

A Proposed Organizational Structure for the Institute of Physical Education and Sports at the University

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Abstract

The organizational structure is the interface through which the components of an organization are displayed. It enables both insiders and outsiders to understand the organization's constituent parts, contents, human resources, relationships, and responsibilities. Every organization possesses an organizational structure that supports the performance of its functions and the attainment of its objectives. These structures vary from one organization to another for reasons related to size, function, location, responsibilities, and environment. All of these variables shape the design and form of the structure.

The university is a scientific institution whose mission is to promote research capable of addressing the problems facing society and supporting its development in diverse scientific fields. Because it enjoys legal personality and financial autonomy, it has its own organizational framework and is organized into faculties, institutes, and university centers, each of which has a structure that facilitates the fulfillment of its mission. This article examines one of these components—the institute—by analyzing its organizational structure in terms of its content, functions, actors, relationships, and responsibilities from a legal perspective. It relies on legal and regulatory texts and administrative decisions governing the organizational structure of institutes within Algerian universities.

Keywords: *institute; organizational structure; legal texts; relationships; personnel; responsibilities.*

Introduction

The term “structure” takes us to several scientific fields: in medicine, one speaks of the human skeletal structure; in history, one encounters the Knights Templar. At least from a formal perspective, such terms imply design and organization. The organizational structure examined in this article likewise corresponds to that formal meaning: it is, above all, a design that connects specific components of an organization and appears in the form of a diagram composed of clearly identifiable elements.

Once such a design is placed before us, numerous questions arise. What are its defining features? What kinds of relations and communication channels does it embody? Who are the actors involved? How are its parts arranged? In what environment does it operate? How does it function? Who designed it, and why? Is it the most appropriate form? The organizational chart opens a path into the organization itself: it connects us to its parts, reveals its contents, and clarifies its internal composition.

An organizational structure also helps members of the organization pursue their objectives, recognize one another, understand the limits of their authority, identify their work and responsibilities, and define their relationship with the surrounding environment. All of this appears with particular clarity in a properly designed organizational chart. The institute, as a constituent unit of the university, has missions and objectives of its own within the broader purposes of the university to which it belongs. It therefore contains its own internal parts and functions and operates within a specific environment in addition to that of the university. For that reason, it must possess a structure of its own.

This article is therefore devoted to the organizational structure of the institute. It examines its constituent units, functions, actors, relationships, and environment through a reading of the legal texts, regulatory provisions, and administrative decisions governing institutes and universities in Algeria. Research Problem

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The legal and regulatory texts governing the institute do not provide a definitive drawing or model of its organizational structure. Rather, they identify its bodies, actors, relationships, environment, and functions. This leaves room for multiple interpretations and for tailor-made structural arrangements that may hinder institutional performance or generate conflict and informal groupings. Certain readings may push the institute toward excessive centralization and rigidity, whereas others may encourage excessive decentralization and disorder. The central question is therefore the following: what are the constituent parts of the institute's organizational structure, what are the relationships among them, and what form should that structure take? Research Objectives

- Examine the organizational structure of one of the university's constituent units, namely the institute.
- Clarify the relationships among the different components of the institute's organizational structure.
- Propose an organizational chart for the institute.

Significance of the Study

- It serves as a guide for directors at the institute level.
- It serves as a guide for specialized students.
- It serves as a guide for administrative users and staff.

1. The University: Objectives, Missions, and Organization

The university serves as a mechanism and tool for achieving the goals of scientific research and technological development in Algeria. Although it is a public institution, the Algerian legislator has empowered it to fulfill its objectives through the legal status of legal personality and financial autonomy—attributes that grant it significant latitude regarding decision-making, organization, and financing. Indeed, Article 2 of Executive Decree No. 03-279 of August 23, 2003—which defines the university's missions and the rules governing its organization and operation (Official Gazette of the Algerian Republic, 2003, No. 51) explicitly states: **"The university is a public institution of a scientific, cultural, and professional nature, possessing legal personality and financial autonomy."**

1.1 University Objectives

Law No. 15-21 of December 30, 2015, establishing the framework law on scientific research and technological development (Official Gazette of the Algerian Republic, 2015, No. 71), may be utilized to define the objectives of the university—as a public institution under the supervision of the Ministry of Higher Education and Scientific Research—including:

- Generating knowledge and science across various fields of knowledge.
- Utilizing and exploiting the generated knowledge and science for new applications.
- Addressing social and cultural aspirations, economic needs, and sustainable development imperatives when generating knowledge and science across various fields, and when utilizing and exploiting them for new applications (Article 6, Paragraph 1, Bullet Point 1 of Law No. 15-21 of December 30, 2015).
- Achieving the country's economic, social, cultural, scientific, and technological development (Article 7 of Law No. 15-21 of December 30, 2015).

1.2 University Missions

Executive Decree No. 03-279 assigns the university, as a public service institution, three principal missions: higher education, scientific research, and technological development.

1.3 University Organization

As a public institution endowed with legal personality and financial autonomy, the university—pursuant to Articles 3 and 7 of the aforementioned Executive Decree No. 03/279 of August 23, 2003, which defines the university's missions and the rules governing its organization and functioning—comprises the following: governing bodies, the university presidency, faculties, institutes, annexes, and—where appropriate—common administrative and technical services.

2. The Institute

Articles 57 through 76 of the aforementioned Executive Decree No. 03/279 of August 23, 2003—which defines the university's missions and the rules governing its organization and functioning—set forth provisions covering twenty (20) articles; these range from defining the institute's position within the university and outlining its missions to detailing its organization and functioning.

2.1 The Institute's Position within the University

The Institute is considered a "specialized unit for training and research within the university," pursuant to Article 57, Paragraph 1 of the aforementioned Executive Decree No. 03/279 dated August 23, 2003—which defines the university's missions and the rules governing its organization and functioning. It is ranked third—following the University Directorate and the Faculty—in accordance with the table cited in Article 1 of the Inter-ministerial Order dated December 11, 2004, regarding the classification of senior positions for the University Directorate, Faculty, Institute, University Annex, and common services (Official Gazette of the Algerian Republic, 2004, No. 23).

2.2 Missions of the Institute

As a "specialized university unit for training and research," the Institute carries out the following activities:

- Undergraduate training,
- Postgraduate training, where applicable,
- Scientific research activities,
- Continuing education activities,
- Activities for professional development and knowledge updating. (Article 57, Paragraph 2 of Executive Decree No. 03-279 dated August 23, 2003—cited above—defining the missions of the university and the rules governing its organization and functioning).

2.3 Organization of the Institute

The institute includes a variety of bodies and posts that enable it to make decisions and carry out its tasks. The dominant organizing principle is the distinction between elected bodies and appointed posts.

2.3.1 Director of the Institute (See the section "The Institute's Senior Positions within the University" below for details.)

2.3.2 Scientific Council of the Institute

The Institute's Scientific Council addresses the Institute's scientific and pedagogical affairs. It is chaired by a President and composed of both appointed and elected members—all of whom are faculty members, with the exception of the library manager. The Council's secretariat is managed by the Deputy Director in charge of Postgraduate Studies, Scientific Research, and External Relations (Ministerial Decree dated May 5, 2004, defining the operating procedures of the Institute's Scientific Council).

a. Appointed members:

- The Institute Director; – Deputy Directors; – Heads of Departments; – The Institute's library manager (Article 67, Paragraph 1 of Executive Decree No. 03-279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning, cited above).

b. Elected members:

- The President of the Institute's Scientific Council; – Two (2) elected faculty representatives per department; – The director(s) of research units and/or research laboratories, if applicable. Active professors at the Institute elect their peers—specifically, active tenured professors of the highest rank who are candidates for membership—to the Institute's Scientific Council for a three-year term, renewable once (limiting total membership to six years). Subsequently, the members of the Scientific Council elect a chairperson from among themselves for a three-year term, renewable once (pursuant to Article 67, paragraphs 2 and 3, of the aforementioned Executive Decree No. 03/279 of August 23, 2003, defining the university's missions and the rules governing its organization and functioning). Finally, the Minister in charge of Higher Education and Scientific Research issues a decision establishing the list of the Institute's Scientific Council members (pursuant to Article 67, paragraph 3, of the aforementioned Executive Decree No. 03/279 of August 23, 2003).

2-3-3- The Institute Council:

The Institute Council is chaired by the Director of the Institute, and its secretariat is managed by the Director in charge of Administration and Finance (Ministerial Decree dated May 5, 2004, determining the operating procedures of the Institute Council). The Institute Council consists of appointed and elected members.

a- Appointed members:

- The Director of the Institute,
- Heads of Departments,

These members have a deliberative vote in the proceedings of the Institute Council, in accordance with Article 61 (Paragraph 2) and Article 67 (Paragraph 1) of the aforementioned Executive Decree No. 03/279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning.

- The Deputy Director in charge of Studies and Student Affairs,
- The Deputy Director in charge of Postgraduate Studies, Scientific Research, and External Relations,
- The Deputy Director in charge of Administration and Finance,
- The Head of the Library.

These members have an advisory vote in the proceedings of the Institute Council, in accordance with Article 61 (Paragraph 2) and Article 67 (Paragraph 1) of the aforementioned Executive Decree No. 03/279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning.

b- Elected members:

- The Head of the Institute's Scientific Council,
- Two (2) elected faculty representatives per department,
- The director(s) of research units and/or research laboratories, if applicable,
- One elected student representative per department,
- Two (2) elected representatives of administrative, technical, and service staff. The term of office for elected members of the Institute Council is three (3) years, renewable once—meaning a total tenure of six (6) years—and the list of Council members is established by a decision of the Minister of Higher Education and Scientific Research (Article 63, Paragraph 1 of the aforementioned Executive Decree No. 03/279 of August 23, 2003, defining the missions of the university and the rules governing its organization and functioning); student members, however, are elected for a one-year term that is renewable (Article 63, Paragraph 2 of Executive Decree No. 03/279 of August 23, 2003, defining the missions of the university and the rules governing its organization and functioning).

2.3.4 Senior Posts Corresponding to Teacher-Researcher Ranks

Article 58 of Executive Decree No. 08-130 dated May 3, 2008—establishing the statute governing research professors, as amended and supplemented by Executive Decree No. 24-103 dated March 7, 2024 (Official Gazette of the Algerian Republic, 2008, No. 18)—stipulates the following: "Pursuant to the provisions of Article 11 (Paragraph 1) of the aforementioned Ordinance No. 06-03 dated 19 Jumada al-Thani 1427, corresponding to July 15, 2006, the list of senior positions corresponding to the research professor corps is defined as follows:

- Training Field Team Leader,
- Training Branch Team Leader,
- Specialization Team Leader."

The senior positions corresponding to the research professor corps are held by research professors (holding the rank of Professor, Associate Professor, or Assistant Professor Class A, at a minimum)—depending on the type of responsibility (Training Field Team Leader, Training Branch Team Leader, or Specialization Team Leader)—through appointment rather than election, for a term of three (3) years, renewable once, in accordance with Articles 63, 64, and 65 of Executive Decree No. 08-130 dated May 3, 2008 (establishing the statute governing research professors, as amended and supplemented by Executive Decree No. 24-103 dated March 7, 2024, Official Gazette No. 18).

2.3.5 Senior Administrative Posts within the Institute

The institute also includes a set of senior administrative posts filled by decree, ministerial decision, or director's order, depending on the post concerned. They **include** the following:

Institute Director:

The Director of the Institute is responsible for managing and administering the Institute and for achieving its objectives and tasks, utilizing the human, financial, and material resources placed under their authority; the Director bears full responsibility for these matters. The Minister in charge of Higher Education and Scientific Research appoints the Director of the Institute by decree—following consultation with the President of the relevant university—selecting them from among professors of the highest rank; the termination of their duties follows the same procedure (Articles 60, 72, and 73 [Paragraph 1] of Executive Decree No. 03-279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning, cited above). Furthermore, Article 4 of the Inter-ministerial Order dated December 11, 2004—which classifies senior positions within the university administration, faculties, institutes, university annexes, and joint services (Official Gazette No. 23)—specifies the requirements for the Director: they must be a Professor of Higher Education, or, in the absence thereof, a Senior Lecturer (*Maître de conférences*) or a Hospital-University Senior Lecturer. Consequently, the Director of the Institute is not required to be a professor from the Institute itself (i.e., from the same specialization); they may come from a different specialization. Moreover, the Director cannot be an administrator; they must hold the status of professor. In making decisions, the Director relies on the "opinions and recommendations issued by the Institute Council" (Article 65 of Executive Decree No. 03-279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning, cited above).

Assistant Director:

The position of Deputy Director is held by a senior permanent faculty member in active service at the Institute for a three-year (3) term. This appointment is made via a decision issued by the Minister in charge of Higher Education and Scientific Research, upon the proposal of the Institute Director and following consultation with the University President (pursuant to Article 75 of Executive Decree No. 03-279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning, and Article 4 of the Inter-ministerial Decree dated December 11, 2004, classifying senior positions within the university administration, faculties, institutes, university annexes, and joint services—Official Gazette No. 23). The Deputy Director of the Institute serves in one of the following capacities:

- a) Deputy Director in charge of studies and student-related matters;
- b) Deputy Director in charge of postgraduate studies, scientific research, and external relations.

As their titles imply, they assist the Director in his duties and activities regarding the following matters:

- studies,
- student-related matters,
- matters concerning postgraduate studies,
- matters concerning scientific research,
- external relations. (Article 74 of Executive Decree No. 03-279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning).

Head of Department: The Institute comprises departments established by a ministerial order issued by the Minister in charge of Higher Education and Scientific Research (Article 58 of Executive Decree No. 03/279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning, cited above).

The department is tasked with the following:

- Periodically monitoring, executing, and evaluating teaching activities;
- Conducting research, where appropriate (Article 59, Paragraph 2 of Executive Decree No. 03/279 dated August 23, 2003, cited above).

As expressly stipulated in Article 59, Paragraph 1 of Executive Decree No. 03/279 (cited above), the department comprises the following: "The department includes a stream within the Institute's educational cycle or specialization and incorporates laboratories, where appropriate."

The department is managed by a Head of Department, appointed by an order from the Minister in charge of Higher Education and Scientific Research—upon the proposal of the Institute Director and after consulting the University President—from among the highest-ranking permanent professors for a term of three (3) years. The Head of Department assumes the following duties:

- Pedagogical management of the department;
- Administrative management of the department;
- Exercising hierarchical authority over the staff placed under their supervision within the department. (Article 60, Paragraph 2, and Article 76 of Executive Decree No. 03/279 dated August 23, 2003, defining the university's missions and the rules governing its organization and functioning—Official Gazette No. 51, cited above—and Article 4 of the Inter-ministerial Decree dated December 11, 2004, regarding the classification of senior positions within the university administration, faculties, institutes, university annexes, and common services—Official Gazette No. 23).

Accordingly, it is evident that the Head of Department is responsible for the administrative and pedagogical aspects of the department under their supervision. Furthermore, the content of Ministerial Decree No. 992 dated August 1, 2022—which defines the procedures for registration and re-registration for programs leading to the *Licence*, *Master*, State Engineer, and Architect degrees, as well as the rules for their organization, assessment, and progression—clearly outlines the authority of the Head of Department regarding pedagogical matters. The Head of Department is assisted in their duties by heads of services and, where applicable, heads of laboratories. (Article 76, Paragraph 2 of Executive Decree No. 03/279 dated August 23, 2003, defining the university's missions and the rules governing its organization and functioning—Official Gazette No. 51, cited above—and Article 4 of the Inter-ministerial Decree dated December 11, 2004, regarding the classification of senior positions within the university administration, faculties, institutes, university annexes, and common services—Official Gazette No. 23).

Vice-Director for Administration and Finance: A Deputy Director for Administration and Finance is appointed by the Institute Director via a formal decision; the appointee must be an "Administrative Administrator—or an official of an equivalent rank—with three (3) years of seniority in that capacity." (Article 4 of the Inter-ministerial Decree dated December 11, 2004, classifying senior positions within university directorates, faculties, institutes, university annexes, and their joint services; Official Gazette No. 23).

Library Officer: The Institute's library comprises various departments and branches (Article 58 of Executive Decree No. 03/279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning—Official Gazette No. 51, cited above). The head of the library is appointed by the Director of the Institute via a formal decision; the appointee must be either a tenured university library curator, a library attaché, or an official of an equivalent rank with three (3) years of seniority in that capacity working in libraries (Article 4 of the Inter-ministerial Decree dated December 11, 2004, regarding the classification of senior positions within university directorates, faculties, institutes, university annexes, and their joint services—Official Gazette No. 23).

Head of Service: The Head of Service is appointed by the Director of the Institute, by means of a decision, and must be either an "administrative administrator or an official of an equivalent rank with three (3) years of seniority in that capacity" (Article 4 of the Inter-ministerial Decree dated December 11, 2004, classifying senior positions within the university directorate, faculty, institute, university annex, and their joint services; Official Gazette No. 23).

Head of the Internal Security Office: The Head of the Internal Security Office is appointed by the Director of the Institute via a formal decision; the appointee must be a "Principal Administrative Assistant—or an official of equivalent rank—with six (6) years of seniority in that capacity" (Article 4 of the Inter-ministerial Decree dated December 11, 2004, classifying senior positions within university directorates, faculties, institutes, university annexes, and their joint services; Official Gazette No. 23).

Head of Laboratory: The head of the laboratory is appointed by the director of the institute via a formal decision; the appointee must be a "State Engineer with three (3) years of seniority in that capacity" (Article 4 of the Inter-ministerial Decree dated December 11, 2004, classifying senior positions within university directorates, faculties, institutes, university annexes, and their joint services; Official Gazette No. 23).

Head of Library Service: The Head of the Institute's Library Service is appointed by the Institute Director via a formal decision. The appointee must be either a "Library Attaché" or an official of an equivalent rank, possessing three (3) years of seniority in that capacity with experience in library operations (Article 4 of the Inter-ministerial Decree dated December 11, 2004, classifying senior positions within university directorates, faculties, institutes, university annexes, and their joint services; Official Gazette No. 23).

Head of Branch: The appointee is designated by the Director of the Institute, via a formal order, from among "Principal Administrative Attachés with three (3) years of actual service in that capacity" (Article 5 of the Inter-ministerial Order dated December 11, 2004, classifying senior positions within university directorates, faculties, institutes, university annexes, and their joint services—Official Gazette No. 23—as amended and supplemented by the Inter-ministerial Order dated June 24, 2009—Official Gazette No. 56).

Head of Departmental Service: The Head of a Departmental Service is appointed by the Director of the Institute via an administrative order; the appointee must be a "tenured Principal Administrative Attaché or an Administrative Attaché with six (6) years of actual service in that capacity." (Article 5 of the Inter-ministerial Decree dated December 11, 2004, regarding the classification of senior positions within university directorates, faculties, institutes, university annexes, and their joint services—Official Gazette No. 23—as amended and supplemented by the Inter-ministerial Decree dated June 24, 2009—Official Gazette No. 56).

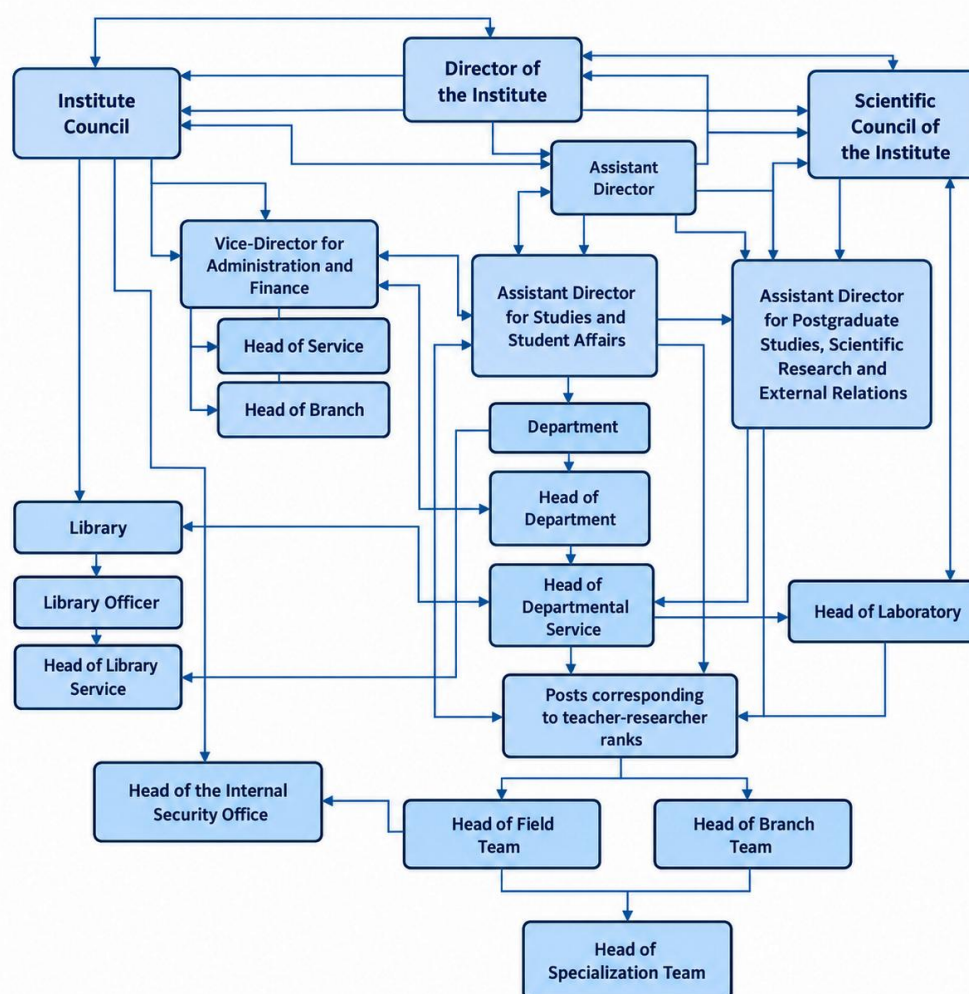
3. Organizational Structure

Mooney and Reiley describe organization as "the form assumed by any human group for the purpose of achieving a common goal." Alvin Brown views organization as defining "the part each member of the enterprise is expected to play, and the relationships among such members, so that their performance is as effective as possible in achieving the enterprise's goal."

George Terry defines organization as "establishing effective authority relationships among work, people, and workplaces to enable the group to work together efficiently" (Jamil Ahmed Tawfiq, 1993, pp. 184–185).

It is evident that organizational structure presupposes a defined goal and serves as a coordination tool for the units, tasks, individuals, locations, and relationships within an organization.

Figure 1. Proposed organizational chart for the institute within the university, prepared by the researchers.



The components of the Institute's organizational structure fall into two categories:

The first category consists of the councils.

The second category consists of specific functional positions.

Regarding the first category—the councils—there are two: the Institute Council and the Scientific Council.

Both comprise a mix of elected and appointed members; however, the Institute Council is chaired *ex officio* by the Director (an appointed official), whereas the Scientific Council is chaired by an elected permanent research professor, with the Deputy Director in charge of Postgraduate Studies, Scientific Research, and External Relations (an appointed official) serving as its secretary.

As for the Institute Council's remit, it holds administrative powers; consequently, the Deputy Director in charge of Administration and Finance serves as its secretary.

It is also noteworthy that the Institute Council includes student members who possess voting rights.

Furthermore, the Scientific Council plays a dual role: it acts as an advisory body issuing opinions in certain areas, while making binding decisions in others—unlike the Institute Council, which functions solely in an advisory capacity.

The second category comprises senior positions, all of which are filled via appointment—whether by decree, ministerial order, or a decision by the Institute Director, depending on the specific role. The Institute includes two groups of such positions:

a. Senior positions corresponding to the research professor corps; these are divided into three roles, all related to pedagogical matters: – Head of the Training Field Team; – Head of the Training Stream Team; – Head of the Specialization Team. b – Senior positions within the Institute and the University, namely: Director, Deputy Director, Head of Department, Deputy Director for Administration and Finance, Head of the Library, Head of Service, Head of the Internal Security Office, Head of Laboratory, Head of the Institute's Library Service, Head of Branch, and Head of Service within the Department.

The diagram above, illustrating the Institute's proposed organizational structure—which reflects the provisions of the aforementioned Executive Decree No. 03/279 dated August 23, 2003 (defining the university's missions and the rules governing its organization and operation)—shows that the Institute focuses on three aspects: the pedagogical, the scientific, and the administrative.

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The first aspect—the pedagogical—comprises the Director; the Scientific Council (in part); the Deputy Director for Studies and Student Affairs; the Deputy Director for Postgraduate Studies, Scientific Research, and External Relations (specifically regarding doctoral students); the Head of Department; and the heads of the training field, training track, and specialization teams.

The second aspect—the scientific—comprises the Director; the Scientific Council; the Deputy Director for Studies and Student Affairs (in part); the Deputy Director for Postgraduate Studies, Scientific Research, and External Relations (in part); and the Head of Department.

Finally, the third aspect—the administrative—comprises the Director, the Deputy Director for Studies and Student Affairs, the Head of Department, and the Deputy Director for Administration and Finance.

The diagram also reveals a network of communications and relationships among the components of the organizational structure; the Director stands at the apex of this structure, bearing responsibility for the Institute's management and operations, and representing it both internally and externally. The Director is an ex-officio member of both councils and chairs the Institute Council; he appoints the Deputy Director for Administration and Finance, the Head of the Library, the Head of the Training Division Team, and the Head of the Specialization Team, and proposes candidates to the University President for the positions of Assistant Director, Head of Department, and Head of the Training Field Team.

The Director coordinates the components of the Institute's organizational structure, directing them toward the effective achievement of goals and performance of tasks, and acts as a liaison between the Institute and the University. When making decisions, the Director is guided by the views of the Institute Council; the Council issues opinions and recommendations—serving as a basis for the Director's decisions—regarding various significant matters concerning the Institute. These matters are cited by way of example rather than as an exhaustive list and include:

"prospects for the Institute's development,
programming of training and scientific research activities,
prospects for national and international scientific cooperation,
programming of continuing education, professional development, and knowledge updating activities,
the Institute's draft budget,
the draft human resources management plan for the Institute,
draft contracts and agreements regarding studies, expertise, and services provided by the Institute,
management of the Institute,

the annual report on the Institute's activities." (Article 62 of Executive Decree No. 03-279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning—Official Gazette No. 51, cited above). Regarding the views of the Scientific Council acting in an advisory capacity, the Institute's Scientific Council also deliberates on matters of importance to the Institute. These matters are not listed exhaustively; rather, the Director may submit any issue deemed necessary to the Scientific Council for review. Such matters include:

"Organization and content of education,
Organization of research activities,
Proposals for research programs,
Proposals to establish or abolish departments, specializations, research units, and laboratories,
Proposals to open, extend, or close postgraduate specializations and to determine the number of positions to be filled,
Specifications and requirements regarding faculty members."

"Approval of research topics proposed by postgraduate students and proposal of defense committees,
Review of the outcomes of the Institute's pedagogical and scientific activities." (Article 68 of Executive Decree No. 03-279 dated August 23, 2003, defining the missions of the university and the rules governing its organization and functioning, cited above).

The Director's membership in these two councils enables him to stay regularly informed about the Institute's affairs regarding management, pedagogy, and scientific activities; it also allows him to obtain periodic information and coordinate his efforts with the councils to ensure high-quality decision-making.

The Institute maintains a relationship with its parent university; it functions as a specialized unit—or a subsystem within a larger system—interacting with its surrounding environment. This relationship is evidenced by the Institute Director's obligation to submit pedagogical, administrative, and scientific reports to the university administration, the Director's ex-officio membership in the University Scientific Council, and the University President's role in proposing the Institute Director's appointment to the Ministry of Higher Education and Scientific Research.

The Scientific Council interacts with the Institute Council, as the Chair of the Scientific Council is an ex-officio member of the latter. It also relates to the Institute Director, who is an ex-officio member of the Scientific Council and holds specific powers within it—such as convening meetings, proposing agenda items deemed necessary for discussion, and collaborating with the Chair to prepare the agenda. Furthermore, it interacts with the Deputy Director for Postgraduate Studies, Scientific Research, and External Relations (who serves as the Scientific Council's secretary) and the Deputy Director for Studies and Student Affairs (who is an ex-officio member of the Scientific Council with voting rights).

The Institute Council, chaired by the Institute Director, relates to the Scientific Council because the latter's Chair is an ex-officio member of the Institute Council with voting rights. It also interacts with the Deputy Director for Administration and Finance—who serves as the Institute Council's secretary but holds only an advisory vote—as well as the Deputy Director for Postgraduate Studies, Scientific Research, and External Relations, and the Deputy Director for Studies and Student Affairs. The Deputy Director in charge of Postgraduate Studies, Scientific Research, and External Relations maintains a relationship with the Director—who nominates them

to the University President—and collaborates with the Director to achieve objectives at the middle-management level. They serve as secretary to the Scientific Council and are an **ex officio** member of the Institute Council (with an advisory vote). Similarly, the Deputy Director in charge of Studies and Student Affairs relates to the Director (who nominates them) and collaborates on achieving objectives at the middle-management level; they are an **ex officio** member of the Scientific Council (with a deliberative vote), hold an advisory role on the Institute Council, and interact with the Head of Department.

The Head of Department interacts with the Director, the Scientific Council, and the Institute Council, as well as with the training field. The Head of the Library is a member of both the Scientific Council and the Institute Council.

The heads of the field team, training track team, and specialization team interact with the Director (who appoints them) and the Head of Department, given that tracks and specializations are components of the department.

These relationships and the network of interconnected communications among the Institute's organizational components help check the Director's authority by involving various parties in decision-making.

Senior positions within the Institute—ranging from the Deputy Director for Administration and Finance down to the Head of a Departmental Unit—are filled via appointment by the Director. These individuals perform executive functions—whether administrative or pedagogical—and report to the Head of Department, the Deputy Director, or the Deputy Director for Administration and Finance, ultimately leading up to the Institute Director. Collectively, they contribute to achieving the Institute's goals and constitute its internal environment. The Institute's faculty members play a role in decision-making within the organizational structure; they serve on both the Scientific Council and the Institute Council with voting rights, representing their fellow faculty members through an electoral process.

Students are also represented within the organizational structure, holding voting rights on the Institute Council.

Faculty members are also members of these two councils, as they are integral to the educational process; they have the right to manage their own affairs and stay informed about the conduct of operations and tasks. Furthermore, through their opinions, proposals, and deliberative voices, they serve as a safeguard for both the institute and the administration.

The Director holds the authority to make appointments to senior positions corresponding to the ranks of research professors. This authority enables him to appoint individuals who assist with his program and support his working methods and vision for management. He also possesses the authority to propose appointments for Deputy Directors (specifically, the Deputy Director for Academic Affairs and Student Matters, and the Deputy Director for Postgraduate Studies, Scientific Research, and External Relations) as well as for Heads of Departments.

The two councils (the Institute Council and the Institute's Scientific Council), the academic departments, the Deputy Directors, Heads of Departments, research professors, students, and administrative staff—all working under the Director's leadership—strive to advance the institute's interests. To this end, the Director exercises his authority to clarify the shared objective, transform routine behavior into organized institutional conduct, and establish an institutional culture rooted in values that help transcend personal issues while addressing the pedagogical, scientific, and administrative challenges raised by stakeholders or arising from the environment.

Recommendations

- Participation of the Deputy Director for Administration and Finance, alongside the library manager, in Scientific Council meetings in an advisory capacity.
- Granting the Deputy Director for Administration and Finance a deliberative vote—rather than an advisory one—in Institute Council meetings.
- Election, rather than appointment, of the training field team.
- Election of the Institute Council Chair.
- Strengthening the role of the Institute Council.
- Incorporating disciplinary boards into the Institute's organizational structure (at both the department and institute levels).
- Establishing a standard organizational structure for the Institute.

References

1. Jamil Ahmad Tawfiq. *Business Administration: A Functional Approach*. Egyptian Universities Press, Alexandria, 1993.
2. Law No. 15-21 of 30 December 2015, the framework law on scientific research and technological development.
3. Order No. 06-03 of 15 July 2006 containing the General Statute of the Civil Service.
4. Executive Decree No. 03-279 of 23 August 2003 defining the missions of the university and the rules governing its organization and functioning.
5. Executive Decree No. 08-130 of 3 May 2008 containing the special statute of the teacher-researcher, as amended and supplemented by Executive Decree No. 24-103 of 7 March 2024.
6. Joint Ministerial Decision of 11 December 2004 on the classification of senior positions in the university directorate, faculty, institute, university annex, and shared services, as amended and supplemented by the Joint Ministerial Decision of 24 June 2009.
7. Ministerial Decision No. 992 of 1 August 2022 specifying the procedures for registration and re-registration in programs leading to the degrees of Licence, Master, State Engineer, and Architect, as well as the procedures governing organization, assessment, and progression.
8. Ministerial Decision of 5 May 2004 specifying the operating procedures of the Scientific Council of the Institute.