

**POST GRADUATE DIPLOMA IN TEACHING  
AND RESEARCH IN MANAGEMENT**

**Term-End Examination 00029  
December, 2012**

**PGDTRM-02 : INSTITUTIONAL MANAGEMENT**

*Time : 3 hours*

*Maximum Marks : 100*

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- Note :** (i) *There are two Sections A and B*  
(ii) *Attempt any three questions from Section A, each carry 20 marks*  
(iii) *Section B is Compulsory and carries 40 marks.*
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**SECTION - A**

1. Distinguish between Educational Management and Educational Administration. Briefly explain the specific policy recommendations made by the two commissions on higher education, the one headed by Prof. Yashpal and the other the National Knowledge Commission.
2. Explain the current trends in management education. Describe the process of change management in management education. State the role of teachers in change management of higher education.

3. Explain the concepts of accreditation, ISO certification and Total Quality Management and discuss the importance of these in management education.
4. Explain the different types of collaboration in educational sector. Summarize the perceived benefits of collaborations that may accrue to management institutes of developing countries. What are the potential threats and challenges in collaborations?
5. Write short notes on *any three* of the following:
  - (a) Privatization of higher education sector.
  - (b) Institutional structure of management education in India.
  - (c) Need for branding higher education and its common flaws.
  - (d) HRD mechanism and subsystems in educational sector.
  - (e) Principles and process of academic audit.

## SECTION - B

### 6. MAHATMA COLLEGE OF SCIENCE & TECHNOLOGY (MCSAT)

MCSAT is an engineering college started in the year 2001 by a Family Trust. The college is situated in the outskirts of a town surrounded by lush green hills and valleys. The family trust consists of four brothers who has lot of other businesses in and around the town including two luxury hotels and a manufacturing industry. They have developed this engineering college as part of their social commitment. In 2001 there was hardly any other engineering college nearby. But today there are six engineering institutes within a span of 25 kms. All the trust members are active in the administration of the college and they have equal power in the administration and they take decisions unanimously. However the decision of the eldest member is final and acceptable to all. Any one of them will be available in the college full time every day.

The first principal of the college was Dr. Mohan Kumar who was a retired professor in Mechanical engineering from a reputed Engineering College. He was a dedicated and enthusiastic person. He could keep a disciplined culture for the college and initiated several developmental programmes for the benefit of the students, teachers and the institute as such. From

the beginning of the college he had fixed target for teachers and ensured 85% pass and good number of first class and distinction. The first batch of students came out with excellent result and 80% of them got placed in reputed organizations through campus recruitment. The growth of the institute was significant during the first four years, but after the resignation of Dr. Mohan Kumar, the performance was drastically reducing.

The second Principal Dr. Sathish had joined the college in August 2005. Dr Sathish, even though highly qualified and experienced, did not have the vision as that of the first Principal. He had a democratic approach on all matters and he would like to delegate the authority and responsibility to the concerned HODs. HODs are empowered to develop their own systems and procedures in the department. The Principal regularly conducted HOD meetings and review the system. In order to motivate the teachers and staff he recommended to introduce AICTE revised pay scale and the management agreed to revise the pay.

In spite of all these efforts, the performance of the students was deteriorating in respect of their result and campus recruitment. In 2010, the result was 35% and the campus recruitment came down to 15%.

The management is very upset and disappointed with the performance of the institute. The Principal and HODs are called for a meeting and asked to explain the reason for the failure. The only reason everybody can project was the inferior quality of students admitted during the past. The reason was not acceptable to the management. They in turn appointed a leading educational consultant who is very much conversant with Total Quality Management.

The consultant has taken the responsibility and visited the college several times and has discussion with the Principal, HODs, Teachers, Students and non-teaching staff. He had verified all the documents prepared for ISO certification. He had done several rounds of brainstorming sessions with various task groups. Finally he had taken a decision to implement a Bench marking analysis incorporating pre-learning (Cause and Effect Analysis) as the first step in the process. During one of the brainstorming sessions he introduced a fifteen step. Benchmarking process model, which is based on the basic principle of Demings' Continuous Improvement Quality Model. The main steps of the model involve:

- Cause and Effect Analysis
- Plan
- Do
- Check
- Act

The consultant would like the pre- learning (Cause and Effect Analysis) to be carried out by the concerned teachers. Since he has experience in conducting similar studies, he recommends the following factors to be studied during pre-learning.

1. The Management
2. The Faculty
3. The Students
4. The Facilities
5. Teaching/Learning Process.

The consultant also advised the teachers to make use of a 'Fish-bone diagram' for the analysis.

**Questions:**

- (a) Develop a pre-learning analysis of the organization with reference to the factors recommended by the consultant. You may use a fish-bone diagram representing the various factors and their sub-factors to explain the process.
- (b) As you being an experienced consultant what are your observations regarding the failure of the organisation to attain the desired performance.
- (c) What changes do you propose for the organization to achieve its previous targets or more and become prominent.

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