

# **UNIVERSITY OF MUMBAI**



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

(With effect from the academic year 2016)

**UNIVERSITY OF MUMBAI**  
**DEPARTMENT OF EDUCATION**

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

**Enrolment/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:**

	Rs.
Tuition Fees	5000/-
Union Fees	10/-
Caution Money Deposit	10/-
P.G. Registration Fees	800/-
P.G. Registration Form Fees	15/-
Laboratory Fees	200/-
Library Fees	300/-
Deposit for Breakages	1000/-
Other Fees	191/-
Library Smart Card Fees	80/-
<b>Total</b>	<b>7606/-</b>

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 Madhyamik 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)
- b. Nature, Purpose and Principles of Organizing, Process of Organizing: Departmentalization, Decentralization, Delegation
- 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, Laissez Faire), Blake & Mouton'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

- Agrawal Govinda Ram, (2006) Principle of Management in Nepal.
- Fleet David D. Van and Peterson Tim O. (1994) Contemporary Management (Houghton Mifflin Company), Third Edition.
- KC, Fatta B. (2003) Principle of Management. Kathmandu: SukundaPustakBhawan
- Kimble, J.A. Education Management: Theory & Practice, Nairobi University, Nairobi
- Koontz Harold (1980) "The Management Theory Revisited", in Academy of Management Review, April.
- Koontz Harold and Wehrich Heinz (1990) Essentials of Management, Fifth Edition, McGraw-Hill.
- Koontz, H. & Wehrich, H. : Essentials of Management (5<sup>th</sup> Edition) , McGraw-Hill Publishing Company Ltd., New Delhi
- Mohanty J.(1990) Educational Administration: Supervision and School Management, New Delhi Deep and Deep Publications.
- Satya Raju & Parthasarathy (2010 2<sup>nd</sup> Ed.) Management Texts and Cases, NEW Delhi, PHI Learning Private LTD.
- Singh, Indira (2006) Leading and Managing in Health.
- Stoner James A. F., Freeman R. Edward, and Gilbert, Jr. Daniel R. (2003) Management (New Delhi: Prentice-Hall of India), Sixth Edition.
- Stoner, J., Freeman, R and Gilbert (1984) Management, New Delhi Prentice Hall of India.
- Sutherland, J. and Cornwell, D. (2004) Key Concepts in Management. U.S.A.: Palgrave.
- Tripathi, P.C. and Reddy, P.N. (2006) Principles of Management, New Delhi Tata MCGraw-Hill Publishing Company Ltd.
- Varma, M. (2001). *Managing more effectively, Second edition*. New Delhi: Response Books, Sage Publications .

**COURSE II**  
**ORGANISATIONAL BEHAVIOUR**

Marks: 100

**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

- Aswathappa,K. (2005) Organizational Behavior (Sixth edition), Himalaya Publishing House, Mumbai
- Luthans, F (2003) Organizational Behavior (9th ed.), New Delhi The McGraw Hill International Edition,
- McShane,S.,Glinow,M.,Sharma,R(2003) Organizational Behaviour (3rd edition), The McGraw Hill Company.
- Morrison, K.(1998)Management theories for Educational Change. Paul ChapmanPublishing Limited.
- Owens, R.C. (2001) Organisational Behaviour in Education. Boston: Allyn and Bacon.
- Robbins, S. (2003) Organizational Behavior (Tenth edition), New Delhi Prentice Hall of India.
- Singh, N. (2000) Human Relations andOrganisational Behaviour. New Delhi: Deep and Deep Publications.
- Singh, N. (2001) Organisational Behaviour. New Delhi: Deep and Deep Publications Pvt. Ltd.
- Stoner, J., Freeman, R andGilbert (1984) Management, New Delhi Prentice Hall of India.
- Tripathi, P.C. and Reddy, P.N. (2006) Principles of Management, New Delhi Tata MCGraw-Hill Publishing Company Ltd.
- Blackwell Handbook of Cross Cultural Management. (2002) Martin Gannon & Karen Newman eds.
- Handbook of Human Factors Testing and Evaluation, (2002) Samuel Charlton et.al. eds.,Lawrence Erlbaum
- Handbook of Industrial and Organizational Psychology. (1990) Marvin Dunnette and Leattea Hough, eds. 2<sup>nd</sup> ed.



## **COURSE III**

### **INSTITUTIONAL PLANNING AND DEVELOPEMNT**

Marks: 100

#### **MODULE I: INSTITUTIONAL PLANNING AND ORGANISATIONAL DEVELOPEMNT**

##### **Unit 1: Institutional Planning**

- a. Institutional Planning : Meaning, Importance, Benefits
- b. Institutional Context, Vision, Mission, Cultural Values
- c. Steps: Analysis, Survey, Improvement, Implementation, Evaluation.

##### **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
- c. Networking: Meaning, types of institutional networking, Merits, Advantages.

##### **Unit 3: Organisational Development**

- a. Definition of Organisation and Organisation Development (OD), Characteristics and Principles of OD
- b. Models of OD : Action Research Model, Organisation Development Process Model, Appreciative Inquiry Model
- c. Integrated Strategic Programme for OD : Valuing People, People Management, Leading and Developing People

#### **MODULE II: CHANGE AND FINANACE 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](http://www.cooperativalatina.org) 201 W. Main St., Durham, NC 27701; tel. (919) 688-9270; [info@cooperativalatina.org](mailto:info@cooperativalatina.org)
- Coady, D.P., & Parker, S.W.(2004). A cost-effectiveness analysis of demand- and supply-side education interventions: The case of PROGRESA in Mexico. *Review of Development Economics*, 8(3), 440-451.
- Financial Literacy Training for High School Students Southern New Hampshire University and the National Association of Securities Dealers Education Foundation [www.snhu.edu](http://www.snhu.edu) 2500 N. River Road, Manchester, NH 03106; tel. (800) 668-1249; [info@snhu.edu](mailto:info@snhu.edu)
- Financing Your Future National Council of Economic Education (NCEE) [www.ncee.net](http://www.ncee.net) 1140 Avenue of the Americas, New York, NY 10036.
- Psacharopoulos, G., & Patrinos, H.A. (2004). Returns to investment in education: A further update. *Education Economics*, 12(2), 111-134.
- Patrinos, H.A. (2004, January). Private education provision and public finance: The Netherlands as a possible model. Paper presented at the meeting of the American Economic Association, San Diego, CA.
- Patrinos, H. A. (2000). Market Forces in Education. *European Journal of Education*, 35(1), 61-79
- Wright, Cream. (1998). Financing Higher Education and Partnerships with Production and Service Sectors. In UNESCO Regional Office (Dakar-Senegal) *Higher Education in Africa: Achievements, Challenges*
- Woodhall, Maureen. (2003). Financing Higher Education: Old Challenges and New Message. *Journal of Higher Education in Africa*, Vol. 1, No. 1, 78-100. Abstract available at: [http://www.bc.edu/bc\\_org/avp/soe/cihe/africaHEjournal/journal\\_home.htm](http://www.bc.edu/bc_org/avp/soe/cihe/africaHEjournal/journal_home.htm)
- Ziderman, Adrian and Douglas Albrecht. (1995). *Financing Universities in Developing Countries*. Bristol, PA: The Falmer Press.
- [http://www.iaoed.org/files/7\\_Patrinos\\_web\\_030407.pdf](http://www.iaoed.org/files/7_Patrinos_web_030407.pdf)

## **COURSE IV**

### **HUMAN RESOURCE MANAGEMENT IN EDUCATION**

Marks: 100

#### **MODULE I: MANPOWER PLANNING AND STAFFING IN EDUCATION**

##### **Unit 1: Human Resource Management**

- a. Human Resource Management : Human Aspect of Management, Human Relations, Personnel Management, Human Resource Management and Human Response Management, Concept, Scope and Importance of Personnel Management, Principles and Challenges
- b. HR Philosophy, Policies, Procedures and Practices
- c. Designing HR systems

##### **Unit 2: Determination of Human Resource Requirements**

- a. Quantitative determination of Human Resource requirements : Work Study , The Human Factor in the Application of Work Study
- 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**

- Armstrong, M. & Baron A. (2007): Performance Management: The New Realities, Delhi: Jayco Publishing House
- Bhattacharya, D.K. (2001) Managing People. New Delhi: Excel Books.
- Bush T., L. B. (2003). *The Principles and Practice of Educational Management*. (Edited, Ed.) New Delhi: Sage Publications.
- Bush, T., Bell, L., Bolam, R., Glatler, R. and Ribbins, P. (1999) Educational Management. London: Paul Chapman Publishing Ltd.
- Kochan, T.A. and Schmalensee, R.L. (2003) Management. U.S.A.: The MIT Press.
- Kumar, N. (2000) Managerial Interface in Next Millennium. Mumbai: Himalaya Publishing House.
- Mathur, R (2004): Human Resource and Personnel Management, Jaipur: Wide vision publisher
- Rao, VSP.(2006 ) Human Resource Management: Text and Cases, (2<sup>nd</sup> Edition)
- Rao, et.al.(2001). 360 degree feedback and Performance Management System, Delhi: Excel Books
- Saini Debi, K. S. (2000). *Human Resource Management*. New Delhi: Response Books, Sage Publications.
- Sarma, M.A. (2008) Performance Management System, Mumbai: Himalayan Publications