

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

**Term-End Examination**                      **00023**  
**June, 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 carry 20 marks.*  
(iii) *Section B is compulsory and carries 40 marks.*
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**SECTION - A**

1. (a) Discuss various stake holders perspective to institutional management and explain the issues associated with the management of the interests of different stake holders.  
(b) Explain various organizational and individual factors that resist changes in higher learning. How can an organization overcome resistance to change ?
2. (a) What are the major constituents of building a higher learning institution ? Draft a conceptual model of building an institution of higher learning.  
(b) What is the necessity and effect of branding the institutions of higher learning ?

3. (a) Discuss briefly the importance of knowledge management in institutions of higher learning. Describe the general modes of strategic or intentional knowledge generation.
- (b) Highlight the importance and functions of strategic leadership in higher learning institutions.
4. (a) Explain the need and scope of implementing Faculty Development Programmes in Management Institutes. Identify the thrust areas to be covered in organizing an FDP in an institute of higher learning.
- (b) Make an action plan to organize an FDP in a Management Institute.
5. Write short notes on **any four** of the following :
  - (a) Organizational Development Vs Career Development.
  - (b) Role and functions of Team.
  - (c) ISO Standards and certification.
  - (d) Current trends in Management Education.
  - (e) Performance Management Vs Performance Appraisal.

### SECTION - B

Analyse the case and attempt the questions given at the end.

Mr. Gopinath is a leading educational consultant in the state. He had wide contacts with various higher education institutes in the country including leading private deemed universities and medical colleges. He is the admission agent for these institutes for the past several years. In 2003 he had initiated action to begin a self - financing

MBA institute in Thrissur but his financial position was not so bright. Hence he had planned to form an educational trust. He had contacted several of his well wishers in the field of education and some of his past clients. He managed to form the trust with around 150 persons and generate funds of around five crores rupees. They registered the trust in early 2003 and procured land in Trichur . The construction work for the college was initiated in March 2003 and they got the approval for the MBA institute in 2004. They admitted 60 students each in the first three years. As the institute was functioning well with good results and placement, they increased the intake for MBA in 2006. They also got the approval to begin MCA in the same year. The trust was successful in conducting the courses with an able Director as the head of the institution. The Director was an experienced highly qualified person from a leading university in Kerala. They could appoint competent teachers in the institute. In 2006 the first Director resigned due to some misunderstanding with the management. The management had searched for another equally qualified Director with similar experience but failed to get such a person. Instead they could get a retired commerce professor as the Director. The new Director joined the college in July 2006. He had insisted for a teacher centric educational system for MBA and gave free hand to MCA dean to conduct the MCA course. The teachers of MBA department were asked to take classes as per syllabus and to complete the course within the prescribed time. There was no time for the students to participate in any other competition or organize seminars or development programmes. The result in 2007 was

comparatively very low and placement activities also reduced considerably. When the management asked for the reason for the low performance the Director told them that the effect of his action will be seen from next year onwards but the result was deteriorating semester after semester. Taking the responsibility of failure the Director resigned in April 2008. In December 2008 the trust could find a new person with adequate qualification and experience as its Director. He was a retired person from industry with experience in teaching as guest faculty for the past several years. He is a visionary and positive person. The teachers and students liked his pleasing personality and style of leadership. He has a democratic approach in all matters.

In 2009, the trust had initiated action to expand the courses with the introduction of Engineering. They had initiated action to build more classrooms and labs as per requirements of AICTE. They got the approval to start Engineering course with five branches in July 2009. In the first year they could get 178 students in management and merit quota. A dean was appointed to head the engineering courses. In 2010, the intake was better and got 272 students. The engineering classes are good and considerable progress is observed in the results.

The college needs further capital in constructing classrooms and labs including mechanical workshops but the trust is finding it difficult to manage more funds. They had already availed loans from different banks worth Rs. 28 crores and banks are reluctant to give more loans to the

trust. They are in difficult situation even to pay salary for teachers and staff. In addition to these financial problems they are facing problems in admission. Till 2006, the institute was a highly sought one for MBA and MCA. The seats were full till 2006 and year after year the admission was reducing and last year they could admit only 82 students for MBA and 96 students for MCA. Even for engineering courses it is difficult to fill all the seats though the institute so far has a good reputation.

The management is in a dilemma.

**Questions to Answer :**

1. You are requested to suggest solutions to resolve the financial crisis facing the trust and advise them the methods of managing funds.
  2. What are the reasons for the institute's failure in fulfilling admission ? State and explain different factors that students considered important while selecting a management institute.
  3. What are your suggestions for enhancing the quality of education in management institute ?
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