

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

Term-End Examination

June, 2013

00978

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 quality assurance and quality control. Discuss the importance of quality assurance in the management of an educational institute state and explain the major determinants of quality in higher education.
2. Briefly describe the institutional structure of management education in India. Describe the challenges faced in Institutional building. Explain the conceptual model of building an institution of higher learning.

3. Describe the characteristic, role and functions of team in the context of management education. Explain the factors contributing to team effectiveness. Illustrate the process of team building.
4. State and explain the scope and mechanism of HRD in educational sector. How do EDPs helping in enhancing the quality of teaching in higher education ?
5. Write short notes on *any three* of the following :
 - (a) Theories of educational management.
 - (b) Expectation of students from the teachers of management programme.
 - (c) Knowledge generation and management.
 - (d) Process of NBA accreditation
 - (e) Importance of Performance Management

SECTION - B

6. Vidya Institute of Engineering and Technology (VIET).

VIET is a premier engineering college in the state of Kerala. The college is owned by a family trust. There are other educational institutions run by the same group in different places and states of the country. The college started functioning in the year 2004. The Chairman of the trust entrusted two persons to manage the institute on sharing basis. The administrative authority and responsibility is with the General Manager and the Academic authority and responsibility is entrusted to the Principal. There is confusion on several aspects between them. Their confusion and conflicts were resolved in the presence of Chairman as and when he visits the college. The teachers were also confused with regard to solving most of their problems like leave, vacation, salary revision etc. Both GM and Principal call teachers and give instructions on the same matter sometimes. Since Principal comes to the college very late usually, the GM would handle the major issues with students and teachers. The Chairman meets the Principal very rarely even though he visits the college twice in a week. Whenever the Chairman visits the college, he hardly gets any time to see the Principal or HODs. Since the financial control and authority is with Chairman, he feels very safe and comfortable.

The routine college functions go smoothly without any hindrance as the HODs are taking the responsibility to conduct the classes, internal examinations etc. There was hardly any discipline for the students or teachers except that the teachers are penalized for late coming and absenteeism. The Principal meet the HODs once in a month and he gives his advice, to them on important matters. But the Principal will issue several orders with respect to discipline occasionally to students and staff and its implementation is the responsibility of teachers.

The pass-out-rate from the beginning of the college was on an average within the limit of 35-40%. The campus recruitment was around 15%. The placement department gives adequate training to the students and teachers. One positive point to be mentioned is that the college did not so far face any problem with regard to admission. Even in 2010 the admission was full.

Recently the Chairman had entrusted the responsibility of the college to his son, Mr. Rahul Kumar, as he is engaged with several other business. He is now the Vice Chairman of the trust. He is a post-graduate in Mechanical Engineering and possesses an MBA from a reputed Management Institute abroad. When he visited the college the teachers and students gave him a warm welcome. He had discussions with

Principal, GM, teachers and students. He understood the harmful way the college is functioning now. He wants the college to run efficiently and effectively. He sought suggestions from all stakeholders regarding the ways and means to improve the functioning of the college so that VIET will be one of the best institutions in the state. He would like to invest more money and add more courses so that the reputation and fame of the college will go up in the near future.

Questions :

- (a) Identify and explain the various leadership styles and characteristics of persons involved in managing the institute. Comment on the redundancy of the GM and Principal with overlapping powers. Explain the various roles of administrators in educational institutions.
- (b) Identify the strengths, if any, and weakness/ failures of the institute and advise remedial measures to uplift the institute as desired by the Vice Chairman.
- (c) Explain how the roles and activities of different levels of leadership can be integrated for the efficient functioning and development of organizations.

