inservice training facilities to the teachers are essential for the successful continuation of the innovation. Out of the total respondents 49% and 47% from Parts I and II respectively accepted that the inservice training facilities are adequate in the university for the teachers. Nearly 52% of the total respondents from both the Parts I and II expressed their dissatisfaction on the inservice training facilities to the teachers in the university.

5. Awareness : Awareness of the target population about the innovation is an essential factor which contributes for the successful implementation and continuation of an innovation. Out of the total respondents 55% and 57% from Parts I and II respectively accepted that they are aware of the innovation fully. It is clear that 44% of the total respondents from both the Parts I and II are not aware of the objectives of the innovation.

It is concluded that communication facilities, general administration of the university, decision taking procedure, teacher-student ratio and awareness of the people, are the factors contributing much for the successful continuation of the innovation in Nagarjuna University.

It is also concluded that unfavourable financial facilities, lack of laboratory facilities, lack of library facilities, lack of specialisation facilities and lack of in-service training facilities to the teachers are the factors contributing for the unsuccessful continuation of the innovation.

The data collected on the implementation of the Internal Assessment system through the Case Studies (I) and the Questionnaire (II) from the administrators, teachers and students of Osmania University are presented in the Table 24 on the next page.

*. (A) Laboratory Equipment : It shows that 51% and 57% of the total respondents from Parts I and II respectively accepted that adequate laboratory equipment is there for the successful continuation of this innovation. It is clear that 46% of the respondents from both the parts expressed their dissatisfaction on the inadequacy of laboratory equipment in the university.

Table :24: Table showing the Factors Affecting Failure and Success in the Implementation of the Innovation as revealed by Case Studies and Questionnaire Data in Osmania University

Factors	I Case Study				II Questionnaire			
	Administ-rators (10)	Teachers (40)	Students (50)	Total %	Adminis-trators (10)	Teachers (40)	Students (50)	Total %
1. Administrative Factors								
(A) Laboratory Equipment	7	21	23	51	9	24	24	57
(B) Teacher-Student Ratio	5	19	21	45	-	-	-	-
(C) Library Facilities	8	22	26	56	-	-	-	*
(D) Specialisation Facilities	6	18	23	47	-	-	-	-
(E) General Administration	9	26	26	61	8	27	31	66
(F) Decision Taking	-	-	-	-	8	22	30	60
2. Financial Facilities	8	23	27	58	8	23	31	62
3. Communication Facilities	9	25	29	63	7	30	33	70
4. Staff Factors - Inservice Training Facilities	6	18	25	49	8	19	20	47
5. Awareness	8	23	25	56	7	27	30	64

* Statements pertaining these factors were not included in the Case Study Proforma and in the Questionnaire. Hence the blanks are kept here.

(Figures in the parentheses indicate total number of respondents)

(B) Teacher-Student Ratio : It is clear from the Table 24 that 45% of the total respondents from Part I accepted that the student strength in the classes is adequate. But 55% of the respondents expressed their dissatisfaction on the teacher-student ratio in the classes which is contributing very much for the unsuccessful continuation of this innovation.

(C) Library Facilities : It is evident that 56% of the total respondents, from Part I accepted that the university is having adequate library facilities. Nearly 44% of the total respondents expressed their opinion that the library facilities are not adequate.

(D) Specialisation Facilities : It is observed that 47% of the total respondents accepted that specialisation facilities are adequate in the university for the successful continuation of the innovation. But 53% of the total respondents are of the opinion that sufficient specialisation facilities are not there in the university.

(E) General Administration : It is evident that 61% and 66% of the total respondents from Parts I and II respectively accepted that the administration of the university is helpful. But nearly 36% of the respondents from both the parts expressed their dissatisfaction on the general administration of the university.

(F) Decision Taking : It is clear from the data obtained through the Questionnaire that 60% of the total respondents, accepted that the decisions are taken on democratic basis. But 40% of the respondents expressed their opinion that decisions are always taken without involving the concerned people.

2. Financial Facilities : Out of the total respondents from Parts I and II 58% and 63% respectively accepted that the university is not having financial problems. But 40% of the total respondents from both the parts accepted that the university is not getting adequate financial assistance for carrying out the innovation successfully.

3. Communication Facilities : On the whole 63% and 70% of the total respondents from Parts I and II respectively accepted that the communication facilities are adequate in the university. But 33% of the total respondents from both the Parts I and II expressed their dissatisfaction on the communication facilities of the university.

4. Staff Factors - Inservice Training Facilities: Out of the total respondents from Parts I and II 49% and 47% respectively accepted that the inservice training facilities are adequate. But 52% of the total respondents from both the parts are of the opinion that inservice training facilities are not adequate in the university for the successful continuation of the innovation.

5. On the whole, 56% and 64% of the respondents from Parts I and II respectively accepted that they are aware of the innovation fully. It is evident that nearly 40% of the total respondents from both the parts are not fully aware of the innovation.

It is concluded that communication facilities, general administration of the university, decision taking procedure, favourable financial facilities, awareness of the people, library facilities and laboratory facilities are contributing very much for the successful continuation of the information in Osmania University.

It is further concluded that higher rate of student enrolment, lack of specialisations and lack of in-service training facilities to the teachers are contributing much for the unsuccessful continuation of the innovation.

The Table 25 on the next page shows the data collected through the case studies Part I and questionnaire Part II from the administrators, teachers and students of Kakatiya University, on the implementation of the Internal Assessment.

1. (A) It shows that 49% and 45% of the total respondents from Parts I and II respectively accepted that the laboratory equipment is adequate. But 53% of the total respondents from both the parts are of the opinion that the laboratory

Table :25: Table showing the Factors affecting Failure and Success in the Implementation of the Innovation as revealed by Case Studies and Questionnaire Data in Kakatiya University

Factors	I Case Study			II Questionnaire			
	Adminis- trators (7)	Teachers (10)	Students (50)	Adminis- trators (10)	Teachers (40)	Students (50)	Total %
1. Administrative Factors							
(A) Laboratory Equipment	4	5	24	7	18	20	45
(B) Teacher-Student Ratio	5	6	29	-	-	-	-
(C) Library Facilities	4	5	15	-	-	-	- *
(D) Specialisation Facilities	3	5	20	-	-	-	-
(E) General Administration	6	7	28	8	25	27	60
(F) Decision Taking	-	-	-	7	23	26	56
2. Financial Facilities	2	3	21	3	15	19	37
3. Communication Facilities	5	6	28	6	24	32	62
4. Staff Factors - Inservice Training Facilities	4	5	21	5	14	24	43
5. Awareness	6	8	21	8	22	27	57

* Statements pertaining these factors were not included in the Case Study Proforma and in the Questionnaire. Hence blanks are kept here.

equipment is not sufficient for continuing the innovation successfully.

(B) It is clear from the data obtained through the case study proforma that 60% of the total respondents accepted that the teacher-pupil ratio is satisfactory. But 40% of the respondents are of the opinion that the student strength is more in the classrooms.

(C) Out of the total respondents 36% accepted that the university is having good library facilities. It is evident that 64% of the respondents are of the opinion that the library facilities are inadequate in the university for continuing the innovation successfully.

(D) It is clear from the data that 42% of the total respondents accepted that specialisation facilities are adequate in the university. It is evident that 58% of the total respondents expressed their dissatisfaction on the specialisation facilities in the university.

(3) Out of the total respondents 61% and 60% from parts I and II respectively accepted that the university administration is good and helpful. But 39% of the total respondents from both the parts expressed their opinion that the university administration is

not helpful and good.

(F) It is evident from the data obtained through the questionnaire that 56% of the total respondents accepted that the decision taking procedure is on democratic basis but 44% of the total respondents disagreed with it.

2. Financial Facilities : It is evident that 39% and 37% of the total respondents from both the parts I and II respectively accepted that the financial facilities for continuing the innovation are adequate. But a good majority of 62% of the total respondents from both the parts expressed their opinion on the unfavourable financial facilities of the university.

3. Communication Facilities : Out of the total respondents from Parts I and II, 58% and 62% respectively accepted that the communication facilities are adequate and prompt. But 40% of the total respondents from both the parts expressed their dissatisfaction that the communication facilities of the university are not prompt and helpful for continuing the innovation successfully.

4. Staff Factors - Inservice Training Facilities : Out of the total respondents, 45% and 43% from Parts I and II respectively accepted that the inservice training facilities for the teachers are adequate in the university. But 56% of

the respondents from both the parts expressed their opinion that the university is not providing inservice training facilities for the teachers for continuation of the innovation successfully.

5. Awareness : Out of the total respondents 52% and 57% from Parts I and II respectively accepted that they are aware of the innovation. Nearly 45% of the respondents from both the parts accepted that they are not fully aware of the objectives of the innovation.

It is concluded that general administration of the university, favourable teacher-student ratio, communication facilities, decision taking procedure and awareness of the people are contributing much for the successful continuation of the innovation in Kakatiya University.

It is also concludedt that lack of sufficient library facilities, unfavourable financial facilities, lack of specialisation facilities, lack of in-service training facilities to the teachers and lack of adequate laboratory facilities are contributing for the unsuccessful continuation of the innovation.

The Table 26 on the next page shows the data collected from the administrators, teachers and students of Sri Venkateswara University through the case studies (Part I)

Table :26: Table Showing the Factors affecting Failure and Success in the Implementation of the Innovation as revealed by Case Studies and Questionnaire Data in Sri Venkateswara University

Factors	I Case Study			II Questionnaire		
	Adminis- trators (10)	Teachers (40)	Students (50) %	Adminis- trators (10)	Teachers (40)	Students (50) %
1. Administrative Factors						
(A) Laboratory Equipment	6	17	22	7	20	22
(B) Teacher-Student Ratio	7	19	21	-	-	-
(C) Library Facilities	8	24	30	-	-	-
(D) Specialisation Facilities	7	20	22	-	-	-
(E) General Administration	8	22	26	9	22	31
(F) Decision Taking	-	-	-	8	21	23
2. Financial Facilities	6	21	27	6	25	32
3. Communication Facilities	9	25	24	8	22	32
4. Staff Factors - Inservice Training Facilities	6	15	21	7	17	22
5. Awareness	8	20	11	8	21	13
			39			42

* Statements pertaining these factors were not included in the Case Study Proforma and in the Questionnaire. Hence the blanks are kept here.

and the questionnaire (Part II) on the implementation of the Internal Assessment.

1. (A) It is evident that 45% and 49% of the total respondents from Parts I and II respectively accepted that the laboratory equipment is sufficient in the university. It is clear that 53% of the total respondents from both the parts expressed their opinion that the laboratory equipment is not adequate.

(B) Out of the total respondents 47% accepted that the teacher-student ratio is adequate. But 53% of the total respondents expressed their opinion that the teacher-student ratio is not satisfactory.

(C) Out of the total respondents 62% accepted that the library facilities are adequate. But 38% of the total respondents expressed their opinion that the library facilities are not adequate in the university for implementing the innovation successfully.

(D) It is observed that 49% of the total respondents from Part I accepted that the specialisation facilities are adequate. But 51% of the total respondents expressed their opinion that the university is not having adequate specialisation facilities in the departments.

(E) Out of the total respondents 56% and 62% from Parts I and II respectively accepted that the university is having a good administration. But 41% of the total respondents from both

the parts expressed their opinion that the university administration is not satisfactory.

(F) It is revealed from the data obtained through the questionnaire that 52% of the total respondents accepted that the decision taking procedure in the university is satisfactory. But 48% of the respondents expressed their opinion that the decision taking is not on democratic basis.

2. Financial Facilities : Out of the total respondents 54% and 63% from Parts I and II respectively accepted that the financial facilities are adequate in the university. But 41% of the total respondents from both the parts expressed their opinion that the financial facilities are not adequate in the university.

3. Communication Facilities : It is observed from the data that 58% and 62% of the total respondents from Parts I and II respectively accepted that the communication facilities are adequate in the university. But 40% of the total respondents from both the parts expressed their opinion that the communication system of the university is not good.

4. Staff Factors - Inservice Training Facilities : Out of the total respondents 42% and 46% from Parts I and II respectively accepted that the inservice training facilities to the teachers are adequate in the university. But 56% of the total respondents

are of the opinion that inservice training facilities to the teachers are not sufficient in the university.

5. Awareness : It is observed that 39% and 42% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. A good majority of nearly 59% of the total respondents from both the parts expressed their opinion that they are not fully aware of the objectives of the innovation.

It is concluded that library facilities, communication facilities, general administration of the university, favourable financial facilities and decision taking procedure are contributing much for the successful continuation of the innovation in Sri Venkateswara University.

It is also concluded that lack of proper awareness, lack of in-service training facilities to the teachers, lack of laboratory facilities, higher rate of student enrolment and lack of adequate specialisations are contributing very much for the unsuccessful continuation of the innovation.

The Table 27 on the next page shows the data collected from the administrators, teachers and students of the Autonomous Post-graduate Centre through the Case studies (Part I) and the Questionnaire (Part II) on the implementation of the Internal Assessment system.

Table :27: Table Showing the Factors affecting Failure and Success in the Implementation of the Innovation as revealed by the Case Studies and Questionnaire Data in the Autonomous Post-graduate Centre

Factors	I Case Study				II Questionnaire			
	Adminis- trators (6)	Teachers (10)	Students (50)	Total %	Adminis- trators (10)	Teachers (40)	Students (50)	Total %
1 Administrative Factors								
(A) Laboratory Equipment	3	4	25	48	6	19	25	50
(B) Teacher-Student Ratio	5	7	22	52	-	-	-	-
(C) Library Facilities	2	5	24	47	-	-	-	*
(D) Specialisation Facilities	3	5	21	44	-	-	-	-
(E) General Administration	5	6	29	61	8	22	26	56
(F) Decision Taking	-	-	-	-	9	24	21	54
2. Financial Facilities	2	4	22	42	4	15	22	41
3. Communication Facilities	4	7	28	59	7	21	25	53
4. Staff Factors - Inservice Training Facilities	3	5	19	41	8	18	13	39
5. Awareness	6	8	23	56	9	25	17	51

* Statements pertaining these factors were not included in the Case Study Proforma and in the Questionnaire. Hence the blanks are kept here.

1. (A) Laboratory Equipment : It is evident that 48% and 50% of the total respondents from Parts I and II respectively accepted that the laboratory equipments is adequate in the institution. But 51% of the total respondents from both the parts expressed their opinion on the inadequacy of the laboratory equipment.

(B) Teacher-Student Ratio : It is clear from the data obtained through the case study proforma that 52% of the total respondents accepted that the teacher-student ratio is sufficient. But 48% of the total respondents are of the opinion that the student strength is more in the classes.

Library Facilities :

(C) It is observed that 47% of the total respondents accepted that the library facilities are adequate. But 53% of the total respondents are of the opinion that the library facilities are not adequate in the university.

(D) Specialisation Facilities : It is evident from the data obtained through the case studies (Part I) that 44% of the total respondents accepted that the specialisation facilities are adequate. But 56% of the total respondents expressed their dissatisfaction on the specialisation facilities in the university.

(E) General Administration : It is evident from the Table 27 that 61% and 56% of the total respondents, from Parts I and II respectively accepted that the administration of the university is good and helpful. But 41% of the total respondents from both the parts expressed their dissatisfaction on the administration of the university.

(F) Decision Taking : It is observed from the data obtained through the questionnaire that 54% of the total respondents accepted that the decisions are taken by involving all the concerned people. But 46% of the total respondents are of the opinion that the decisions are not taken on democratic basis.

2. Financial Facilities : It is clear that 42% and 41% of the total respondents from Parts I and II respectively accepted that the university is financially sound to carry on the innovation. But 58% of the total respondents from both the parts expressed their opinion about the unfavourable financial facilities of the university.

3. Communication Facilities : It is evident that 59% and 53% of the total respondents from Parts I and II respectively accepted that the university is having good communication system. But 44% of the total respondents from both the parts are of the opinion that the communication facilities in

the university are not adequate for continuing the innovation successfully.

4. Staff Factors - Inservice Training Facilities : It is found that 41% and 39% of the total respondents from Parts I and II respectively accepted that the inservice training facilities to the teachers are adequate. 60% of the respondents from both the parts accepted that the inservice training facilities to the teachers are not adequate in the university.

5. Awareness : It is evident that 56% and 51% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. 46% of the total respondents from both the parts accepted that they are not aware of the objectives of the innovation.

It is concluded that general administration of the university, communication facilities, awareness of the people, decision taking procedure and teacher student ratio are contributing much for the successful continuation of the innovation in the Autonomous Post-graduate Centre.

It is further concluded that lack of in-service training facilities, unfavourable financial facilities, lack of specialisation facilities, lack of library facilities and lack of laboratory equipment facilities are contributing much for the unsuccessful continuation of the innovation.

Part B

5.3 Innovation of the Semester System

This innovation has been practised by the four universities of Andhra Pradesh, viz. (1) Andhra University, (2) Nagarjuna University, (3) Kakatiya University, and (4) The Autonomous Post-graduate Centre.

The total number of universities and the data collected through the case studies (Part I) and the questionnaire (Part II) from the administrators, teachers and students to know their opinion on the factors affecting failure and success in the implementation of the Semester System in given is the Table 28 on the next page.

On the basis of the data collected through the case studies and the questionnaire the causes for the successful or unsuccessful implementation of the innovation of semester system in all the four universities were grouped up into five factors. These factors are (1) Administrative factors (2) Financial factors (3) Staff factors (4) Communication factors and (5) Awareness factors. Under (1) Administrative factors (a) Physical facilities including furniture and accommodation (b) Laboratory equipment including modern scientific equipment with technical know-how (c) Library facilities including departmental libraries (d) Specialisation facilities and

Table :28: Table showing the Total Responses obtained through the Case Studies (Part I) and the Questionnaire (Part II) from Each University

Name of the University	I Case Study			II Questionnaire			Total
	Admini- strators	Teachers	Students	Admini- strators	Teachers	Students	
1. Andhra University	10	40	50	10	40	50	100
2. Nagarjuna University	7	10	50	10	40	50	100
3. Kakatiya University	7	10	50	10	40	50	100
4. Autonomous Post-graduate Centre	6	10	50	10	40	50	100
Total	30	70	200	40	160	200	400

(e) Residential facilities for the students of the university were studied. Under the staff factor ~~the~~ factors of inservice training facilities for the teachers were studied.

The factors contributing for the successful or unsuccessful implementation of the semester system in the four universities are presented universitywise here.

The Table 29 on the next page shows the data collected from the administrators, teachers and students of the Andhra University through the case studies (Part I) and the questionnaire (Part II) on the implementation of the Semester System.

1. (A) Physical Facilities : It is evident that 66% and 61% of the total respondents from Parts I and II respectively accepted that the physical facilities are sufficient in the university to carry on the innovation successfully. But nearly 36% of the respondents from both the parts are of the opinion that the innovation is suffering due to the lack of adequate furniture and accommodation.

(B) Laboratory Facilities : Out of the total respondents 58% and 62% from Parts I and II respectively accepted that the equipment is adequate in the university for the successful continuation of this innovation. But nearly 40% of the total

Table :29: Table showing the Factors affecting Failure and Success in the Implementation of the Innovation as revealed by Case Studies and Questionnaire Data in Andhra University

Factors	I Case Study			II Questionnaire			Total %
	Adminis- trators (10)	Teachers (40)	Students (50)	Adminis- trators (10)	Teachers (40)	Students (50)	
1. Administrative factors							
(A) Physical facilities	7	25	34	9	30	22	61
(B) Laboratory facilities	8	28	22	7	25	30	62
(C) Library facilities	7	23	22	-	-	-	-
(D) Specialisation facilities	6	22	20	-	-	-	- *
(E) Residential facilities	8	32	24	-	-	-	-
2. Financial factors	7	20	27	7	24	29	60
3. Staff factors : Inservice Training facilities	7	15	18	6	22	26	54
4. Communication Facilities	8	26	25	7	27	31	65
5. Awareness factors	8	24	14	8	22	20	50

* Statements pertaining these factors were not included in the questionnaire. Hence the blanks are kept here.

respondents from both the parts expressed their opinion that the laboratory equipment in the university is not sufficient.

Library Facilities :

(C) It is clear from the data obtained through the case studies that 52% of the total respondents accepted that the library facilities are sufficient in the university for continuing the innovation. But 48% of the total respondents expressed their opinion that the library facilities are not sufficient.

(D) Specialisation Facilities : It is evident that 48% of the total respondents accepted that the specialisation facilities are adequate. But 52% of the total respondents expressed their opinion that the specialisation facilities are not adequate in the university.

(E) Residential Facilities : It is observed from the data collected through the case studies (Part I) that 64% of the total respondents accepted that the university is having sufficient number of hostels for accommodating the students. But 36% of the total respondents are of the opinion that the residential facilities in the university for the students are inadequate.

2. Financial Factors : It is clear that 54% and 60% of the total respondents, from Parts I and II respectively accepted

that there are no financial problems to the university for continuing the innovation. But 43% of the total respondents from both the parts expressed their opinions that the university is suffering with financial problems to continue the innovation successfully.

3. Staff Factors - Inservice Training Facilities : It is evident that 40% and 54% of the total respondents, from Parts I and II respectively accepted that the inservice training facilities for the teachers are adequate. But nearly 53% of the total respondents from both the parts expressed their opinion that the inservice training facilities for the teachers are not adequate to continue the innovation successfully.

4. Communication Facilities : It is observed that 59% and 65% of the total respondents, from Parts I and II respectively accepted that the communication facilities in the university are good and helpful for continuing the innovation successfully. But nearly 38% of the total respondents from both the parts expressed their opinion that the communication facilities in the university are not adequate.

5. Awareness Factors : It is clear that 46% and 50% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. But 52% of the total respondents from both the parts expressed their opinion that

they are not fully aware of the objectives of the innovation.

It is concluded that physical facilities, residential facilities, communication facilities, laboratory facilities, favourable financial facilities and library facilities are contributing very much for the successful continuation of the innovation in Andhra University.

It is further concluded that lack of in-service training facilities, lack of proper awareness and lack of adequate specialisation facilities are contributing much for the unsuccessful continuation of the innovation.

The Table 30 on the next page shows the data collected from the administrators, teachers and students of the Nagarjuna University through the case studies (Part I) and the Questionnaire (Part II) on the implementation of semester system.

1. (A) Physical Facilities : It is clear from the Table 30 that 36% and 41% of the total respondents from Parts I and II respectively accepted that physical facilities are adequate. But a good majority of the respondents nearly 61% from both the parts expressed their opinion that the university is suffering due to the lack of adequate furniture and accommodation.

(B) Laboratory Facilities : It is evident that 45% and 47% of the total respondents, from Parts I and II respectively accepted that the laboratory equipment with technical know-how

Table :30: Table showing the Factors affecting Failure and Success in the Implementation of the Innovation as revealed by Case Studies and Questionnaire Data in the Nagarjuna University

Factors	I Case Study			II Questionnaire			
	Adminis- trators (7)	Teachers (10)	Students (50)	Adminis- trators (10)	Teachers (40)	Students (50)	Total %
1. Administrative factors							
(A) Physical facilities	3	4	17	4	16	21	41
(B) Laboratory facilities	5	4	21	6	18	23	47
(C) Library facilities	3	5	30	-	-	-	-
(D) Specialisation facilities	4	3	21	-	-	-	- *
(E) Residential facilities	3	5	18	-	-	-	-
2. Financial facilities	4	5	20	4	18	20	42
3. Staff factors : Inservice Training facilities	5	4	23	6	14	26	46
4. Communication facilities	6	7	27	8	30	36	74
5. Awareness	5	8	26	8	32	25	65

* Statements pertaining these factors were not included in the Questionnaire. Hence the blanks are kept here.

is adequate in the university. But a good majority of nearly 54% of the total respondents from both the Parts I and II expressed their opinion that the university is suffering due to the lack of modern scientific equipment and technical know-how.

(C) Library Facilities : It is clear from the data collected through the case studies (Part I) that 57% of the total respondents accepted that library facilities are adequate, but 43% of the total respondents are of the opinion that library facilities are inadequate for the successful continuation of this innovation.

(D) Specialisation Facilities : It is evident that 42% of the total respondents accepted that specialisation facilities are adequate. But 58% of the total respondents expressed their opinion that specialisation facilities are inadequate in the university for the successful continuation of this innovation.

(E) Residential Facilities : It is observed that 39% of the total respondents accepted that residential facilities are adequate in the university. But a good majority of 61% of the total respondents expressed their opinion that residential facilities for the students are inadequate in the university.

2. Financial Facilities : It is clear that 43% and 42% of the total respondents, from Parts I and II respectively accepted that the financial facilities are adequate. But nearly 57% of the total

respondents from both the parts expressed their opinion that financial facilities are inadequate for the successful continuation of this innovation in the university.

3. Staff Factors - Inservice Training Facilities : It is clear that 48% and 46% of the total respondents, from Parts I and II respectively accepted that inservice training facilities are adequate for the teachers for the successful continuation of the innovation. But nearly 53% of the total respondents from both the parts expressed their opinion that inservice training facilities to the teachers are inadequate.

4. Communication Facilities : It is evident that 60% and 74% of the total respondents, from Parts I and II respectively accepted that the communication facilities are sufficient in the university. But nearly 33% of the total respondents from both the parts expressed their opinion that communication facilities are not adequate for the successful continuation of this innovation in the university.

5. Awareness : It is clear that 58% and 65% of the total respondents, from Parts I and II respectively accepted that they are aware of the innovation. But nearly 38% of the total respondents from both the parts expressed their opinion that they are not fully aware of the objectives of the innovation.

It is concluded that communication facilities, awareness of the people and library facilities are contributing for the

successful continuation of the innovation in Nagarjuna University.

It is also concluded that lack of physical facilities, lack of residential facilities, lack of specialisation facilities, unfavourable financial facilities, lack of laboratory facilities and lack of in-service training facilities to the teachers are contributing much for the unsuccessful continuation of the innovation.

The Table 31 on the next page shows the data collected from the administrators, teachers and students of the Kakatiya University through the case studies (Part I) and the Questionnaire (Part II) on the implementation of the semester system.

1. (A) Physical Facilities : It is evident from the Table 31 that 42% and 38% of the total respondents from Parts I and II respectively accepted that the physical facilities are adequate in the university. But nearly 60% of the total respondents from both the parts expressed their opinion that the furniture and accommodation are not sufficient in the university.

(B) Laboratory Facilities : It is clear that 43% and 40% of the total respondents from Parts I and II respectively accepted that the laboratory facilities are adequate in the university. But nearly 58% of the total respondents from both

Table :31: Table showing the Factors effecting Failure and Success in the Implementation of the Innovation as revealed by the Case Studies and the Questionnaire Data in Kakatiya University

Factors	I Case Study				II Questionnaire			
	Adminis- trators (7)	Teachers (10)	Students (50)	Total %	Adminis- trators (10)	Teachers (40)	Students (50)	Total %
1. Administrative factors								
(A) Physical facilities	4	5	19	42	6	15	17	38
(B) Laboratory facilities	3	4	22	43	5	17	18	40
(C) Library facilities	2	5	29	54	-	-	-	- *
(D) Specialisation facilities	4	3	26	49	-	-	-	-
(E) Residential facilities	4	5	16	37	-	-	-	-
2. Financial facilities	4	5	21	45	5	18	20	43
3. Staff factors : Inservice Training Facilities	5	3	24	48	6	17	19	42
4. Communication facilities	6	5	27	57	8	20	22	50
5. Awareness	6	8	26	60	8	23	21	52

* Statements pertaining these factors were not included in the questionnaire. Hence the blanks are kept here.

the parts are of the opinion that laboratory equipment is not sufficient in the university for the successful continuation of the innovation.

(C) Library Facilities : It is clear that 54% of the total respondents accepted that the library facilities are adequate. But 46% of the total respondents expressed their opinion that library facilities are not adequate for the successful continuation of the innovation.

(D) Specialisation Facilities : It is evident from Part I that 49% of the total respondents, accepted that the university is providing adequate number of specialisations in the departments for making the innovation a success. But 51% of the total respondents are of the opinion that the specialisations are not sufficient in the university.

(E) Residential Facilities : It is observed that 37% of the total respondents, accepted that the residential facilities for the students are adequate. But 63% of the total respondents expressed their opinion that the university is not having sufficient residential facilities for the students.

2. Financial Facilities : It is clear that 45% and 43% of the total respondents from Parts I and II respectively accepted that the financial assistance for continuing the innovation is adequate. But nearly 56% of the total respondents from both parts

expressed their opinion that financial assistance is not adequate and timely for continuing the innovation successfully.

3. Staff Factors : Inservice Training Facilities : It is clear that 48% and 42% of the total respondents from Parts I and II respectively accepted that the university is providing inservice training facilities for the teachers. But nearly 55% of the total respondents from both the parts are of the opinion that the university is not providing inservice training facilities to the teachers.

4. Communication Facilities : It is evident that 57% and 50% of the total respondents from Parts I and II respectively accepted that the university is having a good communication system. But nearly 46% of the total respondents from both the parts expressed their opinion that the communication system of the university is not adequate and helpful.

5. Awareness : It is observed that 60% and 52% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. But nearly 44% of the total respondents from both the parts accepted that they are not fully aware of the objectives of the innovation.

It is concluded that awareness of the people, communication facilities and library facilities are contributing much for the successful continuation of the innovation in Kakatiya University.

It is further concluded that lack of residential facilities to the students, lack of physical facilities, lack of laboratory facilities, unfavourable financial facilities, lack of inservice training facilities to the teachers and lack of specialisation facilities are contributing for the unsuccessful continuation of the innovation.

The Table 32 on the next page shows the data collected from the administrators, teachers, and students of the Autonomous Post-graduate Centre through the case studies (Part I) and the Questionnaire (Part II), on the implementation of the Semester system.

1. (A) Physical Facilities : It is evident from the table 32 that 45% and 49% of the total respondents, from Parts I and II respectively accepted that physical facilities are adequate. But nearly 53% of the total respondents from both the parts expressed their opinion that physical facilities are inadequate for the successful continuation of the innovation in the university.

(B) Laboratory Facilities : It is clear that 42% and 38% of the total respondents, from parts I and II respectively accepted that the laboratory facilities in the university are sufficient. But nearly 69% of the total respondents expressed their opinion that the university is suffering due to the lack of modern scientific equipment and technical know-how for the successful continuation

Table :32: Table Showing the Factors affecting Failure and Success in Implementation of the Innovation as revealed by the Case Studies and the Questionnaire Data in the Autonomous Post-graduate Centre

Factors	I Case Study			II Questionnaire			Total %
	Adminis- trators (6)	Teachers (10)	Students (50)	Adminis- tration (10)	Teachers (40)	Students (50)	
1. Administrative factors							
(A) Physical facilities	3	5	32	5	21	23	49
(B) Laboratory facilities	3	5	20	4	14	20	38
(C) Library facilities	3	5	23	-	-	-	-
(D) Specialisation facilities	4	6	22	-	-	-	-*
(E) Residential facilities	4	5	25	-	-	-	-
2. Financial facilities	2	5	20	4	13	18	35
3. Staff factors : Inservice Train- ing Facilities	5	4	24	7	20	21	48
4. Communication facilities	15	7	26	8	27	35	70
5. Awareness	5	7	25	7	30	23	60

* Statements pertaining these factors were not included in the Questionnaire. Hence the blanks are kept here.

of the innovation.

(C) Library Facilities : It is clearly evident that 47% of the total respondents accepted that the library facilities are adequate for the successful continuation of the innovation. But 53% of the total respondents are of the opinion that the library facilities are inadequate in the university.

(D) Specialisation Facilities : It is clear that 48% of the total respondents, accepted that the specialisation facilities are adequate for the successful continuation of the innovation. But 52% of the total respondents from Part I expressed their opinion that the specialisations are not sufficient for the successful continuation of the innovation.

Residential Facilities :

(E) It is evident that 52% of the total respondents accepted that the residential facilities for the students are sufficient. But 48% of the total respondents expressed their opinion that the university is suffering due to the lack of residential facilities for the students.

2. Financial Facilities : It is clear that 41% and 35% of the total respondents from Parts I and II respectively accepted that the financial assistance is adequate. But nearly 62% of the total respondents from both the parts expressed their opinion that the financial assistance for the

successful continuation of this innovation is inadequate.

3. Staff Factors : Inservice Training Facilities : It is evident that 49% and 48% of the total respondents from Parts I and II respectively accepted that the inservice training facilities for the teachers are adequate in the university for the successful continuation of the innovation. But nearly 51% of the total respondents from both the parts expressed their opinion that inservice training facilities for the teachers are inadequate in the university.

4. Communication Facilities : It is clearly evident that 58% and 70% of the total respondents from Parts I and II respectively accepted that the communication system of the university is satisfactory. But nearly 36% of the total respondents from both the parts expressed their opinion that the communication facilities are inadequate for the successful continuation of the innovation in the university.

5. Awareness : It is observed that 56% and 60% of the total respondents, from Parts I and II respectively accepted that they are aware of the innovation. But nearly 42% of the total respondents from both the parts expressed their opinion that they are not fully aware of the objectives of the innovation.

It is concluded that communication facilities, awareness of the people and residential facilities to the students are

contributing much for the successful continuation of the innovation in the Autonomous Post-graduate Centre.

It is also concluded that unfavourable financial facilities, lack of laboratory facilities, lack of physical facilities, lack of library facilities, lack of specialisation facilities and lack of in-service training facilities are contributing for the unsuccessful continuation of the innovation.

Part C

5.4 Innovation of the M.Phil Course

This innovation has been introduced by the following five universities of Andhra Pradesh. They are : (1) Nagarjuna University, (2) Osmania University, (3) Kakatiya University, (4) Sri Venkateswara University, and (5) the Autonomous Post-graduate Centre.

The total number of universities and the data collected through the case studies (Part I) and the Questionnaire (Part II) from the administrators, teachers and students to know their opinion on the factors affecting failure and success in the implementation of the M.Phil course is given in the Table 33 on the next page.

On the basis of the data collected through the case studies and the questionnaire the causes for the successful or

Table :33: Table showing the Total Responses obtained through the Case Studies (Part I) and the Questionnaire (Part II) from Each University

Name of the University	I Case Study			II Questionnaire			
	Adminis- trators	Teachers	Students	Adminis- trators	Teachers	Students	Total
1. Nagarjuna University	7	10	50	10	40	50	100
2. Osmania University	10	40	50	10	40	50	100
3. Kakatiya University	7	10	50	10	40	50	100
4. Sri Venkateswara University	10	40	50	10	40	50	100
5. Autonomous Post-graduate Centre	6	10	50	10	40	50	100
Total	40	110	250	50	200	250	500

unsuccessful implementation of the innovation of the M.Phil course in all the five universities were grouped into five factors. These factors are (1) Administrative factors, (2) Staff factors (3) Financial factors, (4) Communication factors and (5) Awareness factors.

Under (1) Administrative factors : (A) Physical facilities including accommodation and furniture (B) Laboratory facilities including modern scientific equipment with sufficient technical know-how and (C) Library facilities were studied. Under (2) Staff factors : (a) experienced teachers and (b) inservice training facilities for the teachers were studied. Awareness including proneness to change were studied.

The factors contributing for the successful or unsuccessful implementation of the M.Phil course in the five universities are presented universitywise here.

The Table 34 on the next page shows the data collected from the administrators, teachers and students of Nagarjuna University through the case studies (Part I) and the questionnaire (Part II) on the implementation of the M.Phil course.

1. (A) Physical Facilities : It is clearly evident from the above table that 31% and 40% of the total respondents from Parts I and II respectively accepted that physical facilities are adequate for continuing the innovation successfully. But a good

Table :34: Table showing the Factors affecting Failure and Success in Implementation of the Innovation as revealed by Case Studies and Questionnaire Data in Negarjuna University

Factors	I Case Study			II Questionnaire			
	Adminis- trators (7)	Teachers (10)	Students (50) %	Adminis- trators (10)	Teachers (40)	Students (50) %	Total %
1. Administrative factors							
(A) Physical facilities	3	4	14	4	14	22	40
(B) Laboratory facilities	4	5	15	3	16	23	42
(C) Library facilities	5	6	24	-	-	-	*
2. Staff factors							
(A) Experienced teachers	6	5	25	7	30	23	60
(B) Inservice Training Faci.	5	4	23	8	14	20	42
3. Financial facilities	3	4	23	3	15	17	35
4. Communication facilities	5	7	29	9	28	33	70
5. Awareness	7	8	24	8	32	25	65

* Statements pertaining these factors were not included in the questionnaire. Hence the blanks are kept here.

majority of 64% of the respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate physical facilities.

(B) Laboratory Facilities : It is evident that 36% and 42% of the total respondents from Parts I and II respectively accepted that the laboratory facilities are adequate. But 61% of the respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of modern scientific equipment and technical know-how for its successful continuation.

(C) Library Facilities : It is clear that 52% of the total respondents accepted that the library facilities are adequate. But 48% of the total respondents are of the opinion that library facilities are not adequate for the successful continuation of the innovation.

2. (A) Experienced Teachers: It is observed that 54% and 60% of the total respondents from Parts I and II respectively accepted that experienced teachers are sufficient in the university for continuing the innovation successfully. But 43% of the respondents from both the parts expressed their opinion that the implemented innovation is suffering due to the lack of experienced teachers.

2. (B) Inservice Training Facilities : It is clear that 48% and 42% of the total respondents from Parts I and II respectively accepted that inservice training facilities are adequate for the teachers for continuing the innovation successfully. But 55% of the respondents from both the parts expressed their opinion that inservice training facilities are not adequate for the teachers for continuing the innovation successfully.

3. Financial Facilities : It is clear that 45% and 35% of the total respondents from Parts I and II respectively accepted that financial facilities are adequate for the successful functioning of the innovation. But 60% of the respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate financial facilities.

4. Communication Facilities : It is clear that 61% and 70% of the total respondents from Parts I and II respectively accepted that the communication facilities are adequate for the successful continuation of the innovation. But 34% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of proper communication facilities.

5. Awareness : It is evident that 58% and 65% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. But 38% of the respondents from both the parts accepted that they are not fully aware of the objectives of the innovation.

It is concluded that communication facilities, awareness of the people, experienced teachers and library facilities are contributing much for the successful continuation of the innovation in Nagarjuna University.

It is also concluded that lack of physical facilities, lack of laboratory facilities, unfavourable financial facilities and lack of in-service training facilities to the teachers are contributing much for the unsuccessful continuation of the innovation.

The Table 35 on the next page shows the data collected from the administrators, teachers and students of Osmania University through the case studies (Part I) and the questionnaire (Part II) on the implementation of the M.Phil course.

1. (A) Physical Facilities : It is clear from the Table 35 that 64% and 70% of the total respondents from Parts I and II respectively accepted that the physical facilities are adequate for continuing the innovation successfully. But 33% of the total respondents from both the parts expressed their opinion that

Table 5:35: Table showing the Factors affecting Failure and Success in Implementation of the Innovation as revealed by the Case Studies and the Questionnaire Data in Osmania University

Factors	I Case Study			II Questionnaire			Total %
	Adminis- trators (10)	Teachers (40)	Students (50)	Adminis- trators (10)	Teachers (40)	Students (50)	
1. Administrative factors							
(A) Physical facilities	8	27	29	7	28	35	70
(B) Laboratory facilities	6	20	22	8	12	16	36
(C) Library facilities	9	24	23	-	-	-	*
2. Staff factors							
(A) Experienced teachers	9	24	26	8	28	29	65
(B) Inservice Trg. facilities	8	17	20	6	10	19	35
3. Financial facilities	6	20	28	8	24	28	60
4. Communication facilities	9	23	29	7	30	35	72
5. Awareness	7	19	14	6	19	10	35

* Statements pertaining these factors were not included in the questionnaire. Hence the blanks are kept here.

the innovation is suffering due to the lack of adequate physical facilities.

(B) Laboratory Facilities : It is evident that 48% and 36% of the total respondents from Parts I and II respectively accepted that the laboratory facilities are adequate for continuing the innovation. But 58% of the respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate laboratory facilities.

(C) Library Facilities : It is clear that 56% of the total respondents accepted that the library facilities are adequate. But 44% of the total respondents expressed their opinion that the innovation is suffering due to the lack of adequate library facilities.

2. (A) Experienced Teachers : It is evident that 59% and 65% of the total respondents from Parts I and II respectively accepted that the university is having sufficient experienced teachers for continuing the innovation successfully. But 38% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of sufficient number of experienced teachers.

2. (B) Inservice Training Facilities : It is clear that 45% and 35% of the total respondents from Parts I and II respectively accepted that the inservice training facilities are sufficient

for the teachers. But 60% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of inservice training facilities for the teachers.

3. Financial Facilities : It is evident that 54% and 60% of the total respondents from Parts I and II respectively accepted that financial facilities are adequate for continuing the innovation successfully. But 48% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate financial assistance.

4. Communication Facilities : It is evident that 61% and 72% of the total respondents from Parts I and II respectively accepted that communication facilities are adequate. But 33% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate communication facilities

5. Awareness : It is clearly evident that 40% and 35% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. But 62% of the total respondents from both the parts expressed their opinion that they are not aware of the objectives of the innovation and are not prone to implement the innovation.

It is concluded that physical facilities, communication facilities, experienced teachers, library facilities and financial facilities are contributing much for the successful continuation of the innovation in Osmania University.

It is further concluded that lack of proper awareness among the people, lack of in-service training facilities to the teachers and lack of laboratory facilities are contributing much for the unsuccessful continuation of the innovation.

The Table 36 on the next page shows the data collected from the administrators, teachers and students of Kakatiya University through the case studies (Part I) and the questionnaire (Part II) on the implementation of the M.Phil course.

1. (A) Physical Facilities : It is clearly evident from the Table 36 that 40% and 34% of the total respondents from Part I and II respectively accepted that physical facilities are adequate for the successful continuation of the innovation. But 63% of the respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate physical facilities for its successful continuation.

(B) Laboratory Facilities : It is evident that 45% and

Table :36: Table showing the Factors affecting Failure and Success in the Implementation of the Innovation as revealed by the Case Studies and the Questionnaire Data in Kakatiya University

Factors	I Case Study			II Questionnaire			Total %
	Adminis- trators (7)	Teachers (10)	Students (50)	Adminis- trators (10)	Teachers (40)	Students (50)	
1. Administrative factors							
(A) Physical facilities	3	4	20	4	12	18	34
(B) Laboratory facilities	4	5	21	5	19	15	39
(C) Library facilities	5	6	24	-	-	-	*
2. Staff Factors							
(A) Experienced Teachers	6	5	30	8	32	30	70
(B) Inservice Training facilities	5	4	23	7	17	20	44
3. Financial facilities	3	4	22	4	15	16	35
4. Communication facilities	6	9	27	9	30	33	72
5. Awareness	6	8	23	8	35	25	68

* Statements pertaining these factors were not included in the questionnaire. Hence the blanks are kept here.

39% of the total respondents from Parts I and II respectively accepted that the laboratory facilities are adequate for the successful functioning of the innovation. But 58% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate laboratory facilities including modern scientific equipment and technical know-how for its successful continuation.

(C) Library Facilities : It is observed that 52% of the total respondents accepted that the library facilities are adequate. But 48% of the total respondents are of the opinion that library facilities are not adequate for the successful continuation of the innovation.

2. (A) Experienced Teachers : It is clear that 61% and 70% of the total respondents from Parts I and II respectively accepted that the university is having sufficient number of experienced teachers for continuing the innovation successfully. But 34% of the total respondents from both the parts accepted that the university is not having experienced teachers for continuing the innovation successfully.

2. (B) Inservice Training Facilities : It is evident that 48% and 44% of the total respondents from Parts I and II respectively agreed that inservice training facilities are

adequate for the teachers. But 54% of the respondents from both the parts expressed their opinion that inservice training facilities for the teachers are not adequate for continuing the innovation successfully.

3. Financial Facilities : It is clear that 43% and 35% of the total respondents from Parts I and II respectively accepted that the financial facilities are adequate for continuing the innovation successfully. But 61% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of sufficient financial facilities for its successful continuation.

4. Communication Facilities : It is clear that 63% and 72% of the total respondents from Parts I and II respectively accepted that the communication facilities are adequate for the successful continuation of the innovation. But 32% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of proper communication facilities.

5. Awareness : It is evident that 55% and 68% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. But 38% of the total respondents from both the parts expressed their opinion that they are not fully aware of the innovation.

It is concluded that communication facilities, experienced teachers, awareness of the people and library facilities are contributing much for the successful continuation of the innovation in Kakatiya University.

It is also concluded that lack of physical facilities, unfavourable financial facilities, lack of laboratory facilities and lack of in-service training facilities to the teachers are contributing much for the unsuccessful continuation of the innovation.

The Table 37 on the next page shows the data collected from the administrators, teachers and students of Sri Venkateswara University through the case studies (Part I) and the questionnaire (Part II) on the implementation of the M.Phil course.

1. (A) Physical Facilities : It is clearly evident that 48% and 40% of the total respondents from Parts I and II respectively accepted that physical facilities are sufficient in the university. But 56% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate physical facilities.

(B) Laboratory Facilities : It is evident that 40% and 42% of the total respondents from Parts I and II respectively accepted that the laboratory facilities are adequate in the university for continuing the innovation successfully. But 59%

Table :37: Table showing the Factors affecting Failure and Success in the Implementation of the Innovation as revealed by the Case Studies and the Questionnaire Data in Sri Venkateswara University.

Factors	I Case Study				II Questionnaire			
	Adminis- trators (10)	Teachers (40)	Students (50)	Total %	Adminis- trators (10)	Teachers (40)	Students (50)	Total %
1. Administrative factors								
(A) Physical facilities	8	18	22	48	7	17	16	40
(B) Laboratory facilities	7	16	17	40	6	16	20	42
(C) Library facilities	8	22	30	60	-	-	-	- *
2. Staff factors								
(A) Experienced teachers	9	27	25	61	8	36	31	75
(B) Inservice Training facilities	8	17	20	45	9	14	15	38
3. Financial facilities	5	22	27	54	6	18	36	60
4. Communication facilities	9	25	29	63	9	28	41	78
5. Awareness	9	28	19	56	8	32	21	61

* Statement pertaining these factors were not included in the questionnaire. Hence the blanks are kept here.

of the respondents from both the parts expressed their opinion that laboratory facilities are inadequate for the successful continuation of the innovation.

(C) Library Facilities : It is clear that 60% of the total respondents accepted that the library facilities are adequate in the university for continuing the innovation successfully. But 40% of the total respondents are of the opinion that the innovation is suffering due to the lack of sufficient library facilities.

2. (A) Experienced Teachers : It is evident that 61% and 75% of the total respondents from Parts I and II respectively accepted that experienced teachers are sufficient for the successful continuation of the innovation. But 32% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate number of experienced teachers.

(B) Inservice Training Facilities : It is observed that 45% and 38% of the total respondents from Parts I and II respectively accepted that inservice training facilities are adequate for the teachers. But 58% of the total respondents from both the parts expressed their opinion that inservice training facilities for the teachers are inadequate.

3. Financial Facilities : It is evident that 54% and 60% of the total respondents from Parts I and II respectively

accepted that financial facilities are adequate. But 42% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate financial facilities.

4. Communication Facilities : It is clear that 63% and 78% of the total respondents from Parts I and II respectively accepted that communication facilities are adequate. But 29% of the total respondents from both the parts expressed their opinion that the innovation is unsuccessfully continuing because of the lack of proper communication facilities.

5. It is evident that 56% and 61% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. But 41% of the total respondents from both the parts accepted that they are not fully aware of the objectives of the innovation.

It is concluded that communication facilities, experienced teachers, library facilities, awareness of the people and favourable financial facilities are contributing very much for the successful continuation of the innovation in Sri Venkateswara University.

It is also concluded that lack of laboratory facilities, lack of in-service training facilities to the teachers and lack of physical facilities are contributing much for the unsuccessful continuation of the innovation.

The Table 38 on the next page shows the data collected from the administrators, teachers and students of the Autonomous Post-graduate Centre through the case studies (Part I) and the questionnaire (Part II) on the implementation of the M.Phil Course.

1. (A) Physical Facilities : It is clearly evident from the Table 38 that 47% and 40% of the total respondents from Parts I and II respectively accepted that physical facilities are adequate for continuing the innovation. But 56% of the respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of sufficient physical facilities.

(B) Laboratory Facilities : It is clear that 40% and 43% of the total respondents from Parts I and II respectively accepted that the laboratory facilities are adequate in the university for continuing the innovation successfully. But 58% of the total respondents from both the parts expressed their opinion that the laboratory facilities are not adequate for the successful continuation of the innovation in the university.

(C) Library Facilities : It is evident that 42% of the total respondents accepted that the library facilities are adequate for the successful functioning of the innovation. But

Table :38: Table showing the Factors affecting Failures and Success in the Implementation of the Innovation as revealed by the Case Studies and the Questionnaire Data in the Autonomous Post-graduate Centre

Factors	I Case Study			II Questionnaire			
	Adminis- trators (6)	Teachers (10)	Students (50) %	Adminis- trators (10)	Teachers (40)	Students (50) %	Total
1. Administrative factors							
(A) Physical facilities	4	6	21	6	20	14	40
(B) Laboratory facilities	3	4	20	5	20	18	43
(C) Library facilities	3	5	20	-	-	-	- *
2. Staff factors							
(A) Experienced teachers	5	7	27	7	28	30	65
(B) Inservice Training Facilities	4	5	21	8	15	18	41
3. Financial facilities	2	4	26	5	18	17	40
4. Communication facilities	5	8	28	6	28	36	70
5. Awareness	6	9	22	8	32	20	60

* Statements pertaining these factors were not included in the questionnaire. Hence the blanks are kept here.

58% of the total respondents expressed their opinion that the innovation is suffering due to the lack of sufficient library facilities in the university.

2. (A) Experienced Teachers : It is clear that 58% and 65% of the total respondents from Parts I and II respectively accepted that the university is having experienced teachers for continuing the innovation successfully. But 38% of the respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of experienced teachers in the university.

2. (B) Inservice Training Facilities : It is evident that 45% and 41% of the total respondents from Parts I and II respectively accepted that inservice training facilities are adequate for the teachers. But 57% of the total respondents from both the parts expressed their opinion that inservice training facilities for the teachers are inadequate for the successful functioning of the innovation.

3. It is clear that 48% and 40% of the total respondents from Parts I and II respectively accepted that the financial facilities are adequate for continuing the innovation successfully. But 56% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the unfavourable financial facilities for its successful continuation in the university.

4. Communication Facilities : It is observed that 61% and 70% of the total respondents from Parts I and II respectively accepted that the communication facilities are adequate for the successful continuation of the innovation. But 34% of the total respondents from both the parts expressed their opinion that communication facilities are inadequate for the successful continuation of the innovation in the university.

5. Awareness : It is revealed that 55% and 60% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. But 42% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of awareness among the target population.

In the light of the above analysis it is concluded that communication facilities, experienced teachers and awareness of the people are contributing much for the successful continuation of the M.Phil course in the Autonomous Post-graduate Centre.

It is further concluded that lack of adequate laboratory facilities, lack of library facilities, lack of inservice training facilities to the teachers, lack of physical facilities and unfavourable financial facilities are contributing much for the unsuccessful continuation of the innovation.

Part D

5.5 Innovation of the Correspondence Course

This innovation has been introduced by the following three universities of Andhra Pradesh. They are : (1) Andhra University, (2) Sri Venkateswara University and (3) Osmania University.

The total number of universities and the data collected through the case studies (Part I) and the questionnaire (Part II) from the administrators, teachers and students to know their opinion on the factors affecting failure or success in the implementation of the correspondence course is given in the following Table 39 on the next page.

On the basis of the data collected through the case studies and the questionnaire, the causes for the successful or unsuccessful implementation of the innovation of the correspondence course in all the three universities were grouped up into five factors. These factors are : (1) Administrative factors (2) Staff factors (3) Financial factors (4) Communication factors (5) Awareness factors. Under (1) Administrative factors, (a) physical facilities including accommodation and furniture (b) equipment including modern scientific machinery and (c) library facilities were studied. Under (2) staff factors (a) experienced teachers, for writing Master lessons

Table :39: Table showing the Total Responses obtained through the Case Studies (Part I) and the Questionnaire (Part II) from Each University

Name of the University	I Case Study			II Questionnaire			
	Adminis- trators	Teachers	Students	Adminis- trators	Teachers	Students	Total
1. Andhra University	10	40	50	10	40	50	100
2. Osmania University	10	40	50	10	40	50	100
3. Sri Venkateswara Univer- sity	10	40	50	10	40	50	100
Total	30	120	150	30	120	150	300

and (b) in-service training facilities for the teachers, were studied.

The factors contributing for the successful or unsuccessful implementation of the correspondence course in the three universities are presented here universitywise.

The Table 40 on the next page shows the data collected from the administrators, teachers and students of Andhra University through the case studies (Part I) and the questionnaire (Part II) on the implementation of the correspondence course.

1. (A) Physical Facilities : It is clear from the Table 40 that 48% and 40% of the total respondents from Parts I and II respectively accepted that the physical facilities are adequate in the university. But nearly 56% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate physical facilities in the university.

(B) ~~Laboratory~~ Equipment : It is evident that 43% and 40% of the total respondents from Parts I and II respectively accepted that the equipment is adequate for continuing the innovation successfully. But 58% of the total respondents from both the parts expressed their opinion that the innovation is suffering due to the lack of adequate equipment.

Table :40: Table showing the Factors affecting Failure and Success in the Implementation of the Innovation as Revealed by the Case Studies and the Questionnaire Data in Andhra University

Factors	I Case Study			II Questionnaire			
	Adminis- trators (10)	Teachers (40)	Students (50)	Adminis- trators (10)	Teachers (40)	Students (50)	Total %
1. Administrative factors							
(A) Physical facilities	6	20	22	7	15	18	40
(B) Equipment	7	16	20	6	15	19	40
(C) Library facilities	6	25	25	-	-	-	*
2. Staff factors							
(A) Experienced teachers	9	22	27	8	28	20	56
(B) Inservice training facilities	5	18	22	4	16	20	40
3. Financial facilities	8	25	34	9	22	33	64
4. Communication facilities	9	32	24	8	25	27	60
5. Awareness	9	30	21	9	32	21	62

* Statements pertaining these factors were not included in the questionnaire. Hence the blanks are kept here.

(C) Library Facilities : It is clearly evident that 56% of the total respondents accepted that the library facilities are adequate. But 44% of the total respondents are of the opinion that the library facilities are inadequate for the successful continuation of this innovation.

2. (A) Experienced Teachers : It is observed that 58% and 56% of the total respondents from Parts I and II respectively accepted that the correspondence course is having experienced teachers for its successful functioning. On the whole 43% of the total respondents from both the parts expressed their opinion that the correspondence course is not having experienced teachers for its successful continuation.

2. (B) Inservice Training Facilities : It is evident that 45% and 40% of the total respondents from Parts I and II respectively accepted that the inservice training facilities are adequate. On the whole, 57% of the total respondents from both the parts expressed their opinion that inservice training facilities are not adequate to the correspondence teachers for making the innovation a success.

3. It is clear that 67% and 64% of the total respondents from Parts I and II respectively accepted that the financial position of the correspondence course is adequate. On the whole 34% of the total respondents from both the parts I and II expressed

their opinion that the financial facilities to the course is not adequate.

4. Communication Facilities : It is evident that 65% and 60% of the total respondents from Parts I and II respectively accepted that the communication system of the correspondence course is satisfactory. But nearly 37% of the total respondents from both the parts expressed their opinion that the communication facilities are not adequate.

5. Awareness : It is clear that 60% and 62% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. On the whole 39% of the total respondents from both the parts expressed their opinion that they are not fully aware of the innovation.

It is concluded that favourable financial facilities, communication facilities, awareness of the people, experienced teachers and library facilities are contributing much for the successful continuation of the innovation in Andhra University.

It is further concluded that lack of equipment, lack of inservice training facilities to the teachers and lack of physical facilities are contributing much for the unsuccessful continuation of the innovation.

The Table 41 on the next page shows the data collected from the administrators, teachers and students of Osmania University through the case studies (Part I) and the questionnaire (Part II) on the implementation of the correspondence course.

1. (A) Physical Facilities : It is clear from the Table 41 that 35% and 39% of the total respondents from Parts I and II respectively accepted that physical facilities are adequate. On the whole 63% of the total respondents from both the parts expressed their opinion that the correspondence course is suffering due to the lack of proper accommodation and adequate furniture.

(B) Equipment : It is evident that 38% and 37% of the total respondents from Parts I and II respectively accepted that the equipment is sufficient for the successful continuation of the innovation. On the whole 62% of the total respondents from both the parts expressed their opinion that the equipment is not sufficient for the successful continuation of the innovation.

(C) Library Facilities : It is clear from Part I of the data that out of the total respondents 45% accepted that library facilities are adequate. But 55% of the respondents are of the opinion that the correspondence course is suffering due to the lack of adequate library facilities.

Table :41: Table showing Factors affecting Failure and Success in the Implementation of the Innovation as revealed by the Case Studies and the Questionnaire Data in Osmania University

Factors	I Case Study			II Questionnaire				
	Adminis- trators (10)	Teachers (40)	Students (50)	Adminis- trators (10)	Teachers (40)	Students (50)	Total %	Total %
1. Administrative factors								
(A) Physical facilities	3	14	18	4	13	22	35	39
(B) Equipment	4	18	16	3	19	15	38	37
(C) Library facilities	5	21	19	-	-	-	45	- *
2. Staff factors								
(A) Experienced teachers	7	28	25	8	31	29	60	68
(B) Inservice Training facilities	4	15	23	7	13	26	42	46
3. Financial facilities	4	16	20	5	14	16	40	35
4. Communication factors	8	22	24	9	30	23	54	62
5. Awareness	9	27	19	8	32	25	55	65

* Statements pertaining these factors were not included in the Questionnaire. Hence the blanks are kept here.

2. (A) Experienced Teachers : It is evident that 60% and 68% of the total respondents from Parts I and II respectively accepted that the correspondence course is having experienced teachers for its successful functioning. On the whole 39% of the total respondents from both the Parts I and II, expressed their opinion that the course is not having experienced teachers for its successful working.

2. (B) Inservice Training Facilities : It is clear that 42% and 46% of the total respondents from Parts I and II respectively accepted that the inservice training facilities are adequate. But nearly 56% of the total respondents from both the parts accepted that inservice training facilities for the teachers are not adequate for the successful continuation of this innovation.

3. Financial Facilities : It is clearly evident that 40% and 35% of the total respondents from Parts I and II respectively accepted that the financial facilities are adequate for the successful continuation of the innovation. But nearly 62% of the total respondents from both the Parts I and II, accepted that the innovation is suffering due to the lack of proper financial assistance.

4. Communication facilities : It is clearly evident that 54% and 62% of the total respondents from Parts I and II .

respectively accepted that the communication facilities are sufficient. But nearly 42% of the total respondents from both the parts expressed their opinion that the communication facilities are inadequate.

5. Awareness : It is clear that 55% and 65% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. On the whole 40% of the total respondents from both the parts I and II expressed their opinion that they are not fully aware of the innovation.

It is concluded that experienced teachers, awareness of the people and communication facilities are contributing much for the successful continuation of the innovation in Osmania University.

It is also concluded that lack of physical facilities, lack of equipment, lack of financial facilities, lack of inservice training facilities for the teachers and lack of library facilities are contributing much for the unsuccessful continuation of the innovation.

The Table 42 on the next page shows the data collected from the administrators, teachers and students of Sri Venkateswara University through the case studies (Part I) and the questionnaire (Part II) on the implementation of the correspondence course.

1. (A) Physical Facilities : It is clear from the above table that 64% and 75% of the total respondents from Parts I and II

Table :42: Table showing the Factors affecting Failure and Success in the Implementation of the Innovation as revealed by the Case Studies and the Questionnaire Data in Sri Venkateswara University.

Factors	I Case Study			II Questionnaire			
	Adminis- trators (10)	Teachers (40)	Students (50)	Adminis- trators (40)	Teachers (40)	Students (50)	Total %
1. Administrative factors							
(A) Physical facilities	9	28	27	8	31	36	75
(B) Equipment	4	18	25	5	18	22	45
(C) Library facilities	6	19	20	-	-	-	- *
2. Staff factors							
(A) Experienced teachers	8	26	23	8	30	24	62
(B) Inservice training facilities	6	16	18	5	15	22	42
3. Financial facilities	5	23	25	6	24	30	60
4. Communication facilities	6	30	26	8	30	32	70
5. Awareness	9	29	21	9	32	24	65

* Statements pertaining these factors were not included in the questionnaire. Hence the blanks are kept here.

respectively accepted that physical facilities are adequate. On the whole 30% of the total respondents from both the Parts I and II expressed their opinion that physical facilities for continuing the innovation successfully are inadequate.

Equipment :

(B) It is evident that 47% and 45% of the total respondents from Parts I and II respectively accepted that the equipment is adequate for continuing the innovation successfully. But 54% of the respondents from both the parts expressed their opinion that the equipment is not adequate for the successful continuation of the innovation.

(C) Library Facilities : It is clear that 45% of the total respondents accepted that the library facilities are adequate. But 55% of the total respondents are of the view that library facilities are not sufficient for the successful continuation of the innovation.

Experienced Teachers :

2. (A) It is evident that 57% and 62% of the total respondents from Parts I and II respectively accepted that the course is having adequate number of experienced teachers. But nearly 40% of the total respondents from both the Parts I and II, expressed their opinion that the correspondence course is suffering due to the lack of experienced teachers.

Inservice Training Facilities :

2. (B) It is also evident that 40% and 42% of the total respondents from Parts I and II respectively accepted that

inservice training facilities are adequate. But 59% of the total respondents from both the parts expressed their opinion that the inservice facilities are not adequate for the teachers.

3. Financial facilities : It is clear that 53% and 60% of the total respondents from Parts I and II respectively accepted that the financial facilities are sufficient to the course for continuing successfully. But 43% of the respondents from both the parts expressed their opinion that the financial facilities are not sufficient for the successful continuation of the innovation.

4. Communication Facilities : It is observed that 62% and 70% of total respondents from Parts I and II respectively accepted that the communication facilities are adequate. But 34% of the respondents from both the parts expressed their opinion that communication facilities are not adequate for the successful functioning of the innovation.

5. Awareness : It is clear that 59% and 65% of the total respondents from Parts I and II respectively accepted that they are aware of the innovation. But 38% of the total respondents from both the parts accepted that they are not fully aware of the innovation.

In the light of the above analysis it is concluded that physical facilities, communication facilities, awareness of the people, experienced teachers and favourable financial facilities are contributing much for the successful continuation of the correspondence course in Sri Venkateswara University.

It is further concluded that lack of inservice training facilities, lack of library facilities and lack of adequate equipment are contributing much for the unsuccessful continuation of the innovation.

5.6 Analysis of the Data Obtained through Parts B and C of the Questionnaire

Parts B and C of the questionnaire contained 32 and 22 general statements dealing with some resisting factors and suggestions respectively which are sufficient to quicken the process of change. The main aim in administering these two parts of the questionnaire is to assess the adaptability of an institution and the awareness and attitude of the people towards the adoption of innovations in higher education.

The required data is collected from the administrators, teachers and students of the six universities, viz., (1) Andhra University, (2) Nagarjuna University, (3) Osmania University, (4) Kakatiya University, (5) Sri Venkateswara University, and (5) The Autonomous Post-graduate Centre. The total sample from all the categories of the respondents from each university is 100.

Parts B and C are interpreted separately as they are dealing with separate group of statements.

The data collected through Part B of the questionnaire is presented in the Table 43 on the next page.

1. It is clear from the Table 43 that 65% of the total respondents from all the 6 universities accepted that dearth of resource systems ^{is} the cause for not having qualitative and quantitative innovations in higher education.
2. More than 60% of the total respondents from all the six universities accepted that the resource system is not feeling the pulse of the nation while floating innovations.
3. Nearly 65% of the total respondents from all the universities accepted that the resource system should consider the adaptability of an innovation while introducing it.
4. More than 60% of the total respondents from all the universities agreed that lack of geographical proximity between the resource system and the adopter system contributes for the neglect of implementation.
5. Nearly 56% of the total respondents from all the universities agreed that the innovations are not in tune with the ever stretching ladder of educational system.

Table :43: Table showing the Total Number of Statements from Part B of the Questionnaire and the Percentage of Responses obtained from all the Categories of Respondents of each University

Sr.No. of State- ments	University					Auto. PG Centre	Average Percen- tage
	Andhra	Nagar- juna	Osma- nia	Kaka- tiya	Sri Venk.		
1.	62	65	59	74	61	69	65
2.	58	62	68	49	52	73	60
3.	55	69	71	69	60	65	65
4.	50	65	72	53	58	63	60
5.	59	58	60	50	52	55	56
6.	51	49	55	54	59	50	53
7.	56	52	50	54	58	63	55
8.	55	49	48	50	56	54	52
9.	78	60	63	65	71	62	66
10.	85	82	88	78	90	87	85
11.	52	70	68	74	63	62	65
12.	75	80	73	82	79	89	80
13.	64	55	65	57	68	56	61
14.	40	35	45	43	41	47	42
15.	60	63	70	71	69	75	68
16.	58	60	62	48	52	55	56
17.	72	75	77	65	70	74	72
18.	55	40	53	50	56	60	52
19.	50	47	48	47	45	42	46
20.	72	80	70	75	79	66	74
21.	47	63	45	67	48	65	56
22.	55	65	68	52	60	63	60
23.	41	34	42	45	43	45	42
24.	57	61	62	48	55	52	56
25.	65	60	68	75	73	77	70
26.	79	53	75	54	77	-	56
27.	72	76	70	74	71	75	63
28.	65	61	60	64	59	63	62
29.	60	70	58	60	65	67	73
30.	72	60	70	75	68	63	68
31.	76	79	83	69	74	78	76
32.	57	60	56	59	55	53	57

6. Nearly 53% of the total respondents from all the universities are of the opinion that there is no relationship between the innovations and the requirements of the society.
7. Nearly 55% of the total respondents from all the universities agreed that the innovating areas are not priority areas in the field of education.
8. Nearly 52% of the total respondents from all the universities accepted that no innovation has been floated to strengthen the democracy in the country.
9. More than 66% of the total respondents from all the universities accepted that people lost their faith and failed to recognise the universities as intellectual centres.
10. Nearly 85% of the total respondents from all the universities accepted that lack of proper understanding about the background and objectives of an innovation leads to its rejection.
11. It is clear that 65% of the total respondents from all the universities accepted that lack of initiative among the administrators is the cause for not implementing the innovation.
12. It is clear that 80% of the total respondents from all the universities accepted that lack of technical manpower and insufficient materials is the cause for rejecting innovations by the universities.
13. Nearly 61% of the total respondents from all the universities accepted that teachers find no time to implement new ideas due to increased syllabus.

14. Nearly 42% of the total respondents from all the universities accepted that the teachers are not professionally motivated.
15. 68% of the total respondents from all the universities accepted that the staff do not want to take trouble by trying innovations.
16. 56% of the total respondents from all the universities accepted that the teaching staff has too much administrative work.
17. Nearly 72% of the total respondents from all the universities accepted that staff members are not deputed to the seminars, workshops and in-service programmes etc.
18. More than 52% of the total respondents from all the universities accepted that the innovations are implemented as the orders are insisting them to do so.
19. Nearly 46% of the total respondents accepted that the innovations, ~~are~~ failed due to the non-cooperation of the heads of the departments.
20. More than 74% of the total respondents from all the universities agreed that the innovations are failed due to the non-cooperation of the students.
21. More than 56% of the respondents from all the universities accepted that the staff members never contribute articles on innovations.
22. More than 60% of the respondents from all the universities accepted that the Heads of the Departments are not oriented with the necessary techniques for managing an innovation.

23. Nearly 42% of the total respondents from all the universities accepted that people are more interested in their personal gains while introducing an innovation.
24. More than 56% of the total respondents from all the universities agreed that lack of systematic and reciprocal communication is the cause for the unsuccessful implementation of innovations.
25. More than 70% of the total respondents from all the universities agreed that lack of effective information flow and utilization is the cause for the dilution of an innovation.
26. More than 56% of the total respondents from all the universities accepted that communication with affiliated colleges has become a problem. (The opinions of the respondents from the Autonomous Post-graduate Centre is not taken as the Centre is not having affiliated colleges under its jurisdiction).
27. More than 73% of the total respondents from all the universities accepted that lack of dissemination of knowledge about an innovation creates ambiguity among the adopters.
28. Nearly 62% of the total respondents from all the universities accepted that the system of 'through the proper channel' is the cause for not obtaining information at the expected time.
29. More than 63% of the total respondents from all the universities accepted that inadequate funds from the government is the cause for failure of innovations.

30. More than 68% of the total respondents from all the universities accepted that lack of proper estimation about the cost of the innovation leads to its discontinuation.
31. Nearly 76% of the total respondents from all the universities accepted that innovations are distorted due to the lack of awareness about its complexity.
32. More than 57% of the total respondents from all the universities accepted that innovation are not successfully implemented as there is less possibility of its divisibility into parts.

It is observed from the above analysis of the data that 90% of the statements have been accepted by majority of the respondents from all the six universities of the state. They accepted that these factors are having their significant contribution in resisting the implementation of an innovation.

Out of 32 statements, only 3 statements (Nos. 14, 19 and 23) are rejected by all the respondents of the six universities. Those rejected statements are pertaining to the teaching staff is not professionally much oriented (14), the innovations have failed due to the non-cooperation of the Heads of the Departments (19), and people who work for the implementation of an innovation are more interested in their personal gains than for the purpose (23); so, it is clear that in all the six universities, the staff members are professionally much oriented, if at all an

innovation is failed in an institution, it is not failed due to the non-cooperation of the Heads of the Departments, and more over, people who are working for the implementation of an innovation are working not for their personal fortunes but for making it more functional only.

Among all the statements, 7 statements are attached more importance by all the respondents from all the universities. They in their order of priority in resisting the implementation of innovation are (10, 12, 31, 20, 27, 17 and 25) pertaining to; lack of proper understanding about the background and objectives of an innovation leads to its rejection (10), lack of technical man-power and insufficient materials made university to reject the implementation of new ideas (12), innovations are distorted due to the lack of awareness about the nature of its complexity (31), the innovations failed due to the non-cooperation of students (20), lack of dissemination of knowledge about an innovation creates ambiguity among the adopters (27), staff members are not deputed to attend seminars, workshops, in-service training programmes, etc. (17), and lack of effective information flow and utilization is the cause for the dilution of an innovation.

Almost all the statements are accepted by majority of the respondents from all the six universities. Hence it can be presumed that the target population is fully aware of the resisting

factors which will inhibit the process of change. The institutions are in a good condition to perceive new ideas.

The data collected through Part C of the questionnaire is presented in the following table.

Table :44: Table showing the Total Number of Statements from Part C of the Questionnaire and the Percentage of Responses obtained from all the Categories of Respondents from Each University.

Sr.No. of State- ments	University					Auto. PG Centre	Aver- age Per- centage
	Andhra	Nagar- juna	Osma- nia	Kaka- tiya	Sri Venk- ateswara		
1.	85	87	82	80	79	84	83
2.	72	50	69	73	60	65	65
3.	65	60	59	65	61	62	62
4.	55	62	70	53	60	61	60
5.	70	59	62	69	68	73	67
6.	62	50	60	53	58	65	58
7.	60	65	63	58	65	67	63
8.	58	56	51	48	62	57	55
9.	50	49	47	51	47	46	48
10.	72	75	77	73	78	80	76
11.	65	55	63	59	69	55	61
12.	62	60	67	75	73	77	69
13.	57	61	49	67	50	72	59
14.	75	68	60	75	72	70	70
15.	63	59	62	51	53	54	57
16.	69	51	67	73	62	61	64
17.	67	59	60	74	72	76	68
18.	53	50	51	48	45	47	49
19.	50	58	47	59	40	64	53
20.	75	80	74	82	79	89	80
21.	66	61	60	66	63	62	63
22.	71	80	69	75	79	66	73

1. It is clearly evident that 83% of the total respondents from all the universities accepted that full financial support should be given to the universities while implementing an innovation.
2. It is clear that 65% of the total respondents from all the universities accepted that public opinion should be obtained from the responsible circles of the society before introducing an innovation.
3. Nearly 62% of the total respondents from all the universities accepted that all the concerned should be involved while taking a decision to introduce a innovation.
4. 60% of the total respondents from all the universities accepted that innovations should be directed to annihilate the deep rooted traditions and rigid attitudes of the people.
5. It is clear that 67% of the total respondents from all the universities accepted that an innovation should provide an opportunity to the universities to develop awareness of the socio-economic problems of the country.
6. 58% of the total respondents from all the universities accepted that the university administration should be free from red-tapism.
7. It is evident that 63% of the total respondents from all the universities accepted that the university administration should be arranged in such a way as it should receive all the new innovations within time and implement them without delay.

8. 55% of the total respondents from all the universities accepted that separate cells should be opened at the resource system and the Adopter system to communicate promptly about the innovations only.
9. It is clear that 48% of the total respondents from all the universities agreed that the financial communications should be given priority over the ordinary communications about an innovation.
10. Nearly 76% of the total respondents from all the universities accepted that a university should be paid special grants for implementing an innovation successfully.
11. More than 61% of the total respondents from all the universities accepted that special incentives should be provided to the people who work for the success of an innovation.
12. More than 69% of the total respondents from all the universities accepted that a subject should be introduced at the university level for the dissemination and utilization of new knowledge.
13. It is clear that 59% of the total respondents from all the universities accepted that considerable number of innovations should be floated to assess and initiate research work in the universities.
14. Nearly 70% of the total respondents from all the universities accepted that communication facilities should be arranged with the resource system continuously till the innovation is institutionalised.
15. 57% of the total respondents from all the universities accepted that communication of new knowledge should be taken up after recognising fully the actual adopter for whom it is meant.

16. Nearly 64% of the total respondents from all the universities accepted that information in the form of books, pamphlets, brochures about an innovation should be supplied at an early date if possible at free of cost.
17. It is evident that 68% of the total respondents from all the universities accepted that as far as possible, communication should be established directly with the adopter omitting the intermediate stages.
18. It is observed that 49% of the total respondents from all the universities agreed that information in oral and written forms should be in the regional languages at least for some innovations.
19. 53% of the total respondents from all the universities accepted that film projectors should also be used for dissemination of knowledge about the innovation.
20. It is clear that 80% of the total respondents from all the universities accepted that the resource system should provide funds for the evaluation of the innovation whenever it is needed.
21. It is evident that 63% of the total respondents from all the universities accepted that the pace of development of an innovation can be accelerated by evaluating the work at every stage.
22. It is observed that 73% of the total respondents from all the universities accepted that the results of the evaluation of the innovations should be communicated without delay to rectify the defects.

It is observed from the above analysis of the data that 90% of the statements have been accepted by majority of the respondents from all the six universities of the State. They accepted that these factors are very much helpful for the successful implementation of an innovation.

Out of 22 statements, only 2 statements (Nos. 9 and 18) are rejected by majority respondents of the six universities. Those rejected statements are pertaining to financial communication should be given priority over the ordinary communication about the innovation (9), and information in oral and written forms should be in the regional languages at least for some innovations (18). So, it is clear that communication in all forms should be given equal importance but not financial communications alone. Dissemination of knowledge about an innovation should not necessarily be in the regional language.

Among all the statements, 5 statements are attached more importance by all the respondents from all the universities. They in their order of priority in contributing for the successful implementation of an innovation are (1, 20, 10, 22 and 14) pertaining, full financial support should be given to the universities while implementing an innovation (1), the resource system should provide funds for the evaluation

of the innovation whenever it is needed (20), A university should be paid special grants for implementing an innovation successfully (10), the results of the evaluation of the innovations should be communicated without delay to rectify the defects (22), and communication facilities should be arranged with the resource system continuously till the innovation is institutionalised.

Almost all the statements are accepted by majority of the respondents from all the universities. Hence it can be said that the target population is fully aware of the factors which will contribute for the successful implementation of an innovation.

It is concluded from the analysis of the data obtained through Parts B and C of the questionnaire that a good majority of the people from all the universities are fully aware that what factors are contributing for resisting and facilitating innovations in higher education. A good majority of the respondents accepted that the above resisting factors (Part B) will contribute for the unsuccessful implementation of an innovation. A good majority of the respondents accepted that the suggestions (Part C) are helpful for the successful implementation of an innovation.

It is further concluded that the adaptability of all the universities are quite satisfactory as far as the opinions of the people are concerned.

5.7 Factors affecting Failure and Success in the Implementation of the Innovations

All the case reports have been presented and observations and interpretations are made to know the factors inhibiting and promoting the implementation of the innovations. Data indicate many contributing factors. The general observations of the study are as follows :

The early date of establishment of the university and the high strength of students and teachers are not facilitating factors for the successful continuation of an innovation. This gets support from the data obtained through the case study proforma under the sub-heading of Information about the University. For the present study, six universities, viz., (1) Andhra University (2) Nagarjuna University (3) Osmania University (4) Kakatiya University (5) Sri Venkateswara University and (6) the Autonomous Post-graduate Centre, are selected. Andhra University, Osmania University and Sri Venkateswara University indicate that they were established in the years 1926, 1916 and 1954 and the strength of the teachers and students is 482 and 4,000, 828 and 6,000 and 370 and 3,500 respectively. But the innovations implemented by them viz., Internal Assessment by

Andhra University and Sri Venkateswara University; Semester System by Andhra University and the M.Phil course by Osmania University, have failed.

In contrast, the data obtained from the remaining three universities, viz., Nagarjuna University, Kakatiya University and the Autonomous Post-graduate Centre, indicate that the date of establishment of the universities and the strength of the teachers and students are very less when compared with the other three universities as Nagarjuna University, Kakatiya University and the Autonomous Post-graduate Centre were established in the year 1967 at a time and the strength of the teachers and students is 70 and 650; 61 and 680 and 67 and 600 respectively. The innovations that were implemented by these universities are continuing successfully.

Hence it is concluded that the date of establishment of an institution, the strength of the teachers and students have nothing to do with the successful functioning of an innovation.

The attitude of students towards an innovation plays an important role in deciding the fate of the innovation. This gets support from the cases of internal assessment and semester system which were distorted mainly due to the

students' agitation in Sri Venkateswara University and Andhra University respectively.

The innovations studied for this investigation are four. They are (A) Internal Assessment, (B) Semester System, (C) M.Phil. Course and (D) Correspondence Course. The major observations of the study are presented innovationwise here.

5.8 Internal Assessment

All the six universities viz., (1) Andhra University, (2) Nagarjuna University, (3) Osmania University, (4) Kakatiya University, (5) Sri Venkateswara University, and (6) The Autonomous Post-graduate Centre have implemented this innovation.

All the universities are not continuing the innovation successfully with Grading System and Credit System. Numerical mark system is followed in all the universities. The innovation of Internal Assessment as defined by the University Grants Commission has not been implemented in any of the six universities. All the universities are not having 100% Internal Assessment, each university having varying proportions of internal and external assessment.

If we look at the objectives of the innovations, we see that the objectives are not realised to a great extent. Ultimately, it is observed that though the innovation is being continued in the six universities, it is not practised according

to the U.G.C. concept of the innovation. We can see that it is being partially implemented in the above mentioned universities with varying degrees of success.

Some factors are facilitating and some are resisting the continuation of the innovation in the six universities of the State. The factors contributing for the successful or unsuccessful continuation of this innovation in the above mentioned universities are presented universitywise here on the basis of the data collected through the case study prof@rma and the questionnaire, which were compared and found correct.

(Table 45)

It is observed that among the six universities practising the innovation, 50% of the factors are contributing for the successful functioning of the innovation in five universities and in the remaining one university, i.e. Osmania University, 70% of the factors are contributing for its successful continuation.

The newly established universities, viz., Nagarjuna University, Kakatiya University and the Autonomous Post-graduate Centre are continuing the innovation to the extent of 50% success, irrespective of their unfavourable facilities and inadequate resources. The factors commonly contributing to the extent of 50% for the successful continuation of the

Table :45: Table showing the Universities and to What Extent the Innovation of Internal Assessment is Successfully implemented, and the Factors Working Favourably or Unfavourably for Its Continuation

Name of the University	To What extent is it implemented successfully	Factors working favourable	Factors working unfavourable
Andhra University	50%	<ol style="list-style-type: none"> 1. Communication facilities 2. Library facilities 3. General Administration 4. Financial facilities 5. Laboratory facilities 	<ol style="list-style-type: none"> 1. Teacher-student ratio 2. Specialisation facilities 3. Inservice training facilities 4. Awareness 5. Decision taking
Nagarjuna University	50%	<ol style="list-style-type: none"> 1. Communication facilities 2. General administration 3. Decision taking 4. Teacher-Student ratio 5. Awareness 	<ol style="list-style-type: none"> 1. Financial facilities 2. Laboratory facilities 3. Library facilities 4. Specialisation facilities 5. Inservice Training facilities
Osmania University	70%	<ol style="list-style-type: none"> 1. Communication facilities 2. General Administration 3. Decision taking 4. Financial facilities 5. Awareness 6. Library facilities 7. Laboratory facilities 	<ol style="list-style-type: none"> 1. Teacher-student ratio 2. Specialisation facilities 3. Inservice Training facilities

(Continued ..)

(Table 45 continued)

Name of the University	To what extent is it implemented successfully	Factors working favourable	Factors working unfavourable
Kakatiya University	50%	<ol style="list-style-type: none"> 1. General Administration 2. Teacher-Student ratio 3. Communication facilities 4. Decision taking 5. Awareness 	<ol style="list-style-type: none"> 1. Library facilities 2. Financial facilities 3. Specialisation facilities 4. Inservice training facilities 5. Laboratory facilities
Sri Venkateswara University	50%	<ol style="list-style-type: none"> 1. Library facilities 2. Communication facilities 3. General Administration 4. Financial facilities 5. Decision taking 	<ol style="list-style-type: none"> 1. Awareness 2. Inservice Trag. facilities 3. Laboratory facilities 4. Teacher-Student ratio 5. Specialisation facilities
The Autonomous Post-graduate Centre	50%	<ol style="list-style-type: none"> 1. General Administration 2. Communication facilities 3. Awareness 4. Decision taking 5. Teacher-student ratio 	<ol style="list-style-type: none"> 1. Inservice Training facilities 2. Financial facilities 3. Specialisation facilities 4. Library facilities 5. Laboratory facilities

innovation in the above three universities are - Communication facilities, general administration of the universities, decision taking procedure, teacher-student ratio and awareness of the people.

Factors working to the extent of 50% against the successful functioning of the innovation in these three universities are commonly, unfavourable financial facilities, lack of sufficient laboratory equipment, lack of library facilities, lack of specialisation facilities and lack of in-service training facilities to the teachers. Though these universities are suffering due to the lack of most important factors, they are continuing the innovation.

In the remaining three old universities, viz., Andhra University, Osmania University and Sri Venkateswara University, only one university, i.e. Osmania University is continuing the innovation to the extent of 70% success. In the remaining universities, viz., Andhra University, and Sri Venkateswara University, the innovation worked to the extent of 50% success but now it is discontinued. In Osmania University, where the innovation is working 70% successfully, three factors are contributing to the extent of 30% for its unsuccessful continuation. They are, higher rate of enrolments, lack of adequate specialisations and lack of inservice training facilities to the teachers for handling the innovation successfully.

Among the six universities, four universities, viz., Nagarjuna University, Osmania University, Kakatiya University and Autonomous Post-graduate Centre are at present continuing

the innovation to the extent of 50%, 70%, 50% and 50% success respectively. The remaining two universities, viz., Andhra University and Sri Venkateswara University, have discontinued the innovation.

The factors commonly working for the successful functioning of the innovation in all the universities continuing the innovation are, awareness about the innovation, communication facilities in the universities, decision taking procedure, and general administration of the universities.

The factors commonly working to the extent of 50% for the unsuccessful functioning of the innovation in the two universities, viz., Andhra University and Sri Venkateswara University, where the innovation is diluted are, lack of proper awareness among the people, lack of adequate in-service training facilities to the teachers, lack of adequate specialisation facilities in the departments, higher rate of enrolment and lack of proper decision taking procedure.

It is concluded that lack of inservice training facilities to the teachers and lack of adequate specialisations are considered to be the most important factors commonly contributing in all the universities for the unsuccessful functioning of the innovation.

5.9 Semester System

This innovation has been practised by the four universities of the State, viz., (1) Andhra University (2) Nagarjuna University (3) Kakatiya University and (4) the Autonomous Post-graduate Centre.

It is concluded that the innovation of Semester System has not been implemented by the four universities with all the requirements of the innovation as defined by the U.G.C. The objectives of the innovation are not fully realised by all the four universities.

Some factors are facilitating and some are resisting the continuation of the innovation in the four universities. The factors favourable or unfavourable for the successful functioning of the innovation in the four universities are presented here universitywise on the basis of the data collected through the case study proforma and the questionnaire, which were compared and found correct.

(Table 46)

It is observed that four universities have implemented the innovation successfully. In Andhra University 67% and in the remaining three universities 33% of the factors are contributing for the successful functioning of the innovation.

At present, three universities are continuing the innovation to the extent of 33% success. Those are -

Table :46: Table showing the Universities and to What extent the Innovation of Semester System is Successfully implemented, and the Factors working Favourably or Unfavourably for Its Continuation

Name of the University	To What extent is it successfully implemented ?	Factors working favourable	Factors working unfavourable
Andhra University	67%	1. Physical facilities 2. Residential facilities 3. Communication facilities 4. Laboratory facilities 5. Financial facilities 6. Library facilities	1. Inservice Trg. facilities 2. Awareness 3. Specialisation facilities
Nagarjuna University	33%	1. Communication facilities 2. Awareness 3. Library facilities	1. Physical facilities 2. Residential facilities 3. Specialisation facilities 4. Financial facilities 5. Laboratory facilities 6. Inservice Trg. facilities
Kakatiya University	33%	1. Awareness 2. Communication facilities 3. Library facilities	1. Residential facilities 2. Physical facilities 3. Laboratory facilities 4. Financial facilities 5. Inservice Trg. facilities 6. Specialisation facilities
Autonomous Post-graduate Centre	33%	1. Communication faci. 2. Awareness 3. Residential facilities	1. Financial facilities 2. Laboratory facilities 3. Physical facilities 4. Library facilities 5. Specialisation facilities 6. Inservice Training

Nagarjuna University, Kakatiya University and the Autonomous Post-graduate Centre. One university, i.e. Andhra University implemented the innovation to the extent of 67% success but later on it discontinued the innovation.

Factors commonly working for the successful functioning of the innovation among all the three universities which are continuing the innovation to the extent of 33% success are, communication facilities, awareness of the people, library facilities and residential facilities to the students. Though these newly established universities are suffering due to the lack of required facilities, they are continuing the innovation. Majority of the factors like, lack of physical facilities, lack of residential facilities to the students, lack of specialisation facilities, unfavourable financial facilities, lack of laboratory facilities and lack of inservice facilities to the teachers are working to the extent of 67% unfavourably in these three universities.

Factors working to the extent of 33% for the unsuccessful functioning of the innovation in Andhra University, which diluted the innovation are lack of in-service training facilities to the teachers, lack of awareness among the people and lack of specialisation facilities. Though Andhra University is having 67% of favourable factors like physical facilities, residential facilities to the students, communication facilities, laboratory facilities, favourable financial

facilities and adequate library facilities, it could not continue the innovation.

It can be said that the factors working for the unsuccessful functioning of the innovation in Andhra University are closely related to the proper understanding of the spirit of the innovation. As they are not fully aware of the innovation, the innovation discontinued in the university after 10 years of experimentation.

It is concluded that lack of inservice training facilities and lack of specialisations are the factors commonly contributing in all the universities for the unsuccessful continuation of the innovation.

5.10 M.Phil. Course

This innovation has been taken up by the five universities; viz., Nagarjuna University, Osmania University, Kakatiya University, Sri Venkateswara University and the Autonomous Post-graduate Centre of Andhra Pradesh.

It is concluded that the innovation of the M.Phil. course as defined by the U.G.C. has been implemented by the five universities successfully. If we look at the objectives of the innovation, we see that the objectives are realised to a great extent by all the five universities.

Some factors are facilitating and some are resisting the continuation of the M.Phil. course in the five universities of the state. The factors contributing for the successful or unsuccessful continuation of this innovation in the above universities are presented here universitywise on the basis of the data obtained through the case study proforma and the questionnaire which were compared and found correct.

(Table 47)

It is observed that all the universities are continuing the innovation successfully except that in the science department of Osmania University. In Nagarjuna University and Kakatiya University 50%, in Osmania University and Sri Venkateswara University 62% and in the Autonomous Post-graduate Centre 38% of the factors are contributing for the successful functioning of the innovation.

The factors commonly working for the successful continuation of the innovation in all the universities, which are continuing the innovation are, good communication facilities, awareness among the people and experienced teachers; particularly for teaching research methodology paper.

Table :47: Table showing the Universities and to What extent the Innovation of M.Phil. Course is Successfully Implemented and the Factors working Favourably or Unfavourably for Its Continuation

Name of the University	To what extent is it implemented successfully	Factors working favourable	Factors working unfavourable
Nagarjuna University	50%	1.Communication facilities 2.Awareness 3.Experienced teachers 4.Library facilities	1.Physical faci. 2.Laboratory faci. 3.Financial faci. 4.Inservice Trg.#faci.
Osmania University	62%	1.Physical facilities 2.Communication faci. 3.Experienced teachers 4.Library facilities 5.Financial facilities	1.Awareness 2.Inservice Trg.#faci. 3.Laboratory faci.
Kakatiya University	50%	1.Communication facilities 2.Experienced teachers 3.Awareness 4.Library	1.Physical faci. 2.Financial faci. 3.Laboratory faci. 4.Inservice Trg. faci.
Sri Venkateswara University	62%	1.Communication faci. 2.Experienced teachers 3.Library facilities 4.Awareness 5.Financial facilities	1.Laboratory faci. 2.Inservice Trg.faci. 3.Physical facilities
Autonomous Post-graduate Centre	38%	1.Communication faci. 2.Experienced teachers 3.Awareness	1.Laboratory faci. 2.Library faci. 3.Inservice Trg. faci. 4.Physical faci. 5.Financial faci.

In Osmania University and Sri Venkateswara University, majority of the factors are working to the extent of 62% for the successful functioning of the innovation when compared with the remaining three universities. But in Osmania University, the

innovation is diluted in Science departments. So, partially the innovation is successful in Osmania University where majority of the factors are favourable.

The factors contributing to the extent of 38% for the unsuccessful continuation of the innovation in Osmania University are, lack of awareness among the people, lack of inservice training facilities to the teachers and lack of laboratory facilities.

Majority of the factors are working to the extent of 50%, 50% and 62% unfavourably in the newly established universities, viz., Nagarjuna University, Kakatiya University and the Autonomous Post-graduate Centre respectively. They are : lack of physical facilities, lack of laboratory facilities, lack of library facilities, unfavourable financial facilities and lack of inservice training facilities to the teachers. In spite of the dearth of facilities, these three universities are continuing the innovation.

The factors working to the extent of 50% for the successful functioning of the innovation in Nagarjuna University and Kakatiya University are communication facilities, awareness, experienced teachers and library facilities, and in Autonomous Post-graduate Centre, 38% of the factors are unfavourable. they are communication facilities, experienced teachers and awareness of the target population.

It is concluded that lack of adequate laboratory facilities and lack of inservice training facilities to the teachers are the factors commonly contributing for the unsuccessful continuation of the innovation in all the five universities.

5.11 Correspondence Course

This innovation has been implemented by the three universities, viz., Andhra University, Osmania University and Sri Venkateswara University of Andhra Pradesh.

It is concluded that the innovation of correspondence course has been implemented by the three universities with all the requirements of the innovation as defined by the U.G.C. The objectives of the innovation are realised to a great extent by all the three universities.

Some factors are supporting and some are inhibiting the successful continuation of the innovation in the three universities. The factors working favourably or unfavourably for the successful continuation of the innovation in the three universities are presented here universitywise on the basis of the data obtained through the case study proforma and the questionnaire which were compared and found correct.

Table :48: Table showing the Universities and to what extent the Innovation of Correspondence Course is Successfully implemented and the Factors working Favourably or Unfavourably for its Continuation

Name of the University	To what extent is it implemented successfully	Factors working favourable	Factors working Unfavourable
Andhra University	62%	<ol style="list-style-type: none"> 1. Financial facilities 2. Communication faci. 3. Awareness 4. Experienced teachers 5. Library facilities 	<ol style="list-style-type: none"> 1. Equipment 2. Inservice Trg. facilities 3. Physical faci.
Osmania University	38%	<ol style="list-style-type: none"> 1. Experienced teachers 2. Awareness 3. Communication faci. 	<ol style="list-style-type: none"> 1. Physical faci. 2. Equipment 3. Financial faci. 4. Inservice Trg. 5. Library facilities
Sri Venkateswara University	62%	<ol style="list-style-type: none"> 1. Physical facilities 2. Communication faci. 3. Awareness 4. Experienced teachers 5. Financial facilities 	<ol style="list-style-type: none"> 1. Inservice Trg. faci. 2. Library facilities 3. Equipment

All the three universities are continuing the innovation successfully. In Andhra University and Sri Venkateswara University 62% and Osmania University 38% of the factors are contributing for the successful functioning of the innovation.

It is observed that the factors commonly contributing for the successful functioning of the innovation in all the three universities are availability of experienced teachers for writing

Master lessons, awareness about the innovation and adequate communication facilities in the universities. Apart from these factors, favourable financial facilities and library facilities are also the factors working for the successful continuation of the innovation in Andhra University. The institution is getting sufficient funds from the Government and it is having a separate library in the correspondence school itself. Apart from the common favourable factors, physical facilities and financial facilities are also contributing for the successful functioning of the innovation in Sri Venkateswara University. The correspondence institution has got a separate building and adequate furniture for its use. It is also getting funds from the Government.

In contrast, the factors commonly contributing for the unsuccessful functioning of the innovation in all the three universities are lack of modern scientific equipment including typewriters, cyclostyling machines, etc. and lack of inservice training facilities to the corresponding teachers. Apart from these factors, Andhra University is suffering due to the lack of physical facilities, as the existing building in which the corresponding school is housed is not sufficient and the furniture is also not adequate. Sri Venkateswara University is also suffering due to the

lack of library facilities as the institution is not having a separate library for its use. In Osmania University, majority of the factors are working to the extent of 62% for the unsuccessful functioning of the innovation. Apart from the common unfavourable factors, the factors like lack of physical facilities, financial facilities and library facilities are also contributing for the unsuccessful functioning of the innovation. There is no separate building for the course. It is temporarily housed in two rooms of the Administrative Office of the university as the course is started recently. As the financial position is not satisfactory, it is not having a separate library for its use.

It is concluded that lack of sufficient modern equipment and inservice training facilities to the teachers are the factors contributing very much for the unsuccessful continuation of this innovation, in all the universities of the State.

On the whole, it is concluded that the newly established universities, viz., Nagarjuna University, Kakatiya University and Autonomous Post-graduate Centre are continuing all the implemented innovations successfully. No innovation has been diluted in these three universities.

Internal Assessment is diluted by Andhra University and Sri Venkateswara University, Semester System is diluted in Andhra University and M.Phil. course is partially diluted by Osmania University, where the innovation is continuing only in Arts Departments. It is evident that lack of proper awareness is the common major cause contributing for the failure of the innovations in the above three universities.

Among all the factors, the factors like, general administration of the university, communication facilities, decision taking procedure, awareness of the people and experienced teachers are working for the successful functioning of the innovations in all the six universities of the state.

In contrast, among all the factors, the factors like lack of specialisation facilities, lack of inservice training facilities, lack of laboratory facilities and lack of modern equipment for correspondence courses, are working against the successful functioning of the innovations in all the six universities of Andhra Pradesh.

The next chapter deals with the presentation of the conclusions and suggestions.
