

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

Term-End Examination
June, 2011

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. What are the theories and principles of management that are applicable in educational management ? Briefly describe the role of leadership in educational management. **20**
2. What are the key concepts related to TQM that are relevant in management of education ? In the content of management institution discuss the importance and components of quality assurance. **20**

3. Define globalization on economic, sociological and corporate perspectives. Describe the features of globalization and its impact on higher education in the Indian context. **20**
4. Explain the types of collaborations in educational sector. Analyse the essential requirement for successful collaboration. Discuss how local, regional, national and international collaboration can benefit higher education in India. **20**
5. Write short notes on **any three** of the following. **20**
- (a) Recommendation of National knowledge commission on higher education.
 - (b) Need and scope of branding management institutions.
 - (c) TQM approaches in management education.
 - (d) Strategic vision and strategic leadership in higher education.
 - (e) Process of performance management in educational institutions.

SECTION - B

6. Resistance to change:

40

Dr. Menon had joined BM Institute of Science and Technology, a well known Engineering college in the state, as its course Director of MBA department. He is asked to report to the principal of the Engineering college for all administrative matters. Even though the engineering courses were started in 2000, the management course in the collage was began during the academic year 2006. Dr Menon with his vast experience and expertise in managing various industries and academic institutions opted the institute with lot of hope and enthusiasm. The principal and management had promised every support and freedom to conduct the course in the most befitting manner and raise the institute at par with the best in the Nation.

On joining duty, Dr. Menon thought of understanding the methodology of teaching / learning in engineering courses as well as that in MBA. He had discussion with the faculties in MBA and Engineering. He had attended some of the lecture classes in engineering as well as MBA. Dr. Menon being an experienced academic consultant, made a study report on the teaching learning processes and suggested lot of improvements from the existing methodologies.

He was allowed to present his report in a meeting of the principal, management representatives and faculties. Some of his suggestions were:

- (1) Avoid teachers taking classes in local language and instruct faculties to deal classes only in English.
- (2) Avoid dictating notes in the class.
- (3) Give more assignments and tests and mentor weak students.
- (4) Teach basics on the topic and subjects.
- (5) Restrict late coming students to enter the class.
- (6) Recruit some qualified senior teachers and professors to lead the junior faculties.
- (7) Procure and use modern teaching aids like digital TV, audio/video CDs, LCD Projectors, laptop etc.
- (8) Conduct some personality development and leadership training to teachers and students.
- (9) Inspire students to organize events seminars, and work shop department wise.
- (10) Increase the volume of books in the library. Also procure more journals.
- (11) Provide on-line Library facilities.
- (12) Organize regular faculty development programme to help teachers to improve their skill in teaching.

When the presentation was completed the Principal commented that the institute is functioning well for the last 10 years and the performance of students and their results are satisfactory and it proves that the existing systems and methods are effective. Hence there is no need for any change and Dr. Menon had been advised to concentrate his work with MBA department only.

As a seasoned Technocrat and academician, he did not reciprocate to the Principal and started working for MBA department. With the support of some of his colleagues in the department he tried to implement a student centric teaching/ learning system for MBA. The Students and faculty were asked to spend more time in the library and make presentation and discussion of the topics for all subjects instead of teachers taking lecture classes as per university Syllabus . He also encouraged students to discuss more cases in the class. He wanted to organize several events and seminars in the department but the Principal was against spending money for organizing the same.

Again when the fresh batch of students in MBA was admitted, Dr. Menon suggested having a 15 days orientation programme for them with the aim of getting better acquaintance with the subjects and personality development. The

principal agreed for 5 day orientation programme but insisted to invite few corporate Executives to convey their experience to students instead of personality development or workshop.

Dr. Menon now lost all his enthusiasm and had the dilemma, either to quit or continue keeping silence.

Discussion Questions :

- (1) What will you suggest Dr. Menon to do in this situation ? If you were in his position what action would you have taken to convince the Principal and accept the change ?
 - (2) Will you agree with the Principal's contention that the existing system work well and is effective ? Suggest a better system of teaching/learning for MBA.
 - (3) Resistance to change is a universal phenomenon. Suggest means and methods to overcome resistance to change.
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