

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

00790

**Term-End Examination**

**December, 2010**

**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. State and explain the nature and scope of educational management. Explain the various theories of management relevant to educational Management. 20
2. Describe the role of teachers in change management of higher education. Briefly discuss the process of change Management in Management education: Explain with suitable examples. 20

3. Relate the terms data, information and knowledge. Describe the modes and process of knowledge generation. Discuss the importance of knowledge management to institutions of higher learning. 20
4. Examine the relationship between institutional development and faculty development. Draw up a plan for initiating FDP for management teachers. Critically analyse the challenges of faculty training and development. 20
5. Write short notes on *any three* of the following : 20
- (a) Recommendation of Yashpal committee on higher education.
  - (b) HRD for institutional Management.
  - (c) Process of team building.
  - (d) Dimensions of knowledge management.
  - (e) Barriers to and problem encountered in educational collaborations.

## SECTION - B

### 6. SK Institute of Management.

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SKIM is a part of a well known educational group in the state. They have several engineering, management and medical institutions inside and outside the state. SKIM was started in the year 2002 with a vision of importing high quality management education. The institute was located in a remote place where schools and medical facilities were yet to develop. The institute has been developed as a fully residential campus with the state of art infrastructure and facilities. It is of the view that the environment is serene and suitable for students to live and learn.

The first Director of the school was a veteran educationalist with more than two decades of teaching experience. He had visited and worked in foreign countries for years but he does not have the requisite management qualification. He was loved by everyone in the campus. He had a fatherly role in the campus. He was a friend to everyone and he was available for any support and guidance. From his rich experience, he had learned that better communication skill and development of other softskills are the basic training to be imparted for management students. He gave importance in improving communication

with the students of IIM/IIT. But the Director did not agree to them. They have to continue with the instruction of the Director.

After the result was published by the university, it is observed that majority of students had failed in written examinations. Still the Director is confident.

#### Discussion Questions :

- (1) Will the case methodology of management teaching and student centric learning appropriate to university environment? Suggest ways of effective implementation of case methodology.
- (2) Do you agree with the Director's view point that IIM/IIT qualified teachers are more effective in case method of teaching? How can teachers improve their skill in case study method? Describe the role of teachers in management studies.
- (3) Explain the different styles and type of management and leadership of the two Directors.
- (4) Can you give more confidence to the later Director for building the institute a prominent one in the state?

skill and other soft skills as part of the curriculum. Regular classes were conducted for teaching the subjects strictly as per university syllabus by traditional methods. He was not in support of case medium of instruction and student centric learning as is being practiced in other prominent B-schools. With his pressure, the management has invested nearly Rs.100 lakhs for the development of a communication lab in the campus, but the difficulty was to get a trained faculty who has the requisite experience and qualification. Some how they managed a professor from the neighbouring institute on a part time basis to train the students. Hence the institute could not utilize the lab effectively.

He could organize several soft skill workshop, seminars and classes regularly for the students and teachers with a view to enhance their potential.

When everything was moving smoothly and as a surprise to everyone, the management appointed a new Director for the institute and the present Director has to resign. The new person was from academia with several year of experience in industry. He is a Fellow from IIM, Ahmadabad. He joined the institute in the mid of an academic year, prior to the starting of a new batch. The management had promised him free hand and he was hoping to raise the institute to

prominence in a short span of time. He had several meetings with the faculty, staff and students to understand the pulse of the institute and assessed the present situation and asked for whole hearted support for him to make the institute a prominent one in the state. He found that there were shortage of teachers qualified from IIT, IIM and the like. He had advertised for IIT/IIM qualified faculties, selected and appointed few of them paying much higher salaries than existing teachers.

Further, he was from IIM thinking that case medium of instruction as the appropriate method of management learning and faculty qualified from IIT/IIM will only be successful in handling case study classes. He was trying to implement systems and procedures of IIM in the campus. As in IIM he had adopted a student centric learning. He was insisting teachers and students to spend more time in library. He had invested lakhs of money for buying books, journals and audio/video CDs. He had made arrangements for on line catalogue and books. Majority of the teachers have viewed that the system introduced will not be suitable to the existing students and they may not cope up with the system. They are not competent like IIT and IIM students. Also the learning environment is totally different and the quality of students get admitted are not at par