CIRCULAR:-

The Head, University Department of Education, the Principals of the affiliated Training College in Education are hereby informed that the recommendation made by Board of Studies in Education at its meeting held on 14th July, 2016 has been accepted by the Academic Council at its meeting held on 14th July, 2016 vide item No. 4.72 and subsequently approved by the Management Council at its meeting held on 18th November, 2016 vide item No.29 and that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 54 (1) and 55 (1) of the Maharashtra Universities Act, 1994 and the Ordinances 6336 and 6337 and Regulations 9056, 9057 and 9058 and the syllabus as per the (CBCS) of Post Graduate Diploma in Management of Education (PCDME) has been introduced, which is available on the University’s web site (www.mur.ac.in) and that the same has been brought into force with effect from the academic year 2016-17.

MUMBAI – 400 032
31st January, 2017

(Dr.M.A.Khan)
REGISTRAR

To,

The Head, University Department of Education and the Principals of the affiliated Training College in Education.

M.C/29/18.11.2016

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No. UG/244-A of 2016-17

MUMBAI-400 032
31st January, 2017

Copy forwarded with Compliments for information to:-
1) The Co-Ordinator, Faculty of Arts,
2) The Director, Board of College and University Development,
3) The Co-Ordinator, University Computerization Centre,
4) The Controller of Examinations.

(Dr.M.A.Khan)
REGISTRAR
UNIVERSITY OF MUMBAI

Ordinances, Regulations and the Curriculum for the
PGDME 1 Year Diploma Course

(To be introduced With effect from the academic year 2016)
The Department of Education of the University of Mumbai was established in the year 1974. The Post-Graduate Diploma in Management of Education (PGDME) course was introduced in the Department in the year 1994 and subsequently revised as per the needs for students desiring to pursue their diploma in education.

**Courses conducted by the Department:**

The Department of Education conducts the following post-graduate courses:

- Ph.D.
- M.Phil.
- M.Ed. (Two-Year, Full-Time)
- M.A. (Education)
- Post-Graduate Diploma in Management of Education
- Certificate Course in Research Methodology

**Eligibility:**

Candidates seeking admission to the Post-Graduate Diploma in Management of Education degree course must have passed the degree of Bachelor of Education (B.Ed.) of this University or should be a graduate in any Faculty of this University or another University recognized as equivalent there to and has three years of teaching and/or administrative experience from any educational institution recognized by the Government.

Holders of degrees from other Universities are required to submit the eligibility certificate along with the application for admission.

**Admission of Students:**

Application forms for admission to the Department are available on the payment of the prescribed fees. The decision in granting admission will be made by the Admission Committee of the Department.

Students seeking admission to the Department shall submit an application in the prescribed form along with following:

1. An application for post-graduate registration
2. An application for a transference certificate if he/she is transferring himself/herself to the Department from a constituent college of the University of Mumbai or a provisional certificate issued by the registrar, University of Mumbai, if he/she is migrating from another University.
3. A statement of marks obtained at the Bachelor’s Degree in Education degree course examination together with a certified copy of the same.
### Fee Structure of the Course:

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<tbody>
<tr>
<td>Tuition Fees</td>
<td>5000/-</td>
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<tr>
<td>Union Fees</td>
<td>10/-</td>
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<tr>
<td>Caution Money Deposit</td>
<td>10/-</td>
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<td>P.G. Registration Fees</td>
<td>800/-</td>
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<td>P.G. Registration Form Fees</td>
<td>15/-</td>
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<tr>
<td>Laboratory Fees</td>
<td>200/-</td>
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<tr>
<td>Library Fees</td>
<td>300/-</td>
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<tr>
<td>Deposit for Breakages</td>
<td>1000/-</td>
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<tr>
<td>Other Fees</td>
<td>191/-</td>
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<td>Library Smart Card Fees</td>
<td>80/-</td>
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<td><strong>Total</strong></td>
<td><strong>7606/-</strong></td>
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Fees for registration as post-graduate student once received will in no case be refunded.

### Facilities in the Department:

- **Reading Room**: Copies of dissertations / theses / projects submitted for Ph.D., M.Phil., M.Ed. and PGDME courses which are completed in the Department are available for the ready reference of the faculty and students of the Department.

- **Laboratories**: The Department has the following laboratories:
  1. Educational and Psychological Laboratory in which tools and instruments are available for reference and use of the faculty and students of the Department.
  2. Educational Technology Laboratory in which Computers, LCD projectors, TV, Video, 16mm projector and epidiascope are available for use for the faculty and students of the Department.
  3. Computer Laboratory in which computers with free internet connection are available for use for the faculty and students of the Department.
  4. Wi- fi facility is also made available for students

- **University Library**: The University of Mumbai has two libraries, the Jawaharlal Nehru Library at the Vidyanagari Campus and the Fort Library at the Fort Campus.

### Duration of the Course:
One-Year (Part-Time)

### Intake Capacity:
20 Students

### Scheme of Examination:
The course is of 600 marks – 400 marks for the theory papers and 200 marks for the practicum. The practicum will be examined through internal assessment.

### Number of Lectures:
2 lectures per week per paper

### Standard of Passing

To pass the examination, a candidate must obtain 40% of marks in each theory papers and the practicum. Those of the successful candidates who obtain 60% or more of the total marks at one and the same examination will be placed in the first class and those who obtain 50% or more of the total marks but less than 60% of the total marks at on and the same
examination shall be declared to have passed in the second class. All others getting 40% or more of the total marks will be placed in the pass class.

In case if the candidate who appears in the examination by papers and fails or does not appear in the papers, marks obtained in the practicum shall be carried over only to the first subsequent examination at his option. Candidates exercising this option will not be eligible for first or second class.

If the candidate passes in the theory papers but fails in the practicum, his marks in the theory papers shall be carried over only to the first subsequent examination at his option. Candidates exercising this option will not be eligible for first or second class.

**Objectives of the Course:**

1. To orient and prepare in-position and prospective middle level management personnel for their tasks as principals, vice-principals, CEOs, administrators and heads of educational institutions.
2. To orient them about various principles, theories and practices in the field of education management for effective and efficient management of education.
3. To prepare managers with necessary knowledge, attitudes, values and skills for educational institutions.
4. To enable educational managers to apply managerial tools and techniques for effective and efficient management.

**COURSE STRUCTURE:**

**THEORY: 400 Marks (100 marks per paper)**

- Course I: Theory and Functions of Management of Education
- Course II: Organizational Behaviour
- Course III: Institutional Planning and Development
- Course IV: Human Resource Management in Education

**INTERNAL ASSESSMENT: Practicum: 200 Marks (50 Marks per paper)**

- Subject specific Work to be selflessly assessed by the concerned teacher: Extension / Field / Experimental work/ Open book tests / Written Assignments / Case study / Action Research Project / Posters / Class presentations etc. for which marks will be given by the concerned teacher.
COURSE I

THEORY AND FUNCTIONS OF MANAGEMENT OF EDUCATION

Marks: 100

MODULE I: CONCEPT AND THEORIES OF EDUCATION MANAGEMENT AND POLICIES IN EDUCATION

Unit 1: Management and Education

a. Meaning and Concept of Management, Difference Between Administration and Management
b. Need, Scope and Objectives of Management of Education
c. Managerial Roles and Skills, Competencies of an Education Manager: Personal, Interpersonal, Academic and Professional

Unit 2: Theories of Management

a. Management Theories: Scientific Management, Administrative Management: Fayol’s Principles of Management,
b. Neo Classical Theory: Human-Relations School, Behavioural Schools
c. Modern Management Theory: Systems Theory, Contingency Theory

Unit 3: Current Policies In Education

a. Sarva Shiksha Abhiyan (SSA)
b. Rashtriya Uchhatam Shiksha Abhiyan (RUSA)
c. Rashtriya Madhymik Shiksha Abhiyan (RMSA)

MODULE II: PLANNING ORGANIZING AND LEADING IN MANAGEMENT OF EDUCATION

Unit 4: Planning and Organizing in Management of Education

a. Nature, Purpose and Objectives of Planning, Management by Objectives (MBO)
c. Designing Effective Organizations: Virtual or Network Organizations, Collateral Organizations

Unit 5: Leading in Management of Education

a. Leader: Characteristics of Effective Leader, Difference between a Leader and Manager
b. Functions of a Leader: Decision Making, Problem Solving, Team Building, Coaching and Mentoring
c. Approaches and theories to Leadership: Trait Approach, Behavioural Approach: Iowa Study (Autocratic, Democratic, Lassiz Faire), Blake & Mounton’s Managerial Grid, Tri-dimensional Model, Hersey and Blanchard’s Model, Leader-Member Exchange Theory, Transformational Leadership, Transactional leadership
Unit 6: Controlling in Management of Education

a. Nature and purpose of Controlling
b. Process of Controlling
c. Techniques of Controlling: Budgetary, Non-Budgetary, Time and Event Network: PERT and CPM, Management Information System (MIS)

References

• Kimble, J.A. Education Management: Theory & Practice, Nairobi University, Nairobi
• Satya Raju &Parthasarathy (2010 2nd Ed.) Management Texts and Cases, NEW Delhi, PHI Learning Private LTD.
COURSE II
ORGANISATIONAL BEHAVIOUR

MODULE I: CONCEPT OF ORGANISATIONAL BEHAVIOUR

Unit 1: Organisational Behaviour and Understanding People in Organizations
   a. Organisational Behaviour (OB): Meaning, Contribution of disciplines to OB field, Challenges and opportunities of OB, Historical evolutions of OB
   b. Attitudes: Nature, dimensions and components of attitude. Function of an attitude (adjustment, value expression, ego-defensive, knowledge). Changing attitudes, Types of attitude (Job satisfaction and Organizational Commitment)
   c. Organizational Commitment: Meaning and outcomes of Organizational Commitment, Organizational Citizenship Behaviour

Unit 2: Understanding Personality of Individuals
   a. Personality: Concept, Determinants, Traits
   b. Major personality attributes influencing OB
   c. Theories of personality: Trait, Type, Big 5 factor Theory

Unit 3: Managing Psychological Aspects of Individuals
   a. Motivation: Maslow’s Need Hierarchy, Herzberg’s Two Factor Theory, Adam’s ERG theory, Vroom’s Expectancy Theory
   b. Emotions: Meaning, Dimensions, Gender and emotions, Managing emotions at work
   c. Communication and Feedback. Transactional Analysis (TA), Johari Window

MODULE II: ORGANISATIONAL POLITICS AND MANAGING BEHAVIOUR IN ORGANISATION

Unit 4: Organisational Politics and Power
   a. Meaning of Power, Authority, Politics
   b. Power and Decision-making
   c. Typology of Power and Influence

Unit 5: Behaviour Management
   a. Stress Management: Meaning, Causes, Symptoms, Types of stress, Relationship between stress and performance, Stress handling strategies
   b. Conflict Management: Meaning, Causes, Types of conflicts, Conflict handling strategies
   c. Time Management: Meaning, Obstacles to Time management, Approaches for managing time, Time management model

Unit 6: Group Dynamics
   a. Defining and classifying group, determinants of group behaviour, Stages of group development: Five stage model
b. Group structure: formal leadership roles, norms and status, Group decision making
techniques

c. Teams: Teams vs groups, nature, types and issues in managing teams

References

COURSE III
INSTITUTIONAL PLANNING AND DEVELOPMENT

Marks: 100

MODULE I: INSTITUTIONAL PLANNING AND ORGANISATIONAL DEVELOPMENT

Unit 1: Institutional Planning
a. Institutional Planning: Meaning, Importance, Benefits
b. Institutional Context, Vision, Mission, Cultural Values

Unit 2: Event Management
a. Time Table Management: Meaning, Functions, Importance, Principles of Time-Table Making and Types
b. Event Management: Meaning and types of events in educational institutions, Need and importance of events, Principles of Organising Curricular and Co-Curricular Activities, Steps of Organising Events

Unit 3: Organisational Development
a. Definition of Organisation and Organisation Development (OD), Characteristics and Principles of OD
c. Integrated Strategic Programme for OD: Valuing People, People Management, Leading and Developing People

MODULE II: CHANGE AND FINANCE MANAGEMENT

Unit 4: Management of Change
a. Planning for Change, the Process of Planned Change, Three-Step-Model of Change (Unfreezing, Moving, Refreezing).
b. Managing Change: Force Field Analysis, Organisational and Individual resistance to Change and Strategies to overcome it
c. The Japanese Models of Change: Just-in-Time, Kaizen

Unit 5: Budget and Budgeting Practices
a. Meaning of Budget, Budget Preparation, Adoption, Execution and Monitoring.
b. Objectives of Budget Preparation, Importance of a Medium-Term Perspective for Budgeting, Conditions for Sound Budget Preparation, Principles of Performance Funding
c. Steps of Budget Preparation, Opportunities for Change in Budgeting Practices, Equitable Student-Based Budgeting, Staffing-Based budgeting
**Unit 6: Cost and Pricing of Education**

a. Concept of Cost of Education. Types of Educational Costs: Direct cost, Indirect cost, Private cost, Social cost and Opportunity cost

b. Unit cost of Education: Its estimation. Its applications to different levels, modes and types of education. (Levels: Primary, Secondary and Tertiary, Modes: Formal and Distance, Micro and Macro aspects of pricing of education (Theoretical Study)

c. Cost Effectiveness Analysis and Cost Benefit Analysis

**References**

- Building a Financial Future: A Financial Education Program for English as Second Language Classes Latino Community Credit Union  www.cooperativalatina.org 201 W. Main St., Durham, NC 27701; tel. (919) 688-9270; info@cooperativalatina.org
- Financial Literacy Training for High School Students Southern New Hampshire University and the National Association of Securities Dealers Education Foundation www.snhu.edu 2500 N. River Road, Manchester, NH 03106; tel. (800) 668-1249; info@snhu.edu
COURSE IV
HUMAN RESOURCE MANAGEMENT IN EDUCATION

Marks: 100

MODULE I: MANPOWER PLANNING AND STAFFING IN EDUCATION

Unit 1: Human Resource Management

b. HR Philosophy, Policies, Procedures and Practices
c. Designing HR systems

Unit 2: Determination of Human Resource Requirements

b. Working Conditions, Working Environment, Approach to Methods Study
c. Qualitative Determination of Human Resource Requirements: Job Analysis

Unit 3: Recruitment and Staff Development

a. Recruitment, Selection, Training and Development: Factors affecting recruitment, sources of recruitment (internal and external), Basic selection model
b. Interviewing, Placement and Induction, Training and Development, Selection Process, Testing
c. Need, Objectives, Methods and Process of Staff Development

MODULE II: MANAGING FOR HIGH PERFORMANCE AND MECHANISMS FOR HUMAN RESOURCE DEVELOPMENT

Unit 4: Performance Management

a. Performance Management: Meaning, Objectives, Principles, Process and Concerns
b. Job Analysis, Job Description, Competency Mapping and Performance Appraisal
c. Strategies to improve performance, Concept of Pay for Performance in Education

Unit 5: Application of Performance Management:

a. Measuring Performance: Performance Appraisal with reference to its Purpose and Process, components and benefits
b. Tools and techniques: Potential Appraisal and Development, Job Rotation, Job Enrichment, 360 Degree Feedback
c. Ethics of Appraisal, Concerns and Issues related to appraisal

Unit 6: Psychological Aspects of Human Resource Management

a. Employee motivation and job satisfaction
b. Employee morale and discipline, Absenteeism, Separation
c. Grievance Management: Causes, Steps and Types of Grievances, Mechanisms of Handling Grievances

References