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RESEARCH POLICY VIA FUNDING ALLOCATION ANALYSIS

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The National Council of Scientific Research in Higher Education, created in 1994 as a component of the Romanian educational reform, has the aim to ensure development and consolidation of the scientific research in higher education. Since 1995, an annual grant competition is opened and the research projects are received and analyzed. The eligible projects enter in evaluation process and according with the obtained score, a number of projects receive funds. The purpose of our research was to identify and analyse the research policy in higher education between 1995 and 2004. The allocation of the research funds according with institutions and their geographical clusterization, project type and research field were analyzed. All research projects financed by the National Council of Scientific Research in Higher Education between 1995 and 2004 were included into analysis (a total number of eleven thousand seven hundred and eighty five projects). The following variables were collected and stored for each project: the project type, the commission where the project was evaluated, the title of the project, the institution or university name, the number of points obtained after evaluation, and the value of the funding expressed as USD. The data were summarized and statistical analyzed. The averages of the funds according with the commission, year, university or institution, and domain were compared at a significance level of 5%. According with the obtained results the research funding policy between 1995 and 2004 was discussed.

Keywords: *Research Policy, Romania National Council of Scientific Research in Higher Education, Analysis*

HALANGAN SEBAGAI SUATU ALAT KONSTRUKTIF UNTUK PENGURUSAN PERUBAHAN

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Halangan dilihat sebagai rintangan atau negatif dalam mengurus perubahan. Malah, secara tradisinya umum beranggapan bahawa halangan merupakan musuh kepada perubahan tersebut, yang seringkali menggagalkan usaha dalam proses perubahan. Walaubagaimanapun para pengkaji klasik melihat halangan dalam proses perubahan ini dengan pandangan yang serong seperti di atas, namun hasil penulisan terkini telah mengemukakan bukti-bukti dan cadangan-cadangan yang kukuh di mana halangan ini tidak harus diketepikan, malah harus dimanfaatkan dalam proses pengurusan sesuatu perubahan dalam sesebuah organisasi. Maka dengan itu, instrument kajian yang digunakan adalah melalui temubual dan pemerhatian di kalangan Guru Besar di negeri Perak. Dapatan kajian menunjukkan halangan adalah sumber menilai kesan pelaksanaan perubahan. Apabila timbulnya halangan dalam proses perubahan,