



TAMILNADU COUNCIL FOR OPEN AND DISTANCE LEARNING

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POST GRADUATE DIPLOMA IN EDUCATIONAL ADMINISTRATION

S.No.	Subject Code	Subject	Max.Marks
1	PGDEA1	Foundations of Educational Administration	100
2	PGDEA2	Educational Leadership and Organizational Behaviour	100
3	PGDEA3	School Management and Supervision	100
4	PGDEA4	Educational Policies and Planning	100
5	PGDEA5	Human Resource Management in Education	100
6	PGDEA6	Financial Management in Educational Institutions	100

SYLLABUS

1.FOUNDATIONS OF EDUCATIONAL ADMINISTRATION

UNIT I – CONCEPTUAL FRAMEWORK

Meaning, nature, scope, and significance of educational administration – Objectives and functions of educational administration – Types of administration: authoritarian, democratic, and laissez-faire – Evolution and historical development of educational administration in India and globally

UNIT II – THEORETICAL BASES

Classical theories of administration: scientific management, bureaucracy – Behavioral theories: human relations and participative management – Systems and contingency theories – Application of administrative theories to educational organizations

UNIT III – PRINCIPLES AND STRUCTURE

Principles of educational administration: hierarchy, unity of command, delegation, coordination, centralization and decentralization – Organizational structure of the Indian educational system – Roles and responsibilities of central, state, and local education authorities – Institutional hierarchy and governance in schools and higher education

UNIT IV – LEADERSHIP AND DECISION MAKING

Educational leadership: meaning, need, and styles – Functions and qualities of effective educational leaders – Theories of leadership – Decision-making in educational institutions: types, models, and participatory processes

UNIT V – SUPERVISION AND PLANNING

Educational supervision: meaning, types, techniques, and trends – Role of supervision in teacher development and school improvement – Planning in education: short-term and long-term planning – Institutional planning, strategic planning, and resource allocation

UNIT VI – COMMUNICATION AND CONTROL

Communication in educational administration: types, processes, barriers, and effectiveness – Tools and techniques for institutional communication – Control mechanisms in administration: evaluation, feedback, audits, and corrective actions

UNIT VII – POLICIES AND ETHICS

Educational policies and reforms in India: major commissions, NEP 2020, and their administrative implications – Ethics in educational administration – Accountability, transparency, and professional integrity in leadership and governance

UNIT VIII – CONTEMPORARY ISSUES AND PRACTICES

Challenges in educational administration: privatization, globalization, and digitization – Inclusion and equity in administration – Case studies of best practices and administrative models in schools and higher education institutions – Emerging trends and innovations in educational administration

2. EDUCATIONAL LEADERSHIP AND ORGANIZATIONAL BEHAVIOUR

UNIT I – INTRODUCTION TO EDUCATIONAL LEADERSHIP

Concept, nature, and scope of leadership in education – Evolution and importance of leadership in academic institutions – Difference between leadership and management – Functions and responsibilities of educational leaders – Characteristics of effective leadership

UNIT II – LEADERSHIP THEORIES AND STYLES

Overview of leadership theories: trait theory, behavioural theory, contingency theory, transformational and transactional leadership – Application of leadership theories in educational contexts – Leadership styles: autocratic, democratic, laissez-faire, instructional and distributed leadership – Leadership effectiveness in relation to institutional performance

UNIT III – ORGANIZATIONAL BEHAVIOUR IN EDUCATION

Meaning, nature, and significance of organizational behaviour – Understanding human behaviour in educational institutions – Elements of organizational behaviour: individual, group, and organizational systems – Influence of perception, attitudes, values, and personality on behaviour

UNIT IV – MOTIVATION AND MORALE

Theories of motivation: Maslow, Herzberg, McGregor, and McClelland – Role of motivation in staff performance and student achievement – Techniques of motivating teachers and students – Concept of morale – Factors affecting teacher morale and strategies to improve it

UNIT V – COMMUNICATION AND INTERPERSONAL RELATIONSHIPS

Concept and process of communication in organizations – Types and barriers of communication – Strategies for effective communication in educational settings – Importance of interpersonal relationships among administrators, teachers, and students – Conflict resolution and negotiation skills

UNIT VI – ORGANIZATIONAL CULTURE AND CLIMATE

Concept of organizational culture and its dimensions – School culture and its influence on teaching-learning – Organizational climate: meaning, types, and

factors influencing it – Strategies to develop a positive organizational climate in schools and colleges

UNIT VII – TEAM BUILDING AND CHANGE MANAGEMENT

Importance of team building and group dynamics in education – Characteristics of effective teams – Role of leaders in team development – Change management: nature and process – Role of educational leaders in initiating and sustaining change

UNIT VIII – LEADERSHIP FOR SCHOOL IMPROVEMENT

Strategic planning and decision-making in school leadership – Role of leadership in curriculum planning and innovation – Creating a vision and mission for the institution – Leading with ethics and integrity – Case studies of successful educational leadership and organizational transformation

3. SCHOOL MANAGEMENT AND SUPERVISION

UNIT I – CONCEPT AND SCOPE OF SCHOOL MANAGEMENT

Meaning and importance of school management – Objectives and scope of management in educational institutions – Difference between administration and management – Types and levels of management in schools – Role of headmaster, teachers, and school management committee in effective school functioning

UNIT II – PLANNING AND ORGANIZING IN SCHOOL MANAGEMENT

Concept and significance of educational planning – Types of planning: short-term, long-term, and strategic planning – Steps and principles of school planning – Organizing school activities and resources – Role allocation and delegation of duties – Institutional planning and development planning in schools

UNIT III – SCHOOL INFRASTRUCTURE AND RESOURCE MANAGEMENT

Management of physical resources: school buildings, classrooms, laboratories, libraries, and playgrounds – Maintenance and utilization of infrastructure – Financial management in schools: budgeting, expenditure, and fund allocation – Management of human resources: recruitment, deployment, staff development, and welfare measures

UNIT IV – TIME TABLE AND RECORD MANAGEMENT

Principles and types of school time tables – Preparation of institutional and class time tables – Importance of maintaining school records and registers – Types of records: admission register, attendance register, teacher logbook, student progress records, inventory records, and financial accounts – Use of ICT in record keeping

UNIT V – CONCEPT OF EDUCATIONAL SUPERVISION

Meaning, nature, and scope of supervision in education – Objectives of educational supervision – Types and approaches of supervision: directive, non-directive, clinical, and developmental – Functions of supervisors and headmasters in school improvement

UNIT VI – TECHNIQUES AND TOOLS OF SUPERVISION

Techniques of supervision: classroom observation, demonstration, individual and group conferences, inspection visits, and feedback – Tools for supervision: checklists, rating scales, observation schedules, and reports – Supervision for curriculum implementation and teacher performance evaluation

UNIT VII – LEADERSHIP AND SUPERVISORY SKILLS

Leadership qualities required for effective supervision – Role of the principal or headteacher as an instructional leader – Building professional relationships with staff – Supervisory skills for mentoring and capacity building – Conflict resolution and collaborative problem solving

UNIT VIII – QUALITY ASSURANCE AND SCHOOL IMPROVEMENT

Role of supervision in achieving quality education – Monitoring and evaluation of teaching-learning processes – Continuous professional development of teachers – School self-evaluation and external assessment – Action research and innovation in school practices – Case studies of effective school management and supervision practices.

4. EDUCATIONAL POLICIES AND PLANNING

UNIT I – INTRODUCTION TO EDUCATIONAL POLICIES

Meaning, nature, and significance of educational policies – Evolution of educational policy in India – Relationship between education and national development – Constitutional provisions for education in India – Directive Principles and Fundamental Rights related to education

UNIT II – MAJOR EDUCATIONAL POLICIES IN INDIA

University Education Commission (1948-49) – Secondary Education Commission (1952-53) – Indian Education Commission (1964-66) – National Policy on Education (NPE 1968, 1986, and 1992) – National Education Policy 2020: aims, features, and implications – Policy reforms and their impact on various levels of education

UNIT III - EDUCATIONAL POLICY FORMULATION AND IMPLEMENTATION

Stages in policy formulation – Stakeholders in policy development: government, civil society, institutions, and experts – Challenges in policy implementation – Role of central and state governments – Role of regulatory bodies like UGC, NCTE, NCERT, and AICTE

UNIT IV – INTRODUCTION TO EDUCATIONAL PLANNING

Concept, nature, and objectives of educational planning – Historical development of educational planning in India – Types of planning: short-term, long-term, perspective, and strategic planning – Importance of planning in effective educational administration

UNIT V – PLANNING AGENCIES AND BODIES

Role of national and international agencies in educational planning – Planning Commission and NITI Aayog – Ministry of Education (MoE), MHRD (now MoE), and CAME – Role of NCERT, NIEPA, and SCERT in planning and implementation – UNESCO and World Bank initiatives in educational development

UNIT VI – APPROACHES AND STRATEGIES IN EDUCATIONAL PLANNING

Manpower planning approach – Social demand approach – Cost-benefit analysis – Normative and indicative planning – Micro and macro-level planning – Institutional planning as a grassroots strategy

UNIT VII – MONITORING, EVALUATION AND POLICY REVIEW

Monitoring and evaluation of educational plans and policies – Indicators of educational development – Use of EMIS and statistics in evaluation – Mid-term review and impact analysis – Feedback mechanisms and policy modifications

UNIT VIII – CONTEMPORARY ISSUES AND POLICY CHALLENGES

Issues of equity, access, quality, and financing in education – Privatization and public-private partnerships – Inclusion and education for marginalized groups – Digital education and policy responses – Globalization and its influence on educational policy and planning – Case studies of recent policy initiatives and planning models in India

5. HUMAN RESOURCE MANAGEMENT IN EDUCATION

UNIT I – INTRODUCTION TO HUMAN RESOURCE MANAGEMENT IN EDUCATION

Meaning, nature, and scope of human resource management (HRM) in education – Objectives and significance of HRM in educational institutions – Differences between HRM and personnel management – Historical development of HRM in the education sector – Functions of HRM in school and higher education contexts

UNIT II – HUMAN RESOURCE PLANNING IN EDUCATION

Concept and need for human resource planning – Steps and processes in HR planning for educational institutions – Forecasting manpower needs in schools and colleges – Challenges in HR planning in the education sector – Role of leadership in effective HR planning

UNIT III – RECRUITMENT AND SELECTION OF EDUCATIONAL PERSONNEL

Recruitment policies and procedures in education – Sources of recruitment: internal and external – Selection procedures: applications, interviews, demonstration classes, and reference checks – Appointment and placement of teaching and non-teaching staff – Legal and ethical considerations in recruitment

UNIT IV – PROFESSIONAL DEVELOPMENT AND TRAINING

Concept and importance of continuous professional development – Types of training programs for teachers and administrators – Induction and orientation programs – In-service training and workshops – Role of ICT in staff development – Agencies involved in training and development: SCERT, DIET, NCERT, and NIEPA

UNIT V – PERFORMANCE APPRAISAL AND ACCOUNTABILITY

Objectives and methods of performance appraisal in education – Appraisal tools: self-evaluation, peer review, supervisor assessments, and student feedback – Linking appraisal to promotions, rewards, and career advancement – Ensuring accountability among educational personnel – Grievance redressal mechanisms

UNIT VI – MOTIVATION, MORALE, AND JOB SATISFACTION

Theories of motivation and their application to educational settings – Techniques to enhance motivation among teachers and staff – Concept and importance of morale – Determinants of job satisfaction – Strategies to improve teacher commitment and institutional loyalty

UNIT VII – EMPLOYEE RELATIONS AND WORK ENVIRONMENT

Professional ethics in education – Code of conduct for teachers and administrators – Teacher welfare programs and support services – Building positive work culture and relationships – Managing conflict and promoting collaboration – Gender sensitivity and inclusive workplace practices

UNIT VIII – EMERGING TRENDS AND CHALLENGES IN EDUCATIONAL HRM

Role of HRM in implementing educational reforms – Impact of technology on HR functions in education – Contractual appointments and issues of job security – Globalization and its influence on educational HRM – Policy perspectives on teacher education and employment – Case studies of effective HR practices in educational institutions

6. FINANCIAL MANAGEMENT IN EDUCATIONAL INSTITUTIONS

UNIT I – INTRODUCTION TO FINANCIAL MANAGEMENT IN EDUCATION

Meaning, nature, and importance of financial management in educational institutions – Objectives and principles of financial management – Scope and functions of financial administration – Role of educational managers in financial decision-making – Relationship between educational planning and financial planning

UNIT II – SOURCES OF EDUCATIONAL FINANCE

Public and private sources of funding for education – Government grants and allocations – Institutional income generation: tuition fees, donations, endowments, and fundraising – International funding agencies and NGOs – Role of local bodies and communities in financing education – Challenges in mobilizing financial resources

UNIT III – BUDGETING IN EDUCATIONAL INSTITUTIONS

Concept, objectives, and principles of budgeting – Types of budgets: incremental, performance, zero-based, and activity-based budgeting – Preparation and execution of institutional budgets – Role of budgeting in resource allocation and accountability – Budgeting at school, college, and university levels

UNIT IV – FINANCIAL PLANNING AND EXPENDITURE CONTROL

Need for short-term and long-term financial planning – Techniques of financial forecasting in education – Monitoring and controlling expenditures – Cost-saving measures and effective utilization of resources – Preparation of financial reports and expenditure statements

UNIT V – ACCOUNTING AND AUDITING IN EDUCATION

Basics of educational accounting – Types of accounts and their maintenance in educational institutions – Importance of transparency and accuracy in financial records – Internal and external audits – Process of auditing and preparation of audit reports – Legal compliance in financial transactions

UNIT VI – GRANTS-IN-AID AND FINANCIAL REGULATIONS

Types and procedures of grants-in-aid for schools and colleges – Conditions and norms for receiving grants – Utilization certificates and audit requirements – Financial rules and regulations laid down by government and affiliating bodies – Autonomy and accountability in financial matters

UNIT VII – ECONOMICS OF EDUCATION AND COST ANALYSIS

Education as an investment and its contribution to economic development – Cost-benefit and cost-effectiveness analysis – Unit cost and marginal cost in education – Financing equity and quality in education – Issues of privatization, commercialization, and public-private partnership

UNIT VIII – CONTEMPORARY ISSUES IN EDUCATIONAL FINANCE

Challenges in financing inclusive and equitable education – Impact of economic policies on educational finance – Use of technology in financial management systems – Financial implications of NEP 2020 – Case studies of successful financial management in schools, colleges, and universities – Trends and innovations in educational financing at national and global levels