

# Finances of Centre for Distance Education, Osmania University in Telangana State

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## **ABSTRACT**

The distance and open learning has witnessed a tremendous progress in the recent past in India. The Directorate of Distance Education, Osmania University, Hyderabad, is one of the third biggest Universities of Andhra Pradesh. The Osmania University established in 1919, is the seventh oldest in the country, third oldest in South India and the first to be established in the princely State of Hyderabad. One of the basic ideals of Osmania University is to achieve an intellectual synthesis of oriental and occidental learning of the best that has been thought of and said, both in the East and in the West. Further, it aims at a cultural synthesis (as reflected in its architectural variety), the development of a national ethos and the creation of an academic and social environment in which 'National Integration' is not a nebulous idea but a tangible reality. The Vision of the University is to generate and disseminate knowledge through a harmonious blend of ancient and modern wisdom, and to serve the society by developing in students heightened intellectual, cultural, ethical and humane sensitivities to foster a scientific temper, and to promote professional and technological expertise. Central to this vision is a commitment to regional and national development in consonance with our culture, heritage and environment.

The advantage of CDE of OU is location in the state capital and increased job potential due to number of industries, organizations, Universities, and institutions of state and national level. But owing to establishment of DEC's of other Universities in Hyderabad, the enrolment has been gradually decreasing. In CDE of OU, the mean value of consolidated income is registered at high magnitude. Yearly variations in consolidated income are wild and wide but the growth rate in income is moderate. The average income from examination and 'others' is moderate. While average income from University is low, it reported high in the case of income from courses. The yearly variations in income are more pronounced in the case of courses and examinations while moderate trend is noticed in the case of income from University and 'others'. Study material waste should be minimized. Study material shall get printed optimally. In other words, the study material shall be printed on demand-wise and need basis. An appropriate organization model at DEC level shall be developed. The suggested model is that under Director, there shall be two Deputy Directors and four Assistant Directors representing key areas of the administration.

## 1. INTRODUCTION

The distance and open learning has witnessed a tremendous progress in the recent past in India. The Directorate of Distance Education, Osmania University, Hyderabad, is one of the third biggest Universities of Andhra Pradesh. The Osmania University established in 1919, is the seventh oldest in the country, third oldest in South India and the first to be established in the princely State of Hyderabad. One of the basic ideals of Osmania University is to achieve an intellectual synthesis of oriental and occidental learning of the best that has been thought of and said, both in the East and in the West. Further, it aims at a cultural synthesis (as reflected in its architectural variety), the development of a national ethos and the creation of an academic and social environment in which ‘National Integration’ is not a nebulous idea but a tangible reality. The Vision of the University is to generate and disseminate knowledge through a harmonious blend of ancient and modern wisdom, and to serve the society by developing in students heightened intellectual, cultural, ethical and humane sensitivities to foster a scientific temper, and to promote professional and technological expertise. Central to this vision is a commitment to regional and national development in consonance with our culture, heritage and environment.

The enrolment in graduation was highest at 9874 in 2007-08 and lowest at 7639 in 2001-02 with an average of 8618.20. Post-graduate are highest at 34231 in 2002-03 and lowest at 25600 in 2008-09 with an average of 31086. The enrolment for diploma courses in Osmania University was lowest at 143 in 1999-2000 and highest at 667 in 2004-05 with an average of 1068.50. The income from graduate level courses varied from Rs.41.16 lakhs in 1999-2000 to Rs.326.72 lakhs in 2008-09 with the range of Rs.285.58 lakhs. Income from post-graduate level ranged from Rs.25.54 lakhs in 1999-2000 to Rs.65.92 lakhs in 2008-09. The range of income is Rs.40.38. The income from diploma courses was minimum at Rs.7.41 lakhs in 2000-01 and maximum at Rs.42.53 lakhs in 2008-09. Mean expenditure values are Rs.86.00 lakhs, Rs.40.59 lakhs and Rs.16.52 lakhs for graduate, post graduate and diploma courses respectively. The financial position of CDE, OU, Hyderabad is good, sound and healthy due to high enrollment, high income and comparatively low expenditure.

## 2. FINANCES OF CDE, OSMANIA UNIVERSITY

The sources of finances, income, expenditure and financial position of the CDE, Osmania University, Hyderabad. Andhra Pradesh core analyzed. The sources of finances are exclusive based on the enrollment of the students.

### 2.1 TOTAL ENROLMENT OF STUDENTS IN CDE

The total enrollment of CDE, OU, Hyderabad during 1999-2009 has been presented in the Table 1

**Table. 1 TOTAL ENROLMENT OF STUDENTS IN CDE OF OSMANIA UNIVERSITIE**

| Year    | OU              |                  |                |                |
|---------|-----------------|------------------|----------------|----------------|
|         | Graduation      | Post Graduation  | Diploma        | Total          |
| 1999-2k | 9671<br>(21.22) | 34171<br>(74.96) | 1743<br>(3.82) | 45585<br>(100) |
| 2000-01 | 8767<br>(20.03) | 33344<br>(76.17) | 1665<br>(3.80) | 43776<br>(100) |
| 2001-02 | 7639            | 32535            | 1115           | 41289          |

|               |                 |                  |                |                |
|---------------|-----------------|------------------|----------------|----------------|
|               | (18.96)         | (80.75)          | (0.29)         | (100)          |
| 2002-03       | 6983<br>(16.60) | 34231<br>(81.37) | 856<br>(2.03)  | 42070<br>(100) |
| 2003-04       | 8767<br>(20.07) | 34169<br>(78.21) | 750<br>(1.72)  | 43686<br>(100) |
| 2004-05       | 9712<br>(23.56) | 30836<br>(74.82) | 667<br>(1.62)  | 41215<br>(100) |
| 2005-06       | 7841<br>(20.20) | 30293<br>(77.96) | 713<br>(1.84)  | 38847<br>(100) |
| 2006-07       | 7697<br>(20.01) | 29647<br>(77.08) | 1121<br>(2.91) | 38467<br>(100) |
| 2007-08       | 9894<br>(26.74) | 26034<br>(70.35) | 1076<br>(2.91) | 37004<br>(100) |
| 2008-09       | 9211<br>(25.73) | 25609<br>(71.54) | 979<br>(2.73)  | 35799<br>(100) |
| <b>Mean</b>   | <b>8618</b>     | <b>31086</b>     | <b>1068</b>    |                |
| <b>C.V</b>    | <b>11.87</b>    | <b>10.42</b>     | <b>34.99</b>   |                |
| <b>C.G.R</b>  | <b>-0.005</b>   | <b>-0.028</b>    | <b>-0.056</b>  |                |
| <b>t. cal</b> | <b>26.648*</b>  | <b>30.355*</b>   | <b>9.038*</b>  |                |

Source: Records of DEC of select University

Notes: (i) \* Indicates significant at five per cent level

(ii) Figures in parentheses indicate the percentage to total

The enrolment in graduation was highest at 9874 in 2007-08 and lowest at 7639 in 2001-02 with an average of 8618.20. The post-graduates enrolment is rather gig-zag with maximum fluctuations. The CV is 11.87. The CGR is -0.005, indicating decline in enrolment. The 't' value is 26.648 and significant at one per cent level, showing significant increase in enrolment. Post-graduate are highest at 34231 in 2002-03 and lowest at 25600 in 2008-09 with in average of 31086. The CV is 10.42 and CGR is - 0.028 indicating negative growth rate. The 't' value is 9.038 and significant at one per cent level indicating significant increase in the enrolment. The enrolment for diploma courses in Osmania University was lowest at 143 in 1999-2000 and highest at 667 in 2004-05 with an average of 1068.50. The CV is 34.99 and CGR is -0.056 showing negative growth. The 't' value is 9.038 and significant at 1 per cent level showing significant increase in enrolment. The Mean enrolment in graduation was highest at 51914 in AU followed by 8618.20 in Osmania University and mere 4249 in SVU. Post-graduates were registered highest at 31086 in OU followed by 20499 in AU and bare 5689 on an average in SVU. The Mean enrolment of diploma courses registered highest at 3451 in AU followed by OU at 1068. The Mean figure was recorded at barely 379.

## 2.2 INCOME FROM VARIOUS COURSES

Income from various levels of courses of OU is presented in Table 2. It is obvious that the income from graduate level courses varied from Rs.41.16 lakhs in 1999-2000 to Rs.326.72 lakhs in 2008-09 with the range of Rs.285.58 lakhs. The income is low in the first two years. Thereafter, the income reported a rise. Income from post-graduate level ranged from Rs.25.54 lakhs in 1999-2000 to Rs.65.92 lakhs in 2008-09. The range of income is Rs.40.38. The income from post-graduate level continuously increased

from 1999-2000 to 2008-09 except in 2003-04 wherein a decline in income is observed. The increased income is due to rise in enrolment apart from tuition fee and examination fee.

**Table.2 LEVEL OF EDUCATION-WISE CATEGORIZATION OF INCOME OF CDE OF OU**  
(Rs. in lakhs)

| Year    | Income at Constant Prices |                         |                 |                 |
|---------|---------------------------|-------------------------|-----------------|-----------------|
|         | Graduation Courses        | Post-graduation Courses | Diploma Courses | Total           |
| 1       | 2                         | 3                       | 4               | 5 (2+3+4)       |
| 1999-2K | 41.16<br>(54.72)          | 25.54<br>(33.95)        | 8.52<br>(11.33) | 75.22<br>(100)  |
| 2000-01 | 35.38<br>(50.23)          | 27.65<br>(39.25)        | 7.41<br>(10.52) | 70.44<br>(100)  |
| 2001-02 | 80.42<br>(66.74)          | 30.52<br>(25.33)        | 9.56<br>(7.93)  | 120.50<br>(100) |
| 2002-03 | 79.27<br>(60.27)          | 40.36<br>(30.69)        | 11.89<br>(9.04) | 131.52<br>(100) |
| 2003-04 | 80.26<br>(61.55)          | 38.61<br>(29.61)        | 11.53<br>(8.84) | 130.04<br>(100) |
| 2004-05 | 89.29<br>(61.49)          | 43.24<br>(29.78)        | 12.68<br>(8.73) | 145.21<br>(100) |
| 2005-06 | 90.48<br>(60.18)          | 45.36<br>(30.17)        | 14.52<br>(9.66) | 150.36<br>(100) |
| 2006-07 | 185.61<br>(74.24)         | 47.53<br>(19.01)        | 16.86<br>(6.74) | 250.00<br>(100) |
| 2007-08 | 267.76<br>(76.50)         | 53.82<br>(15.38)        | 28.45<br>(8.13) | 350.03<br>(100) |
| 2008-09 | 326.74<br>(75.08)         | 65.92<br>(15.15)        | 42.53<br>(9.77) | 435.19<br>(100) |
| Mean    | 127.64                    | 41.86                   | 16.40           |                 |
| CV      | 77.60                     | 29.56                   | 66.79           |                 |
| CGR     | 25.52*                    | 10.09*                  | 18.08*          |                 |
| t-cal   | 7.99                      | 12.78                   | 7.06            |                 |

Source: Budget Books of DEC of select University

Notes: (i) \* Indicates significant at five per cent level

(ii) Figures in parentheses indicate the percentage to total

The income from diploma courses was minimum at Rs.7.41 lakhs in 2000-01 and maximum at Rs.42.53 lakhs in 2008-09. An ever increasing trend in income from diploma courses is observed from 1999-2K to 2008-09 except in 2000-01 wherein a decrease is observed. The rising trend is due to increase in enrolment and hike in admission and examination fees as well. It may be observed that the average income from various courses differs with each other. The similar trend is also noticed in the case of variations in income and growth in income.

**2.3 SEGREGATION OF INCOME AT GRADUATE LEVEL**

Segregation of income from various sources such as sale of application, registration and admission, tuition fee, examination fee and entrance fee is presented in Table 3

**Table .3 SEGREGATION OF INCOME AT GRADUATE LEVEL**

| Year    | Item wise income at constant prices |                          |                  |                  |                 |                 |
|---------|-------------------------------------|--------------------------|------------------|------------------|-----------------|-----------------|
|         | Sale of applications                | Registration & admission | Tuition fee      | Exam fee         | Entrance        | Total           |
| 1       | 2                                   | 3                        | 4                | 5                | 6               | 7 (2+3+4+5+6)   |
| 1999-2k | 8.96<br>(21.77)                     | 20.79<br>(50.51)         | 2.89<br>(7.02)   | 3.96<br>(9.62)   | 4.56<br>(11.08) | 41.16<br>(100)  |
| 2000-01 | 7.62<br>(21.53)                     | 17.25<br>(48.73)         | 2.76<br>(7.80)   | 4.21<br>(11.89)  | 3.56<br>(10.06) | 315.4<br>(100)  |
| 2001-02 | 12.65<br>(15.73)                    | 48.56<br>(60.38)         | 4.62<br>(5.74)   | 8.35<br>(10.38)  | 6.24<br>(7.76)  | 80.42<br>(100)  |
| 2002-03 | 13.52<br>(17.06)                    | 42.88<br>(54.09)         | 7.82<br>(9.87)   | 9.56<br>(12.06)  | 5.49<br>(6.93)  | 79.27<br>(100)  |
| 2003-04 | 14.83<br>(15.45)                    | 40.1<br>(49.96)          | 6.56<br>(8.17)   | 11.56<br>(14.40) | 7.21<br>(8.98)  | 80.26<br>(100)  |
| 2004-05 | 16.73<br>(17.12)                    | 50.91<br>(52.08)         | 9.12<br>(9.33)   | 12.46<br>(12.75) | 8.53<br>(8.73)  | 97.75<br>(100)  |
| 2005-06 | 18.69<br>(20.66)                    | 38.08<br>(42.09)         | 10.63<br>(11.75) | 13.45<br>(14.87) | 9.63<br>(10.64) | 90.48<br>(100)  |
| 2006-07 | 20.56<br>(11.08)                    | 131.39<br>(70.78)        | 11.43<br>(6.16)  | 12.69<br>(6.84)  | 9.56<br>(5.15)  | 185.63<br>(100) |
| 2007-08 | 22.69<br>(8.47)                     | 207.98<br>(77.67)        | 12.57<br>(4.69)  | 13.89<br>(5.19)  | 10.63<br>(3.97) | 267.76<br>(100) |
| 2008-09 | 27.89<br>(8.51)                     | 258.78<br>(79.20)        | 13.69<br>(4.19)  | 14.65<br>(4.48)  | 11.73<br>(3.59) | 326.74<br>(100) |
| Mean    | 16.41                               | 85.67                    | 8.21             | 10.48            | 7.17            |                 |
| CV      | 38.07                               | 98.94                    | 48.02            | 36.97            | 35.36           |                 |
| CGR     | 13.83*                              | 31.34*                   | 20.22*           | 15.18*           | 12.99*          |                 |
| t-cal   | 11.04                               | 5.96                     | 8.49             | 5.44             | 8.05            |                 |

Source: Budget Books of DEC of select University

Notes: (i) \* Indicates significant at five per cent level

(ii) Figures in parentheses indicate the percentage to total

The table expounds that the income from sale of applications varied from Rs.7.62 lakhs in 2000-01 to Rs. 27.89 lakhs in 2008-09. The income, except in 2000-01, continuously increased from 1999-2000 to 2008-09. The increasing trend in income from sale of applications is due to increase in enrolment and cost of application. The income from registration and admission ranged from Rs.17.25 lakhs in 2000-01

to Rs.258.78 lakhs in 2008-09. Except in 2000-01, the income increased throughout the study period being low in the beginning due to low admission and registration fee and very rapid in the latter stage due to hike in registration as well admission fee.

The income from tuition fee was minimum at Rs.2.76 lakhs in 2000-01 and maximum at Rs. 13.69 lakhs in 2008-09. The income gradually increased from 1999-2K to 2008-09 except in 2009-10 wherein a decline is observed. Moreover, the income is less than Rs. 10 lakhs up to 2004-05 and later it is more than Rs.10 lakhs. The increasing income results in increased tuition fee. The income from examination fee was lowest at Rs.3.96 lakhs in 1999-2000 and highest at Rs.14.65 lakhs in 2008-09. The income trend reported an up and down fashion. The reason is that the examination fee was recorded at low level in the earlier years of the study. The entrance examination income varied from Rs.3.56 lakhs in 2000-01 to Rs.11.73 lakhs in 2008-09. The quantum of income was low in the beginning due to less competition. The income was very high in later part of the study period. The reason is traced to cut-throat competition for entrance examination. It may be found that income from registration and admission fee at graduate level appear to be high, while that of other sources either depict a moderate or low magnitude of income similar trend is noticed in the case of yearly variations.

**2.4 LEVEL OF EDUCATION-WISE EXPENDITURE**

Table 4 is drawn to cast data regarding education level-wise expenditure of CDE of OU at constant and current prices. Mean expenditure values are Rs.86.00 lakhs, Rs.40.59 lakhs and Rs.16.52 lakhs for graduate, post graduate and diploma courses respectively. Taking into considerations CV values in yearly expenditure was highest at 31.98 per cent for post graduation course, 28.68 per cent for diploma courses, 26.82 per cent for graduation courses. In percentage terms, the share of graduate courses in total expenditure has been above 50 per cent in all the years under study.

The percentage share of expenditure in total expenditure for post-graduation courses varied between the lowest of 22.30 and the highest of 34.64 while that of diploma courses reported a oscillation between 8.94 per cent and 15.31 per cent over the study period. CGRs registered for these levels of expenditure sequence at 6.83 per cent, 11.72 per cent and 4.83 per cent of which former two courses are significant at one per cent level.

**Table 4 LEVEL OF EDUCATION-WISE CATEGORIZATION OF EXPENDITURE OF CDE OF OU**

(Rs. in lakhs)

| Year    | Expenditure at constant prices on |                          |                 |             |
|---------|-----------------------------------|--------------------------|-----------------|-------------|
|         | Graduation courses                | Post -graduation courses | Diploma courses | Total       |
| (1)     | (2)                               | (3)                      | (4)             | (5) (2+3+4) |
| 1999-2k | 49.64                             | 19.97                    | 12.53           | 82.14       |
| 2000-01 | (60.43)                           | (24.31)                  | (15.25)         | (100)       |
| 2001-02 | 60.49                             | 27.63                    | 14.43           | 102.55      |
| 2002-03 | (58.99)                           | (26.94)                  | (14.07)         | (100)       |
| 2003-04 | 77.32                             | 29.47                    | 15.72           | 122.51      |
| 2004-05 | (63.11)                           | (24.06)                  | (12.83)         | (100)       |

|         |         |         |                    |        |
|---------|---------|---------|--------------------|--------|
| 2005-06 | 104.87  | 34.72   | 16.13              | 155.72 |
| 2006-07 | (67.35) | (22.30) | (10.36)            | (100)  |
| 2007-08 | 114.44  | 42.68   | 15.43              | 172.55 |
| 2008-09 | (66.32) | (24.73) | (8.94)             | (100)  |
|         | 66.9    | 39.82   | 15.83              | 122.55 |
|         | (54.59) | (32.49) | (12.92)            | (100)  |
|         | 77.51   | 42.84   | 13.72              | 134.07 |
|         | (57.81) | (31.95) | (10.23)            | (100)  |
|         | 114.52  | 53.47   | 17.43              | 185.42 |
|         | (61.76) | (28.84) | (9.40)             | (100)  |
|         | 90.93   | 55.89   | 14.53              | 161.35 |
|         | (56.36) | (34.64) | (9.01)             | (100)  |
|         | 103.38  | 59.43   | 29.43              | 192.24 |
|         | (53.78) | (30.91) | (15.31)            | (100)  |
| Mean    | 86.0    | 40.59   | 16.52              |        |
| C.V     | 26.82   | 31.98   | 28.68              |        |
| CGR     | 6.23*   | 11.72*  | 4.83 <sup>NS</sup> |        |
| 't'-cal | 2.35    | 10.90   | 2.22               |        |

Source: Budget Books of DEC of select University

Notes: (i) \* Indicates significant at five per cent level

(ii) NS: Not significant

(iii) Figures in parentheses indicate the percentage to total

## 2.5 ITEM-WISE SEGREGATION OF EXPENDITURE

Table 5 shows item-wise expenditure of CDE of OU at constant and current prices for the ten year period. It is with regard to yearly expenditure at constant prices, the share of general charges in total expenditure ranged from 24.37 per cent in 2003-04 to 80.30 per cent in 2002-03. Development fund expenditure as percentage of total expenditure fluctuated from 10.14 per cent in 2003-04 to 57.42 per cent in 2003-04. 'Others' as a percentage share of total expenditure varied from lowest of 5.94 per cent in 2006-07 to the highest of 30.61 per cent in 1999-2K. Similar pattern is observed with regard to relative share of three expenditure items in total expenditure. Annul Mean expenditure is highest at Rs.74.48 lakhs, on general charges followed by Rs.39.10 lakhs on development fund, Rs.29.16 lakhs on other items.

**Table.5 ITEM-WISE SEGREGATION OF EXPENDITURE**

| Year    | Expenditure at constant prices |                  |         |             |
|---------|--------------------------------|------------------|---------|-------------|
|         | General charges                | Development fund | Others  | Total       |
| (1)     | (2)                            | (3)              | (4)     | (5) (2+3+4) |
| 1999-2k | 42.15                          | 14.85            | 25.14   | 82.14       |
| 2000-01 | (51.31)                        | (18.08)          | (30.61) | (100)       |
| 2001-02 | 60.02                          | 15.34            | 27.19   | 102.55      |
| 2002-03 | (58.53)                        | (14.96)          | (26.51) | (100)       |
| 2003-04 | 89.25                          | 17.63            | 15.62   | 122.50      |

|         |                    |                     |                    |         |
|---------|--------------------|---------------------|--------------------|---------|
| 2004-05 | (72.86)            | (14.39)             | (12.75)            | (100)   |
| 2005-06 | 180.44             | 22.74               | 21.54              | 224.72  |
| 2006-07 | (80.30)            | (10.12)             | (9.59)             | (100)   |
| 2007-08 | 29.62              | 69.79               | 22.14              | 121.55) |
| 2008-09 | (24.37)            | (57.42)             | (18.21)            | (100)   |
|         | 42.24              | 46.97               | 33.34              | 122.55  |
|         | (34.47)            | (38.33)             | (27.21)            | (100)   |
|         | 48.54              | 54.90               | 28.63              | 132.07  |
|         | (36.75)            | (41.57)             | (21.68)            | (100)   |
|         | 93.12              | 25.10               | 7.47               | 125.69  |
|         | (74.09)            | (19.97)             | (5.94)             | (100)   |
|         | 52.96              | 76.25               | 32.13              | 161.34  |
|         | (32.83)            | (47.26)             | (19.91)            | (100)   |
|         | 106.44             | 47.38               | 38.42              | 192.24  |
|         | (55.37)            | (24.65)             | (19.99)            | (100)   |
| Mean    | 74.48              | 39.10               | 25.16              |         |
| CV      | 60.47              | 58.94               | 35.88              |         |
| CGR     | 2.51 <sup>NS</sup> | 16.84 <sup>NS</sup> | 1.56 <sup>NS</sup> |         |
| 't' cal | 0.40               | 3.15                | 0.28               |         |

Source: Budget Books of DEC of select University

Notes: (i) NS: Not significant

(ii) Figures in parentheses indicate the percentage to total

Year to year variations in items of expenditure are wide as CV values are 60.47, 58.94 and 35.88 per cent for general charges, development fund and other expenditure respectively. CGRs of general charges, development fund and other expenditure are 2.51, 6.84 and 1.56 per cent respectively. All of these are statistically non-significant at five per cent level.

### 3. Conclusions

The enrolment in graduation was highest at 9874 in 2007-08 and lowest at 7639 in 2001-02 with an average of 8618.20. Post-graduate are highest at 34231 in 2002-03 and lowest at 25600 in 2008-09 with in average of 31086. The enrolment for diploma courses in Osmania University was lowest at 143 in 1999-2000 and highest at 667 in 2004-05 with an average of 1068.50. The income from graduate level courses varied from Rs.41.16 lakhs in 1999-2000 to Rs.326.72 lakhs in 2008-09 with the range of Rs.285.58 lakhs. Income from post-graduate level ranged from Rs.25.54 lakhs in 1999-2000 to Rs.65.92 lakhs in 2008-09. The range of income is Rs.40.38. The income from diploma courses was minimum at Rs.7.41 lakhs in 2000-01 and maximum at Rs.42.53 lakhs in 2008-09. Mean expenditure values are Rs.86.00 lakhs, Rs.40.59 lakhs and Rs.16.52 lakhs for graduate, post graduate and diploma courses respectively. It may be found that income from registration and admission fee at graduate level appear to be high, while that of other sources either depict a moderate or low magnitude of income similar trend is noticed in the case of yearly variations. The financial position of CDE, OU, Hyderabad is good, sound and healthy due to high enrollment, high income and comparatively low expenditure.



In CDE of OU, the mean value of consolidated income is registered at high magnitude. Yearly variations in consolidated income are wild and wide but the growth rate in income is moderate. The average income from examination and 'others' is moderate. While average income from University is low, it reported high in the case of income from courses. The yearly variations in income are more pronounced in the case of courses and examinations while moderate trend is noticed in the case of income from University and 'others'. Study material waste should be minimized. Study material shall get printed optimally. In other words, the study material shall be printed on demand-wise and need basis. An appropriate organization model at DEC level shall be developed. The suggested model is that under Director, there shall be two Deputy Directors and four Assistant Directors representing key areas of the administration.

## REFERENCES

1. Budget Books of CDE of Osmania University in TS
2. Records of CEC of Osmania University in TS
3. [www.ousmaniauniversity.com](http://www.ousmaniauniversity.com)