

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

**Term-End Examination 00807  
December, 2014**

**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 carries 20 marks.*  
(iii) *Section B is compulsory and carries 40 marks.*
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**SECTION - A**

1. Explain the concept of social responsibility of higher education institutions. Describe in detail the social commitment and performance of educational institutions in India. Briefly explain the institutional structure of management education in India.
2. Explain the concept of globalization, privatization and liberalization of higher education in India. Critically examine the impact of privatisation and liberalization in Indian Higher Education.
3. How the drop in quality of education affects various stake holders ? Suggest ways for enhancing quality of management education in India and discuss the challenges and usefulness in implementing TQM in the institutions of higher education.

4. Examine the relationship between institution development and faculty development. Explain the factors that determine effectiveness of faculty development initiatives.
5. Write short notes on **any four** of the following :
  - (a) X, Y, Z theories of Management.
  - (b) Role of Strategic Human Resource Management in Educational Institutions.
  - (c) Branding of Higher Education.
  - (d) Types of national and international collaboration in higher education.
  - (e) 360 degree feedback system of performance appraisal.

### SECTION - B

6. Read carefully the following case and answer the questions given below :

#### SNEHA CHARITABLE TRUST

Mr. Rama Chandran Nair was a socially and politically accepted person in Chittoor village in Palakkad district. He owned an old age home and a secondary school. He was the Chairman of Sneha Charitable Trust and his wife and children were the other trust members. He was working in middle east for nearly 20 years and later returned to Kerala and settled himself in Chittoor. His eldest son Mr. Kishore Kumar is a graduate in Agricultural Engineering and postgraduate in Management from IIM, Ahmedabad. He was not like his father and did not like helping other people with money and spending wealth for others. On completing his postgraduation he left the state and joined a multinational company in Gujarat as its Marketing Manager. He became active in the white revolution spread in Gujarat at that time.

He could not continue long in Gujarat as his father had fallen sick and he was compelled to come back and take over the trust and related organizations. In 1995 he became the Vice-Chairman of the trust with full responsibility and authority to continue the business and establishments. Mr. Kishore Kumar was an energetic person with lot of confidence and courage. He did not want to continue the trust with small business having one secondary school and an old age home. Both these two establishments give no returns to the trust. He had put up several suggestions with other trust members including starting an Arts and Science College. He had put up a suggestion to mobilise the fund in such a way that the trust members, three brothers and two sisters had to invest one crore each and balance he planned to take loan from banks. To his surprise none of the trust members accepted his suggestion and they were of the opinion that investing personal money in business is not a wise idea. They unanimously decided to go for any expansion or diversification only if the money could be made available from elsewhere or some other source. They had entrusted that responsibility to Mr. Kishore. He had discussion with some of his friends as well as his father but nobody helped him to go ahead with his proposal. Finally he decided to relinquish his present position and joined in a leading MBA College as Professor in Marketing. In 2004 his father expired and being the eldest person in the family he was again compelled to take over the trust and related establishments. He became the Managing Trustee for the trust. This time his brothers and sisters were ready to accept his

suggestion for any expansion and diversification without any arguments. They decided to go for an MBA College by using the expertise of Mr. Kishore. They would like the institute to begin functioning in 2006 positively. They initially planned for a three story building in a 10 acre plot available near to the school. Meanwhile they applied for approval of the college to AICTE. Mr. Kishore was of the opinion to start a PGDM course with an initial intake of 60 students but when considering the special interest of students in Kerala the trust decided to go for MBA course. The building was completed in March 2006 and AICTE approval granted in July 2006. They then applied to the Government for NOC. The trust applied for affiliation to the university after obtaining the NOC, in the 2<sup>nd</sup> week of August, members from syndicate of university came for inspection in September 2006 with lot of political pressure. University rejected the application for affiliation in October 2006 saying that university received the application late and they were unable to give affiliation for the college in 2006.

Mr. Kishore then approached Honourable High Court of Kerala and pleaded for a favourable decision. The court ordered university to reconsider its decision but the syndicate of the university did not grant affiliation. Finally Mr. Kishore decided to begin PGDM course and decided not to approach any more to university for affiliation. In the meantime Sneha Institute of Management had admitted nearly 58 students assuming that they would be able to get MBA affiliation. Where students learned that the university rejected SIM application for affiliation, they started agitating and Mr. Kishore tried his

level best to convince the students that Sneha Institute would be starting PGDM course from 2006 onwards. Around 50% of the joined students left the institute and rest of the students continued for PGDM course. They could not improve the admission in 2007 also. Mr. Kishore did not apply for MBA affiliation to the university thereafter hoping that they would do better in PGDM coming years. The Institute appointed one Director and four highly qualified and experienced Professors to teach the course paying good salary and perks. He had advertised in all news papers several times during the admission period. Irrespective of all his effort, good teaching, guidance and training provided to students they got an admission of 32 students in 2007. The heavy investment in infrastructure, salary for teaching staff and other employees, loan reimbursement, interest burden ect, made Mr. Kishore sleepless. He was totally upset and in a dilemma on what next? If the trend for PGDM admission continued like this he was sure the programme would fail, but his conscience did not allow him to re-approach the university for MBA affiliation.

**Questions :**

- (a) Being a highly qualified and experienced person, Mr. Kishore Kumar failed miserably in his venture. Explain the reasons for his failure.
- (b) If you are in the position of Mr. Kishore, how do you proceed with revamping Sneha Institute ?