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MANAGEMENT OF DIS- TANCE EDUCATION

By:

Taruna Jain

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**Sample Preview
of the
Solved
Sample Question
Papers**

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QUESTION PAPER

(June – 2016)

(Solved)

MANAGEMENT OF DISTANCE EDUCATION

Time: 3 Hours]

[Maximum Weightage : 70%

Note:(i) All Four questions are compulsory. (ii) All questions carry equal weightage.

Q. 1. Explain the essential aspects of controlling process in an ODL organisation.

Ans. Ref.: See Chapter-1, Page No. 7, 'Controlling Processes'.

Or

Identify critical areas of management of an educational institution.

Ans. Ref.: See Chapter-3, Page No. 19, 'Introduction', 'Institutional Management' and Page No. 20, 'Academic Management'.

Q. 2. Illustrate the essential aspects of personnel management in distance education institution.

Ans. Ref.: See Chapter-3, Page No. 22, 'Personnel Management'.

Or

Explain the main components involved in an effective management of Teaching-Learning Process.

Ans. Ref.: See Chapter-4, Page No. 29, 'Management of Teaching and Learning'.

Q. 3. Write brief notes on the following:

(a) Future developments in Higher Education

Ans. Ref.: See Chapter-5, Page No. 37, 'The Future'.

(b) Role and function of UGC

Ans. Ref.: See Chapter-7, Page No. 51, 'University Grants Commission (UGC)' and Page No. 55, Q. No. 3 and Page No. 57, Q. No. 2.

(c) Single mode Institution

Ans. Ref.: See Chapter-10, Page No. 75, 'Single Mode Institutions'.

(d) Quality Control in Distance Education

Ans. Ref.: See Chapter-16, Page No. 133, 'Quality Control'.

(e) Skills of a change agent

Ans. Ref.: See Chapter-20, Page No. 163-164, 'Skills of a Change Agent'.

(f) Major functions of Distance Education Council (DEC)

Ans. Ref.: See Chapter-17, Page No. 137, 'The Functions of the DEC'.

Q. 4. If you have been given the responsibility of Head, Planning and Development Division of an ODL institution, describe and discuss your role in strategic planning and development of the ODL institution.

Ans. Ref.: See Chapter-12, Page No. 96, 'Planning in Distance Education' and Page No. 102, Q. No. 3.

■ ■

QUESTION PAPER

(June – 2015)

(Solved)

MANAGEMENT OF DISTANCE EDUCATION

Time: 3 Hours]

[Maximum Weightage : 70%

Note:(i) All Four questions are compulsory. (ii) All questions carry equal weightage.

Q. 1. Discuss the major steps that need to be undertaken to bring about change/organizational renewal in a distance education institution.

Ans. Ref.: See Chapter-18, Page No. 142, 'Mechanics of Change'.

Or

Explain the organizational structure of an open distance education university.

Ans. Ref.: See Chapter-10, Page No. 78, 'Organizational Structure of Open Distance Education Universities'

Q. 2. Discuss briefly the main issues involved in the management of Academic Programmes in distance education institutions.

Ans. Ref.: See Chapter-3, Page No. 20, 'Academic Management' and Page No. 25, Q. No. 3.

Or

Critically analyse the major problems faced by higher education system in third world countries.

Ans. Ref.: See Chapter-6, Page No. 45, 'Problems and Prospects'.

Q. 3. Answer the following questions:

(a) Describe in brief different types of universities existing in a developing country like India.

Ans. Ref.: See Chapter-8, Page No. 58, 'Structure of Universities'.

(b) Analyse briefly the emergence and growth of correspondence education in India.

Ans. Ref.: See Chapter-13, Page No. 106, 'Correspondence Education : The Drift'.

(c) List the four pillars of education. Elaborate briefly any two of them.

Ans. The four pillars of education

Education throughout life is based on four pillars: learning to know, learning to do, learning to live together and learning to be.

- Learning to know, by combining a sufficiently broad general knowledge with the opportunity to work in depth on a small number of subjects.

This also means learning to learn, so as to benefit from the opportunities education provides throughout life.

- Learning to do, in order to acquire not only an occupational skill but also, more broadly, the competence to deal with many situations and work in teams. It also means learning to do in the context of young peoples' various social and work experiences which may be informal, as a result of the local or national context, or formal, involving courses, alternating study and work.
- Learning to live together, by developing an understanding of other people and an appreciation of interdependence—carrying out joint projects and learning to manage conflicts—in a spirit of respect for the values of pluralism, mutual understanding and peace.
- Learning to be, so as better to develop one's personality and be able to act with ever greater autonomy, judgement and personal responsibility. In that connection, education must not disregard any aspect of a person's potential: memory, reasoning, aesthetic sense, physical capacities and communication skills.

(d) Write a note on the role of University Grants Commission (UGC) in India.

Ans. Ref.: See Chapter-7, Page No. 51, 'University Grants Commission (UGC)'.

(e) Explain in brief the self-initiated models of change.

Ans. Ref.: See Chapter-18, Page No. 149, Q. No. 4.

(f) Differentiate between 'Strategic Planning' and 'Operational Planning'

Ans. Ref.: See Chapter-1, Page No. 5, 'Strategic Planning and Operational Planning'.

Q. 4. "IGNOU is a university with a difference"-critically analyse the statement.

Ans. Ref.: See Chapter-15, Page No. 120, 'IGNOU: A University with a Difference'. ■ ■

Sample Preview of The Chapter

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MANAGEMENT OF DISTANCE EDUCATION

Educational Systems Management

Management Functions and Processes: An Overview



INTRODUCTION

To start with a course on Management of Distance Education, it is important to understand the concept of management first. This includes functions, methods and practices involved in it. In this chapter, we will understand the functions of management and its processes. Also the chapter focuses on the concepts of organizational systems and their components and understand the major functions that are involved in the management of the organization. We will also analyse the processes associated with the performance of major management functions and explain the roles and responsibilities of managers in any organization. We will study about the organization and the related concepts. An organization is a complex system with interactions at various levels among large number of people.

CHAPTER AT A GLANCE

THE SYSTEMS CONCEPT

There are many different kinds of organizations around us i.e., big or small, formal and informal, economic and religious, government and private, educational and cultural, etc. Our life and living is largely influenced by this group and these organizations and their work. Today, we have diverse groups of organizations. With the advancement in technology, the satellite communication networks are now linking people through a meticulously organized system which has its own protocol, code of conduct and patterns of interaction. All these are outcomes of an organization which is a structured process in which people interact with each other for fulfilling specific objectives.

In an organization, there are countless interactions at various levels among the large number of people. In a University, there are students, teachers, deans and heads, administrators and accountants, estate managers

and canteen workers, etc. Each of these work for the university at the same time fulfilling their personal needs. There may be conflicts in the group but all of these are organically related to the organization of the university. Thus, a system can be defined as the aggregate of several inter-related components or sub-systems which are put together according to a specific plan or scheme in order to achieve the stated objectives.

Following are the components of a system:

- A sub-system which is put together in a specific manner that forms the whole system.
- Boundaries within which each part exists.
- Specified goal to produce the output or providing the service, etc.
- Close inter-relationship or interdependence among the different sub-systems.

The inter-relationship among the sub-systems can be identifies as follows:

- Flows existing between them like information, money, etc
- The related structure
- The related procedure
- The feedback system and the control process and the mechanism to ensure that the system moves in the desired objective

In a University, there are several sub-systems which includes:

- Course prescription, determining the curriculum and setting the desired standards
- Students admission, fee collection and record maintenance
- Recruitment of teachers, training and administrative work
- Examinations and certification of students
- Construction and maintenance of buildings, classrooms, labs, etc.
- Buying equipments, books, etc. and their maintenance

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- Administration of organization and their finances.

Each of above mentioned system has no independent existence or goals. The courses have to be prescribed to enroll students and teachers have to be appointed to teach the students and examinations have to be held to test their performance and each of these functions should inform the other for achieving the university's goals of educating the people. To ensure that all these happen in an orderly manner, these functional areas has to be structured with its roles and responsibilities and relationship with each other and methods and practices of interaction among them through appropriate procedures.

Organizations are defined by the people that constitute them. They are a part of the social system which interact with the environment constantly. They are a part of the open system which are sub-systems of the environment within which they operate. The environment consists of social, economic, political and legal sub-systems. The environment influences the determination of the policies, courses, admission procedures, etc. The national policies determines the policies of the education system like admission of students and appointment of teachers, funding regimes, etc.

MANAGEMENT FUNCTIONS

The role of management is to direct the energies and resources of organizations in order to achieve purposeful, coordinated and goal-oriented activities. The functions of a manager includes creating, planning, organizing, motivating, communicating and controlling. The functions are same regardless of the type of organization or the level of managers in the organization.

Creativity

Creativity is the mental ability of a person and imaginativeness that leads to some creation or discovery as a result. Creativity is the ability to look at the things with fresh eye and the like. It is the inward motivation to contribute by challenging the current goals and practices and reshaping the existing organizational climate and culture and the satisfaction that a person derives from his work.

In an organization, the creative process includes the approach towards problem-solving. The belief that if one is able to define the problem then the solution is fast and quick. The elements of the process includes collecting the facts, analyzing them, identifying the problem, considering the alternative solution and selecting the best and putting the selected solution to practice.

Planning and Controlling

Planning is at the top in the management functions and controlling at the bottom. The two generally goes

together to achieve the plans effectively. Thus, the good control systems are essential elements of an effective planning process.

(a) Planning

Planning can be defined as setting of goals and determining the ways of achieving it. It helps in determining where the organization is going and the approach adopted by it to get there. Planning helps in coordinating the activities within the organization to attain the stated objectives and in bringing the higher degree of rationality and order into the organization's working.

Planning also permits a manager to act with initiative and to create the situations to the organisation's advantage. Most of the poorly managed organizations occupied with managing the crisis and caught up with endless operations to get over current crises. This makes planning a risky process and explains why several organizations do not engage in adequate planning.

The key feature of planning is flexibility and all the good plans always provide for review and modification. The environmental factors are very critical to organizations goals and strategies. The one who are involved in the production process have to quickly think about their products and strategies which means re-definition of goals and reorientation of strategies. It is important to put new goal and new plan in place when the existing plan becomes obsolete and its goal becomes unworthy. This process of midway corrections and renewal makes planning a dynamic process and if a plan do not permit any modification it is a bad plan. Thus, flexibility is an important component of any plan.

(b) Controlling

There is a close relationship between controlling and planning. Control supports planning in two-ways. Firstly, in reviewing the current goals and strategies in doing so and drawing the attention to situations that require new planning exercises and secondly in providing useful and necessary inputs upon which new plans are based. Controlling is concerned with comparing events with plans and making corrections when events deviate from plans. According to Franklin G. Moore(1964) the controlling function can be described as : "There's many a slip between giving work assignments to men and carrying them out. Get reports of what is being done, compare it with what ought to be done, and do something about it if the two aren't the same". Controlling is a manager's job of checking the assignments, sees what is being done, compares it with what was expected to be done, and does what is needed to correct the deviations, if any.

Both planning and controlling support each other and planning is a pre-requisite for effective controlling as without planning there is no pre-determined, explicit understanding of the desired performance and then the controlling becomes ineffective. In case of improper planning, a chaos is created because of unsatisfactory performance and that leads to resentment and disaffection among the members of the organization.

The accounting helps in providing the data to assist the controlling in business or other economic enterprises. The budgets of the organization indicates the level of the desired performance and the accounting staff records the data from the actual operations at the regular intervals and then the collective action is taken.

Organizing

After planning, another important function of management is organizing and involves:

- Determination of activities that are necessary to achieve the desired goals.
- Grouping of these activities in organized manner.
- Assignment of the activities to specific positions and people.

The process of planning helped in identification of goals and strategies. In case of University of Organization, it means identifying certain activities, etc. which are necessary to achieve the purpose of the university.

(a) Structuring the Organization

It is very important to group or structure the organizations to ensure efficiency. Some essential features of the structured organizations are as follows:

- Organizational chart that depicts the road map showing the structure of authority and accountability relationship and activities and communication channels. It also indicates how the affairs of the organization are to be planned and directed and controlled.
- Helps in understanding of roles and responsibilities to each members and the related boundaries within which they have to operate.
- Helps in the measurement of results in terms of goals achieved.
- Represents the orderliness in the conduct of affairs of an organization.

The structuring of an organization requires certain basic principles to be kept in mind like the activities to be grouped and assign to proper organizational units. The criteria for grouping includes:

- Creation of separate organizational units if the functions are logically separable.
- Working towards common objectives.
- A separate unit in terms of the span of control or reach the management and accountability relationship within the unit.

The organizational chart help in indicating the structure of the authority, the power, responsibility and accountability in the organization. The connecting links of the chart shows the effectiveness in the organizational functioning and requires:

- Definition of responsibility of each person.
- Delegation of authority.
- Clarity about relationship and levels of authority.
- Consistency about relationship and nature of assigned responsibilities.

(b) Principles in Organizing

Authority and power are two different concepts but misunderstood as one. Authority is the right to do something and power is the ability to do something. Authority is the right that a manager has to ask or require a subordinate to do something to accomplish the goals of the organization. There are situations where the managers have the authority to do something but does not have the power or the ability of doing it.

Sometimes the absence of the authority-power relationship causes instability in organization leading to their decay and destruction. Responsibility is the obligation to do the job and is related to both authority and power. It is the duty to perform a task or assignment or function given to him.

Delegation of authority is a process in an organization in which the senior management gives the subordinates the authority and the power to do certain things. A manager cannot delegate all the authority for performing the managerial functions of planning, organizing and controlling and communicating and so on. Delegation of complete authority would mean that the manager is absconding from his responsibility.

We have seen that the authority and power can be delegated but there is no delegation of responsibility. When a manager delegates his authority and power, he is responsible for any action on the part of the persons to whom the authority is delegated. A supervisors responsibility is not diminished on delegating the authority but it gets increased on assuming the additional responsibility that arise from the performance of his subordinates.

This leads to another concept called as accountability which makes the people of the organizations accountable to their jobs. Thus a stable organization requires that the authority, power, responsibility and accountability are all balanced evenly.

Leading and Motivating

According to Peter Drucker “Management is doing things right; leadership is doing the things right”. The two concepts overlap but are not quite the same. Management is about accomplishing a goal efficiently and leadership is about setting the goals.

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Leadership is a management style and the ability to inspire the people to do what the leader want them to do and inspires cooperation and action based on loyalty and often unquestioning obedience. A good manager needs to have leadership qualities and a positive personality to get the things done. He should be confident and result-oriented and should be able to guide, direct, influence and demand action. A good manager is a problem solver and takes the group to a direction to attain a specific purpose and has a new goal, a new purpose for tomorrow.

The personality of the manager should be charismatic and should be inspirational and be able to get the things done and with efficiency and produce beneficial results for the organization. He should be able to motivate the people so as to get the work done efficiently and effectively.

A manager should follow the ‘carrot and the stick approach’ that suggests positive motivation and offers something valuable for good performance. Negative motivation or the stick approach uses the threatening approach for punishments for unsatisfactory performance. The approach is also known as the reward and punishment theory that influences behavioural patterns.

An organization is made up of its people and are expected to be homogeneous in their attitudes, behaviour and outlook. The basic objective required in motivating the people is to make them work together to achieve the objectives of the organization which may be different from individuals objective. The manager should have a deep understanding of the process involved in relating individual needs to the organizational objectives.

According to Maslow’s theory of human motivation (1960) two important propositions of human behaviour are:

- Man is a wanting being—he always wants, and he wants more, and
- A satisfied need is not a motivator of behaviour

Thus a vibrant and dynamic style of management includes carrying all the members of the organization together in achieving the objectives of the organization. Some examples of evolving management styles are participatory management, team-building, decentralized structures, project work, autonomous units, etc.

MANAGEMENT PROCESSES

Let us now look at some of the processes associated with the performance of some of the major functions involved in the management and organization. The purpose of the unit is to acquaint you with the functions, methods and practices associated with the management of the organizations.

Policy Formulation

We know that organization have well defined roles and objectives. It is difficult to say where the objectives end and policies begin. There is an overlap between the two. We can say that the objective is something that we want to accomplish and policy outlines the method or practice which you will use to get there. Objectives are the ends and the policies are the means of achieving those ends.

Policies are long-term, medium-term or short-term. Policies are major or minor. At the level of the head of the organization, the policies are stated in broad terms and their purpose is to pilot the overall working and operations towards attaining the objectives of the organization. At the executive level, the policies deal with the activities of different departments and at the operating level, the policies go into further details, in procedures of the manuals and the rules and regulations.

The broad policies originate from the top most of the policies at the middle and lower levels. The people at the lower level do not have to grapple with the problem all over again. In case of new problem, treat it as an exception and decide on its merits. In case the problem is repeated, a policy is set for it. Thus, there are a number of policies to handle the conceivable situations. Thus, the organizations become a bureaucratic structure.

The major policies govern the conduct of the core business of the organization. A major policy sets out a range of products and services that an organisation offers over a period of time. It sets out the territorial limits within which it operates and the method of distribution of its products, centralization or decentralization of production processes, in-house production all the associated products and services, research and development of the new products, etc.

There are several other policies that govern the execution of major policies like personnel policy, the pricing policy, the distribution and the marketing policy, etc. The minor policies includes the organizations car, favoured parking lots, who will travel by air, etc.

One important thing in formulation of policy is that it should have a reasonable degree of stability and should not be rigid. The policy should be forward looking and lawful and ethical and should permit changes as per the environmental changes.

Decision-making

A good executive is a decisive person and takes quick decisions and almost takes good decisions. A good decision needs adequate information, necessary application of mind and balanced judgement and careful fact-finding and analysis and consultation and reflection on all the aspects before taking a good decision.