

CIRCULAR:-

The Head, University Department of Education, the Principals of the affiliated colleges in Arts and Principal, of Education colleges are hereby informed that the recommendations made by the Board of Studies in Education at its meeting held on 27th April, 2006 has been accepted by the Academic Council at its meeting held on 12th May, 2006 vide item No.4.28 and subsequently approved by the Management Council at its meeting held on 16th June, 2006 vide Item No.6 and that in accordance therewith the post-graduate Diploma in Management of Education is revised as per Appendix and that the same has been brought into force with effect from the academic year 2006-2007.

Further that in exercise of the powers conferred upon the Management Council under Section 54(1) and Section 55(1) of the Maharashtra Universities Act 1994, it has made the Ordinances 5596, 5597 and 5598 and Regulations 5341, 5342, 5343, 5344, 5345, 5346 and 5347 relating to Post-graduate Diploma in Management of Education is passed as per Appendix and that the same has been brought into force with effect from the academic year 2006-2007.

MUMBAI-400 032

17th July, 2006

Be. S. K. Chaudhary
for REGISTRAR

A.C./4.28/12.05.2006

M.C./6/16.06.2006

To,

The Head University, Department of Education and the Principals of the affiliated colleges in Faculty of Arts and Principals of Education Colleges

No.UG/ 258 -A of 2006, MUMBAI-400 032 17th July, 2006

Copy forwarded with compliments for information to :-

1. The Dean, Faculty of Arts
2. The Chairperson, Board of Studies in Education

Be. S. K. Chaudhary
for REGISTRAR

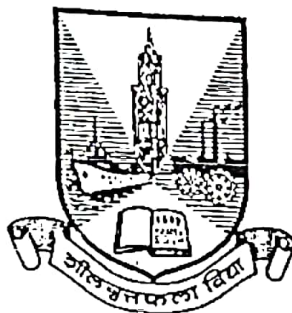
Copy to :-

The Director, Board of College and University Development, the Deputy Registrar (Eligibility and Migration Section), the Director of Students Welfare, the Personal Assistants to the Vice-Chancellor, the Pro-Vice-Chancellor, the Registrar and the Assistant Registrar, Administrative sub-center, Ratnagiri for information.

The Offg. Controller of Examinations (10 copies), the Finance and Accounts Officer (2 copies), Record Section (5 copies), Publications Section (5 copies), the Deputy Registrar, Enrolment, Eligibility and Migration Section (3 copies), the Deputy Registrar, Statistical Unit (2 copies), the Deputy Registrar (Accounts Section), Vidyanaagari (2 copies), the Deputy Registrar, Affiliation Section (2 copies), the Director, Institute of Distance Education, (10 copies) the Director University Computer Center (IDE Building), Vidyanaagari, (2 copies) the Deputy Registrar (Special Cell), the Deputy Registrar (PRO), the Assistant Registrar, the Assistant Registrar, Executive Authorities Unit (2 copies) and the Assistant Registrar, Executive Authorities Unit (2 copies). They are requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to in the above Circular and that no separate resolution adopted by the Academic Council is connection. the Assistant Registrar Constituent Colleges Unit.

12th May, 2006

UNIVERSITY OF MUMBAI



**Ordinances, Regulations,
and
Syllabus relating to the
Post Graduate
Diploma in Management of Education
(Revised)**

(with effect from the academic year 2006-2007)

UNIVERSITY OF MUMBAI

Ordinances, Regulations and Syllabus Relating to the Post Graduate
Diploma in Management of Education.(Revised)

O: 5596 Title of the Course : Post Graduate Diploma in Management of
Education

O: 5597 Eligibility : Candidate seeking admission to the Post-Graduate Diploma
in Management of Education 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 thereto and
has three years of teaching and/or administrative
experience in any educational institution recognized by the
Government..

O: 5598 Internal Assessment

For the purpose of co-ordination of internal assessment in
'Practicum' there shall be a co-ordination committee
consisting of :

- I) Chairperson. Board of Studies in Education.
- II) Head, Department of Education
- III) One recognised post-graduate teacher nominated every
year by the B.O.S. in Education
- IV) Two Members of Board of Studies in Education who
are not included in the above categories, nominated
every year by the Board of Studies in Education.

The committee shall go through internal assessment
marks awarded to students. If any discrepancy is
found in the standard of marking from the norms
framed by Board of Studies in Education, the HOD
would be required to accordingly modify the marks as
per the directions given by the coordination
committee. The committee is authority to check all the
internal work of the students to verify the marks
awarded and make necessary changes
wherever required.

R: 5341 Duration of the Course: One-year (Part-Time)

R: 5342 Intake Capacity: 20 Students

R: 5343 Fee Structure:

Printing and Stationary	Rs. 500/-
Development Fees	Rs. 500/-
Visiting faculty and Examination expenses	Rs. 3000/-
University/Institutional Funds	Rs. 1000/-

TOTAL FEES

Rs. 5000 /-



R-⁵³⁴⁴ **Teacher Qualifications:** Recognized Post-graduate teacher of this University.

R-⁵³⁴⁵ **Scheme of Papers,**

1. Management Theories and Functions 100 Marks
Module 1 Concept of Management
Module 2 Theories of Management
Module 3 Functions of an Educational Manager
2. Organizational Behaviour 100 Marks
Module 1 Understanding Self and Others
Module 2 Dynamics of Organizational Behaviour
Module 3 Behaviour Management
3. Institutional Development and Evaluation 100 Marks
Module 1 Institutional Development
Module 2 Managing Performance
4. Resource Management in Education 100 Marks
Module 1 Human Resource Management
Module 2 Financial Management
Module 3 Information Management
Module 4 Curriculum Management
5. Practicum 200 Marks

R-⁵³⁴⁶ **Scheme of Examination:** The course is of 600 marks-100 marks each for the four papers and 200 marks for the practicum. The practicum will be examined through internal assessment.

No. of Lectures : 2 Lectures per week per paper

Detailed Syllabus

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.

Paper I- Management Theory and Functions

Module 1: Concept of Management

- a) Meaning of the terms Management and Administration.
- b) Need and objectives of management of education.
- c) Roles, responsibilities and skills of an education manager.
- d) Characteristics of an effective educational manager.
- e) Relevant knowledge required for effective management of education.
- f) Management of Education in the context of globalization and privatization

Module 2: Theories of Management

- a) Scientific Management
- b) The Bureaucratic Management.
- c) Administrative Management Theory.
- d) Human Relations School
- e) Human Resources School
- f) Systems Approach.

Module 3: Functions of an Educational Manager

- a) Planning : Meaning, objectives, need and types of planning. Dimensions and steps of planning, Strategic planning.
- b) Organization: Meaning and principles of organization, Departmentation , Delegation, Decentralization and span of control.
- c) Leading : Distinction between leaders and managers, Leadership styles, Tri-dimensional leadership Approach. Entrepreneurial approach to leadership.
- d) Decision-making: Types of decisions (Routine and strategic). Approaches to decision-making (The Rational Approach, The Behavioral Approach, The Practical Approach , The Personal Approach) Factors influencing decision-making. Steps of decision-making.
- e) Supervising: Meaning, principles and objectives of supervision. Role of a supervisor. Skills required for effective supervision. The process of supervision, Factors influencing supervision.

References

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- 3) Dawra, S. Management Thought New Delhi : Mohit Publication. 2003/
- 4) Drucker, P. On the Profession of Management. A Harvard Business Review Book. 1993
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- 7) Hellriegel, D., Jackson, S.E. and Slocum, J.W. Management. Australia : Thomson 2002
- 8) Sutherland, J and Canwell, D. Key Concepts. In Management. U.S.A.: Palgrave, 2004.
- 9) Kochan, T.A. and Schmalensee, R.L. Management U.S.A. : The MIT Press, 2003
- 10) Kouzes, J.M. and Posner, B.Z. The Leadership Challenge. San Francisco : Jossey-Bass Publisher 1995.
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- 12) Daresh, J.C. Beginning the Principalship California Corwin Press Inc 2001.
- 13) Rallis, S.F. and Goldring .E. B. Principals of Dynamic Schools California: Corwin Press, Inc. 2000.
- 14) Ramsey, R.D Lead, Follow or Get Out of the Way. California : Corwin Press, Inc. 1999.
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- 16) Tarach and Ravi Prakash (eds) Advanced Educational Administration New Delhi : Kanishka : Publishers 1997
- 17) Wallace, R C. From Vision to Practice The Art of Educational Leadership California Corwin Press, Inc. 1996.

Paper II

Organizational Behavior

100 Marks

Module 1 : Understanding Self and Others

- a) Perception : Nature and importance of perception. Attention factor in selectivity, Perceptual organization, Social perception (Stereotyping, halo effects, attribution.)
- b) Attitudes :- Nature, dimensions and components of an attitude. Function of an attitude (adjustment, value expression, ego defensive, knowledge function.) Changing attitudes (Barriers and steps)

- c) Personality :- Meaning of and factors affecting personality. Self-efficacy.. Person-situation interaction.. The professional socialization process.
- d) Organizational commitment : Meaning and outcomes of organizational commitment. Guidelines to enhance organizational commitment. Organizational Citizenship Behaviors. (altruism, civic virtue, conscientiousness, sportsmanship and courtesy)

Module 2 : Dynamics of organizational Behaviors

- a) Motivation : Meaning and types of motivation, Mallow's theory of needs. hierarchy. Herzberg's Theory, Adler's ERG Theory. Theories X, Y, and Z. Vroom's Expectancy theory. Potter-Lawler's theory, Equity theory. Strategies of motivating employees.
- b) Communication : Meaning and process of communication in organizations Barriers to Communication. Effective verbal (Written and oral) and non-verbal communication. Interactive communication in organization (extent, purpose, methods and implication).
- c) Group Dynamics and Team Building : Meaning of a group and group dynamics. Dynamics of group formation. Types of groups. Implications from Research on group dynamics. Effective team building process. Dysfunctions of groups and teams.
- d) Transactional Analysis : Definition, Ego-states, Social transactions.

Module 3 : Behavior Management

- a) Stress Management : Meaning, types, causes and symptoms of stress. Relationship between stress and performance. Strategies of handling stress.
- b) Conflict Management : Meaning, types and causes of conflicts. Relationship between stress and conflicts. Impacts of conflict. Coping strategies.
- c) Time Management : Meaning of time management. Obstacles to time management. Strategies for effective use of time.

References

- 1) Atkinson, J. W. An Introduction to Motivation. New Jersey : Van Nostrand 1964.
- 2) Bernardin, H.J. and Beatty, R.W. Performance Appraisal: Assessing Human Behavior at work Boston : Kent 1984.
- 3) Chanolan, J.S. Organisational Behavior. New Delhi : Vikas Publishing House Pvt. Ltd 1994
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- 7) Ergyris, C. Integrating Individual and the Organization. New York : John Wiley 1964.
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- 11) Miner, J.B. Organizational Behavior. Performance and Productivity New York: Random House Business Division. 1988
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- 13) Owens, R.C. Organizational Behavior in Education Boston : Allyn and Bacon. 2001.
- 14) Reece, B. and Brandt, R. Effective Human Relation in Organizations. USA: Houghton Mifflin Company, 1997.
- 15) Robbins. S.P. Organizational Behavior New Delhi : Prentice-Hall of India Private Limited. 1988.
- 16) Satish Chandra M.S. Conflict Management New Delhi : Rajat Publications :1999.
- 17) Singh N. Human Relations and Organizational Behavior. New Delhi : Deep and Deep Publications Pvt. Ltd. 2000.
- 18) Singh N. Organizational Behavior, New Delhi Deep and Deep Publications Pvt Ltd.2001.

Paper III Institutional Development and Evaluation

100 Marks.

Module 1: Institutional Development

- a) Institutional Development : Meaning, definition and characteristics of institutional development.. Institutional Diagnosis. Phases of institutional Development Programmes.
- b) Quality Management : Meaning of quality. Quality concerns. Quality Improvement. Total Quality Management in education. Assessment and Accreditation. Performance indicators of quality in education.
- c) Management of Planned Change : Meaning, characteristics, goals and focus of planned change. Causes of and responses to planned change. Overcoming resistance to change. force-field analysis. Process of planned change.
- d) Institutional Planning : Definition, objectives and characteristics of institutional planning. Its scope and benefits, procedure for preparing an institutional plan.

Module 2: Managing Performance



- a) Performance Appraisal : Definition, purpose and process of performance appraisal. 360-performance appraisal. Tools and techniques of performance appraisal.
- b) Staff Development : Meaning, need, objectives, approaches, methods and process of staff development.
- c) Institutional Effectiveness and Improvement : Meaning and dimensions of institutional effectiveness. Characteristics of effective institutions. Strategies of institutional improvement (individual, organizational and system strategies.)
- d) Institutional Climate: Concept, definition, importance and dimensions of institutional climate. Relationship between institutional climate, job performance and job satisfaction. Strategies of improving institutional climate.

References

- 1) Altrichter, H and Elliot, J. Images of Educational Change. Buckingham Open University change. 2000
- 2) Bolman, L.G. and Deal, T. E. Reframing Organizations. San Francisco: Joss Publishers. 1997.
- 3) Conti, T. Building Total Quality. London Chapman and Hall 1993.
- 4) Dalin, P. School Development. London : Cassell, 1998.
- 5) Evans, R. The Human Side of School Change. San Francisco : Jossey-Bass Publisher 1996
- 6) French, W.L. and Bell, C.H. Organization Development New Delhi : Prentice-Hall India. 1999.
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- 15) Rothwell, R. and Bessant, J. (eds) Innovation :Adaptation and Growth. Amsterdam:Elsevier, 1987.
- 16) Russell, J.P. and Regal, T. After the Quality Audit New Delhi : Vanity Books International. 1997.

- 17) Schlechty, P.C. Inventing Better Schools. San Francisco Jossey-Bass Publishers. 1997.
- 18) Shavinina L.S. (ed). The International Handbook On Innovation. Amsterdam: Pergamon Press 2003.
- 19) Stahl, M.J. Management. Total Quality in a Global Environment. Massachusetts: Blackwell. 1995.
- 20) Staratt, R.J. Leaders With Vision. The Quest for School Renewal California Corwin Press, Inc. 1995.

Paper IV Resource Management in Education

100 Marks.

Module 1 : Human Resource Management

- a) HRD : Concept, definition, need and principles of HRD. Mechanisms of HRD. Creating a conducive climate for HRD. Benefits of HRD. Managerial qualities necessary for successful HRD.
- b) Staffing : Meaning and importance. Recruitment planning- process and policies.
- c) Grievance: handling : Meaning, causes and types of grievances, Objectives of grievance handling Grievance handling mechanisms in education.
- d) Collective Bargaining : Meaning, types and objectives of collective bargaining. Collective bargaining process and mechanisms.

Module 2 Financial Management

- a) Financial Planning and Budgeting : Definition, objectives and types of Budget. Preparation of a budget. Budgetary control. Private and Self-Financing of Educational Institutions.
- (b) Cost Management: Meaning and types of cost. Uses of costs. Cost analysis. Resource mobilization
- (c) Understanding : (i) Balance Sheet and (ii) Income and Expenditure statement. .

Module 3: Information Management

- (a) Meaning of Information System. Approaches to information systems. (Technical and behavioural) Managerial information system (MIS). Positive and negative impacts of information system. Types of information systems. Uses of MIS in education.

- A) Meaning, elements and types curriculum. Foundation of curriculum. Principles of curriculum development.
- B) Managing the Curriculum : Planning, operations and Evaluating.
- C) Criteria of Curriculum Management
- D) Criteria of Evaluating Curriculum Management.

References

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- 16) Raj .S. Human Resource Management New Delhi : Sarup and Sons 2002.

Practicum

200 Marks

Any **four** out of six

1. Preparation of an institutional plan for a school /college/ department
2. Analysis of education as a system in any one institution and writing a report.
3. Development of a performance appraisal system for an educational institution.

- 4 Analysis of the organizational climate of a school/college/dept.
- 5 Analysis of motivation of teachers in an institution.
- 6 Case study of an educational manager.

R. ~~5347~~ **Standard of Passing:**

To pass the examination a candidate must obtained 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 one and same examination shall be declared to have passed in the Second Class. All other getting 40% or more of the total marks will be placed in the Pass Class.

In case of the candidate who appears for 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 will be carried over only to the first subsequent examination at his option. Candidates exercising this option will not be eligible for the First or Second Class.