

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

Term-End Examination

00955

December, 2013

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) State and explain different principles applied to Educational Management. Discuss how they relate to the various management Principles of Commerce and Industry.
(b) Briefly examine the various theories supporting educational management.
2. (a) Explain the basic principles and scope of Academic Accreditation in higher learning institutions.
(b) Describe the process of Accreditation and methodology adopted by the two Accreditation agencies in India.

3. (a) Examine globalisation of education in terms of economic, sociological and corporate angles. Explain the distinguishing features of current phase of globalization as per the Human Development Report, 1999.
(b) Discuss the challenges posed by the GATS to educational institutions in India.
4. (a) Define academic audit and state its objectives. Briefly describe the process and stages in academic audit.
(b) Explain the mechanism of performance appraisal system in a Management Institution.
5. Write short notes on **any four** of the following :
 - (a) Behaviourally Anchored Rating Scales (BARS).
 - (b) Strategic Vision Vs Strategic Mission.
 - (c) Types of collaboration in the educational sector.
 - (d) Benefits of Academic Branding.
 - (e) Educational Administration Vs Educational Management.

SECTION-B

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

Keerthi Educational Institutions is one of the largest and richest educational providers in the state. They have three CBSE schools, two Arts and Science Colleges, one Teachers Training Institute, and an Engineering College at Present. They have ambitious plans to set up a Medical College and another Engineering college in the near future. They have acquired land for the

medical college and the second engineering college in Cherthala, the outskirts of Ernakulam District. The CBSE schools are in three different cities of Ernakulam and the two arts and science colleges are in Kottayam and Alleppey. The headquarters of the Trust is in Ernakulam. The Engineering college is situated in Perumbavoor, a city in Ernakulam District.

KEI are owned and operated by a family trust of four brothers. The eldest two brothers are doing business abroad. The operations and management of the educational institutions are entrusted to the two younger brothers who live in Ernakulam. Basically the family is one of the richest and has plantations and lands in several parts of the state. The family can afford to invest any amount to build up the educational institutions. The first project of the trust in the educational field was the CBSE school in Perumbavoor in 1995. On its successful establishment, they were inspired to begin two more CBSE schools in 2003 and 2005 respectively. They have started in parallel the two Arts and Science colleges in Kottayam and Alleppey along with the training Institute.

In 2005 the group got approval from AICTE to begin a self-financing Engineering college in Perumbavoor in five streams VIZ. Mechanical Engineering, Electrical and Electronics Engineering, Electronics and Communication Engineering, Civil Engineering and Computer Science Engineering. The trust was well aware that there are four more Engineering colleges in and around Perumbavoor. Therefore they were very careful in designing the college buildings and facilities. The entire building including the class

rooms, hostels and labs are fully air - conditioned and class rooms are arranged with cushioned chairs for the students. The facilities are of par with the best in the country. They have appointed teachers with good salary as prescribed by AICTE. Their objective was to make it a residential campus but failed to do so as most of the students admitted in the first year was local and they could not convert it as residential in the later years due to several other reasons. The total ambience of the college is so attractive and conducive for best learning.

The management and administration of the engineering college is vested with the youngest brother Mr. Ashok Menon, who is an MBA from BITS Pilani. They have appointed one of their family friends Dr. Sree Ram Reddy as the principal of the college. Dr. Sree Ram Reddy is a PhD in Mechanical Engineering and a retired chief Engineer from Hyderabad Electricity Board. He does not have any teaching experience. Mr. Ashok Menon is the Director of the college and final authority for all matters concerned to administration and academic. Dr. Reddy will usually support all the actions taken by the Director. Dr. Reddy in general is a pleasing personality and adjustable to any situation. He had authorized the head of the departments to carry out their functions and produce good results. There are sufficient teachers in every departments but most of them are fresh engineering graduates or M.Tech. Fresh engineering graduate's are offered the position of senior Tutor and the M.Tech graduates are designated as Asst. Professors. Several occasions the Principal had insisted the Director to appoint

senior faculties with long experience and expertise in teaching but the Director is of the view that senior teachers may not work hard and produce results as expected. Also they may advise adversely and will not co-operate to implement the strategies of the management. The HOD's are appointed from among the teachers who are M.Tech and having the maximum service within the Institute. The teachers turnover is high compared to other colleges and it ranges up to 48%.

The Director conducts HODs meeting regularly every fortnight where the Principal also takes part and share his views. The Director insists for strict discipline among teachers and students. He wanted to take actions against the teachers and students who come late and go early. He does not want teachers and students to take leave without permission. HODs are given the responsibility to maintain strict discipline in the campus. The college functions 6 days per week from 9 am to 4.30 pm every day except second saturday. HODs and teachers are instructed to impart best coaching and learning and produce good results.

Irrespective of all these efforts and discipline, the result from the beginning is very low compared to other colleges and year after year it is deteriorating. The Director had discussion about the results in several occasions and everybody expects improvement next time. The teachers blame the poor quality of students who takes admission to the course but the management does not agree to their point. The Director is of the belief that it is the responsibility and aim of the teachers to give the best coaching and inspire

the students to study and get good result rather than blaming the quality of intake. It is one of the motto and objective of the college to uplift such average or below average students. What ever may be the reasons for failure, the performance and result has to improve without which any growth or even survival of the college will be difficult.

Questions to Answer :

- (a) What are the causes of failure you observe in the system followed in Keerthi Engineering Institute ?
 - (b) A college will never continue to exist without good performance. In this situation you are requested to map a successful working model of teaching-learning process to Keerthi Engineering Institute.
 - (c) Explain the concept of mentoring in an educational institution. How far mentoring will help to improve the performance of students ?
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