

DIPLOMA IN SCHOOL MANAGEMENT

1. SCHEME OF EXAMINATIONS

PAPER	SUBJECTS	CREDIT	MAX MARKS		TOTAL
			INT	EXT	
I SEMESTER					
Core Paper-I	Management Principles and Business Ethics	4	25	75	100
Core Paper – II	Organizational Behaviour	4	25	75	100
Core Paper-III	Accounting for Manager	4	25	75	100
Core Paper-IV	Managerial Economics	4	25	75	100
Core Paper-V	Innovation and Entrepreneurship	4	25	75	100
II SEMESTER					
Core Paper-VI	Principles of Education and Management	3	25	75	100
Core Paper – VII	Management of Educational Institutions	3	25	75	100
Core Paper – VIII	Management of Schools	3	25	75	100
Core Paper – IX	Human Resource Development	3	25	75	100
Core Paper – X	Practical	8	50	150	200
	a) Problem Study				
	b) Institutional Plan				
	c) Perfective Plan				
	d) Case Study				

1. SYLLABUS

SEMESTER -I

PAPER –I

MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

UNIT - I

Introduction: Nature of Management – **Management Skills** - The Evolution of Management Thought – Tasks of a Professional Manager – **Manager – Organisational Culture - Environment** – Systems Approach to Management – Levels in Management

UNIT - II

Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). **Strategic Management Process** Decision Making Process and Techniques.

UNIT – III

Nature of Organizing : Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - **Managing Change and Innovation.**

UNIT – IV

Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organisation – Management by Exception (MBE) – **Leadership – Approaches to Leadership and Communication.**

UNIT – V

Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - **Business Ethics and - CSR Models.**

Reference Books

1. Certo, S C. and Certo, T, Modern Management, 12th Edition, Prentice Hall, January 2011.
2. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2012.
3. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8th Edition, Tata McGraw Hill Education Private Ltd., July 2009.
4. Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
5. Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, January 2011.
6. Schmerhorn, J.R., Management, 11th Edition, Wiley, July 2012.

PAPER II

ORGANISATIONAL BEHAVIOUR

UNIT - I

Introduction to Organisational Behaviour: Historical background of OB - Concept Relevance of OB - Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory - social theory-

UNIT - II

Individual Difference - Personality - concept and determinants of personality - theories of personality - type of theories - trait theory - psycho analytic theory - social learning theory - Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality - Job fit. Perception: Meaning Process - Factors influencing perception - Attribution theory

Learning: Classical, Operant and Social Cognitive Approaches - Managerial implications. Attitudes and Values:- Components, Attitude - Behaviour relationship, formation, values.

Motivation: Early Theories of Motivation - Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation - Self - Determination theory, Job Engagement, Goal Setting theory, Self - efficacy theory, Reinforcement theory, Equity theory, Expectancy theory.

UNIT - III

Group Dynamics - Foundations of Group Behaviour - Group and Team - Stages of Group Development-Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication - Communication Process - Barriers to Communication - Guidelines for Effective Communication

UNIT - IV

Leadership - Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power - Political Behaviour in Organisations - Managing Politics.

Conflict and Negotiation: Sources and Types of Conflict - Negotiation Strategies - Negotiation Process

UNIT - V

Organisational Culture : Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices.

Reference Books

1. Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Organisational Behaviour, 15th Edition, Pearson Education, Inc. publishing as Prentice Hall, 2013.
2. K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 10th Edition, 2012.
3. Luthans, F. Organizational Behavior, 12th Edition, Tata McGraw Hill Education, 2011.
4. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Blanchard, K.H., Hersey, P. and Johnson, D.E., Management of Organizational Behavior: Leading Human Resources, 9th Edition, PHI Learning, 2008.
6. Newstrom, J.W., Organizational Behavior, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.

PAPER -III
ACCOUNTING FOR MANAGER

Unit I

Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems)

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios- Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio - problems.

Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement - problems

UNIT – III

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems.

UNIT – IV

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting. Standard costing and variance analysis.

UNIT – V

Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making.

Reference Books

1. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 4th Edition, Pearson, 2012.
2. Khan, M.Y. and Jain, P.K., Management Accounting: Text , Problems and Cases, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.

3. Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 14th Edition, Pearson, 2008.
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6. Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011.

PAPER-IV
MANAGERIAL ECONOMICS

Unit 1 : Fundamentals of Economics

Economics-twin theme of economics- three economic problems -production possibility frontier (PPF)- Firm objectives and individual decision making- Economy model in circular flow- Externalities-Demand & Supply- Types of demand -Determinants of Demand & Supply – Types of goods- types of elasticity in D & S, Utility, Indifference curve, market equilibrium of D & S- price control mechanisms -Case study.

Unit 2 : Production function and Market structure

Production function-short and long run relationship- Isoquants-Isocost-Returns to scale – Characteristics of Monopoly, Perfect, Monopolistic competition, Oligopoly market structure- Profit maximization, price and output relationship in long run and short run- types of pricing- Case study.

Unit 3: Macro economics

Objectives, scope of Macroeconomics-Aggregate demand – Aggregate supply – Variables of macroeconomics- output & Income determination, - unemployment -inflation, Economic growth, International trade, Business cycle, Exchange rate -National income determination and its measurement – Multiplier effect- Case study.

Unit 4 : Role of Money and Economic policy

Fiscal and monetary policy – Supply & Demand for money- Keynesian theory of money and interest -IS-LM model with foreign sector- Case study.

Unit 5 : International Aspects of Economics

Foreign Exchange market – Exchange rate determination -Balance of payment-Trade policy – International monetary system and Financial institutions- trade organization- Heckscher-Ohlin theory of trade- Case study.

References:

1. Foundation of Economics, Andrew Gillespie, Oxford University press.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.
6. International Economics: Theory and Policy, D. N Dwivedi, Vikas publishing house.

PAPER -V
INNOVATION AND ENTREPRENEURSHIP

UNIT I

Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

UNIT II

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

UNIT III

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities.

Feasibility Analysis: Technical Feasibility of Products and Services - Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

UNIT IV

Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.

UNITV

Financing the New Venture:Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

Reference Books

1. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
2. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.

3. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
4. Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
5. Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
6. Stokes, D., and Wilson, N., Small Business Management and Entrepreneurship, 6th Edition, Cengage Learning, 2010.

**UNIVERSITY OF MADRAS
DEPARTMENT OF MANAGEMENT STUDIES
DIPLOMA IN SCHOOL MANAGEMENT
SYLLABUS 2024-2025**

Learning Objectives:-

The course seeks to develop in the participants.

1. a) An awareness of the historical background to the restructuring of the educational system.
b) Appreciation of the goals of the change over to the new pattern
2. a) a thorough knowledge pertaining to the alternative streams.
b) the ability to apply their knowledge in career planning for students in the vocational streams offered in their respective schools
3. a) the requisite knowledge and skills for institutional planning.
b) the ability to apply the systems approach in bringing about educational change and the leadership capacities for bringing about educational change through the role as Principals.
4. HUMAN RESOURCES MANAGEMENT activate the skill development knowledge person to the HR. Manager.

**SYLLABUS
COURSE A
PRINCIPALS OF EDUCATIONAL MANGEMENT**

1. History of Management through - classical, scientific, human relations, human resources, systems, contingency, their implications for educational management.
2. Educational Management - conceptual change from administration to management - administrative and management functions - Need for change in educational management - education management and new education policy.
3. Systems approach to educational management - general systems concept, application to education to educational management.
4. Structural reforms in educational management - general managerial structure under Different approaches - the present structure of educational management and required

reforms – corporate management structures in education – education as a loosely coupled system.

5. Professionalization of educational management – characteristics of professionalism – educational managerial profession, roles and educational supervisor today and tomorrow. Management of change in education – change models manager’s role as an innovator, an adopter and as a change agent – strategies for the adoption of innovations.

1. ALLEN, R.R. 1990. School administration abroad: a well kept secret. NASSP Bulletin, 74 (526):66-67. May. ANDERSON,

2. . ALLEN, R.R. 1990. School administration abroad

3. BARNETT, B.G. 1990b. Peer assisted leadership expanding principals knowledge

4. Jossey- Bass. BOLMAN, L.G. 1992. Interview with the author. Harvard, Massachusetts (USA).

5. .) BONDESIO, M.J. & DE WITT, J.T. 1991. Personal management (In Van der Westhuizen, P.C. ed. Effective educational management.

6. Pretoria: Haum Tertiary. p. 239-343.) BORG, W.R. & GALL, M.D

7. Macmillan. BISHOP, G. 1989. Alternative strategies for education. London MacMillan

8. , Journal of educational administration. 28(3): 67-76. BARTH, R.S. 1980a. Reflections on principalship

COURSE B

MANAGEMENT OF EDUCATIONAL INSTITUTIONS

1. Organizational behavior – homothetic and idiographic dimensions, the Cuba model, role and personality, types of organizations, managerial grid, school as an organization.

2. Personnel management – functions, motivation, need gratification, Maslow’s need hierarchy, hygienic and

- motivating factors, (theories X and Y) job satisfaction, satisfiers and dissatisfies in the school system, measurement of job satisfaction, morale-means of increasing teacher morals, measurement of teacher moral.

3. Group dynamic – group behavior, interaction Bale’s analysis, Transaction analysis – authority and power source – “T” group training characteristics of effective group work.

4. Leadership – type, trait, style, approaches, contingency, situational theory, leadership behavior – Ohio studies, LEDO, leadership and organizational climate.

5. Organizational communication – purposes, patterns, processes, lists distortion in communication, barriers to effective communication. Decision making process, decision making in different types of organizations, groups decision making, Tannenbaum – schmidts continuum, boss centered to subordinate centered – decision making in different domains, managerial, technical, negotiation etc, decision making in conflict management.

1. W B. 1986. The personnel function in education. New York : MacMillian. CATES, W. M. 1985.

2. W B. 1986. The personnel function in education. New York : MacMillian. CATES, W.

M. 1985.

3. : Macmillan. BISHOP, G. 1989. Alternative strategies for education. London MacMillan. BLACKMAN, M.C. 1992

4. : Government Printers. BOPHUTHATSWANA (Republic). 1979. National Education Act of 1979.

5. Boston, MA, 20 April. BOLAM, R., JERVIS, P. & HOYLE, E. 1985. Training heads in Bristol fashion. Education

6. BARTH, R.S. 1980a. Reflections on principalship. Thrust for educational leadership. 20

7. 1979. National Education Act of 1979. Mmabatho : Government Printers. BOPHUTHATSWANA.

8. ANDERSON, M.E. 1991. Principals, how to train recruit, select, induct, and evaluate leaders for America's schools.

COURSE C MANAGEMENT OF SCHOOLS

School management - tasks, schools management models, functionists models, contingency model, collaborative model, changing concept of management, school culture.

Management of: Instructional process - goals, objectives, methods, media - systems approach.

Discipline - changing concept of classroom discipline, teacher behavior, triggering problems, classroom climate and rules, techniques of classroom management - teacher behavior contributing to good classroom discipline, student indiscipline.

Curricular and co-curricular activities e.g. library examination excursion, community relationship, modern management techniques that can be adopted for the management of these activities e.g. PERT/CPM, PPBS, INVENTORY CONTROL PROBLEM QUEING THEORY, GAME THEORY, INPUT, OUOTPUT ANALYSIS.

FINANCIAL Management - sources of income, fund allocation, accounting, Auditing.

Office Management - records, statutory and non-statutory, maintenance of records, good relationship between office and teaching staff. Planning for growth, long term, short term planning, institutional planning, Planning techniques, planning at various levels. A recent management techniques and their application to school management _ MBO, participative Management, performance praisal techniques, accountability.

1. . BRIDGES, S.B. 1992. Reflections about year one: beginning wisdom. (In Parkay, F.W. & Hall, G.E. Becoming a principal:

2. . 1986. Innovation in education. London : Macmillan.

3. . 1985. The world education crisis. New York : Oxford U Diversity. DARESH,

4. ANDERSON, M.E. 1991. Principals, how to train recruit, select, induct, and evaluate leaders for America's schools.

5. 1979. National Education Act of 1979. Mmabatho : Government Printers. BOPHUTHATSWANA.

6. Lawrence Erlbaum. COLLIER, V. 1982. The role of school management

7. 1989. Statistical power analysis for the behavioral sciences. 2
8. 1992. Reflections about year one: beginning wisdom. (In Parkay, F.W. & Hall, G.E. Becoming a principal: the challenges of beginning leadership

COURSE D

HUMAN RESOURCES MANAGEMENT

1. Human Resources Management, HRD and Personal Functions: Redefined role and responsibilities of HR managers, sub-system of HRM and HRD, HR functions and policies. Organization for HRM, Development of HRM in India;, Recent trends in HRM, Impact of globalization on HRM. Role of HRM in IT sector.
2. HR Planning, Recruitment and Selection: HRD at different levels, Job description, Sourcing, Tests, Interviews, Induction and Orientation, Training-Methods of training, Training manual under ISO and QS Certification. Supervisory, Executive and Management development programmes. Career development.
3. Performance Management: Job analysis, Job evaluation, KRA and KPAs, Traditional Vs Modern methods of performance management. Potential appraisal, Feedback systems.
4. Compensation Planning: Wages and salary, Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring.
5. Industrial Relations: Trade unions, Industrial disputes and settlements, Grievances handling, Disciplinary procedures, Suspension, Dismissal, Domestic, Enquiry, Legal formalities, Layoff, Retrenchment, Closure, VRS, Health and safety.

Books for References:

1. Human Resources Management – V.S.P.Rao
2. HR and Personnel Management – Keith Davis
3. Personnel Management – Flippo
4. Human Resource Management – T.V.Rao

COURSE E

Practical.